



# 2021 BUDGET



Centre  
Wellington



# 2021 Budget

## Table of Contents

	<u>Page</u>
<b><u>INTRODUCTION</u></b>	
Message from the CAO.....	2
Organizational Structure.....	4
Strategic Plan.....	5
Asset Management Planning .....	8
Budget Process and Timing .....	13
<b><u>TAX SUPPORTED OPERATING BUDGET</u></b>	
Tax Supported Operating Budget Overview.....	19
Property Taxation Summary.....	23
Significant Areas Impacting the Tax Supported Operating Budget .....	28
Staffing Strategy.....	36
<b>Operating Budget by Department:</b>	
2021 Tax Supported Operating Budget Summary .....	46
<b><u>Administration</u></b>	
Administration Summary .....	49
Mayor & Council .....	50
Youth Council.....	51
Office of the CAO, Human Resources, and Communications .....	52
Emergency Operations Centre .....	53
<b><u>Corporate Services</u></b>	
Corporate Services Summary .....	54
Legislative Services.....	55
Financial Services .....	56
Information Technology and Services .....	57
General Administration.....	58
By-law Enforcement .....	59
Stray Animal Control .....	60
Livestock Act .....	61
Tile Drain Loans .....	62

**Infrastructure Services**

Infrastructure Services Summary .....	63
Transportation Services - Administration.....	64
Transportation Services - Operations.....	65
Fergus Downtown - Maintenance.....	67
Elora Downtown - Maintenance.....	68
Crossing Guards .....	69
Cemeteries .....	70

**Community Services**

Community Services Summary .....	71
Fire .....	72
Municipal FD Training Officer .....	73
Parks & Recreation:	
Parks, Recreation and Culture Administration .....	74
Centre Wellington Community Sportsplex .....	75
Elora Community Centre.....	76
Belwood Hall.....	77
Active Parks.....	78
Passive Parks .....	79
Forestry.....	80
Greenhouses .....	81
Other Expenditures .....	82
Victoria Park Seniors Centre .....	83
Fergus Downtown - Beautification.....	84
Elora Downtown - Beautification.....	85
Fergus Weigh Scale Building .....	86
Elora Public Washrooms .....	87
Fergus Grand Theatre.....	88
Tourism .....	89
Celebrations .....	90
Grants to Community Groups – Specific Annual Grants .....	91
Grants to Community Groups – Community Impact Grants .....	92

**Planning & Development Services**

Planning & Development Services Summary .....	93
Building.....	94
Planning .....	95
Economic Development.....	96
Committee of Adjustment .....	97
Heritage Centre Wellington .....	98



	<u>Page</u>
<b><u>Other Services</u></b>	
Other Services Summary .....	99
Grand River Conservation Authority .....	100
Other Health Services .....	101
Health and Safety Committee.....	102
Contribution to Capital Fund.....	103
Ontario Non-Specific Grants.....	104
Other Revenues and Expenses.....	105
Net Debt .....	106
Fergus BIA .....	107
Elora BIA .....	108
Taxation – Payment in Lieu .....	109
Taxation – Township Purposes .....	110

**TAX SUPPORTED 3-YEAR OPERATING FORECAST**

3-Year Operating Forecast Summary.....	112
3-Year Operating Forecast.....	114

**WATERWORKS/WASTEWATER SUPPORTED OPERATING BUDGET**

Waterworks & Wastewater Supported Operating Summary.....	131
Environmental Services – Administration.....	135
<b>Waterworks</b>	
Waterworks .....	136
<b>Wastewater</b>	
Wastewater .....	137
<b>Risk Management</b>	
Municipal Risk Management Official .....	138



**CAPITAL BUDGET**

Capital Budget Overview..... 140

***2021 Capital Budget***

Studies ..... 145  
Corporate ..... 145  
Fire Services ..... 145  
Transportation & Public Works ..... 145  
Wastewater ..... 147  
Waterworks ..... 148  
Parks & Recreation ..... 148  
Vehicle Replacement ..... 149  
Equipment Replacement ..... 149

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

Bridges and Major Culverts Forecast Summary ..... 151  
Bridges and Major Culverts 10-Year Plan ..... 154

**VEHICLE AND EQUIPMENT REPLACEMENT FORECAST**

Vehicle and Equipment Replacement Forecast Summary..... 156

***Tax Supported Vehicle Replacement Forecast***

Funding Summary – Tax Supported ..... 160  
Public Works ..... 161  
Parks and Recreation ..... 163  
Fire Department ..... 164  
Building..... 165  
By-Law Enforcement ..... 166

***Environmental Supported Vehicle Replacement Forecast***

Environmental Services..... 168

***Other Vehicle Replacement Forecast***

Municipal FD Training Officer ..... 170  
Municipal Risk Management Official ..... 171



***Tax Supported Equipment Replacement Forecast***

Funding Summary – Tax Supported .....	173
Information Technology & Services .....	174
Public Works .....	175
Fire Services .....	176
Parks and Recreation - Facilities .....	182
Parks and Recreation - Parks.....	192

***Environmental Supported Equipment Replacement Forecast***

Environmental Services.....	197
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**10-YEAR CAPITAL FORECAST**

10-Year Capital Forecast Summary.....	200
---------------------------------------	-----

***10-Year Capital Forecast***

Studies .....	205
Corporate .....	206
Municipal Buildings.....	207
Fire Services .....	207
Health Services .....	208
Transportation and Public Works .....	208
Wastewater .....	217
Waterworks .....	221
Parks & Recreation .....	225
Vehicle Replacement .....	228
Equipment Replacement .....	229
10-Year Capital Forecast – Financing.....	231

**OTHER INFORMATION**

Asset Management Progress Report.....	233
Comparison of Capital Budgets by Year.....	237
Reserve / Reserve Fund Activity for 2021.....	238
Debt Analysis.....	241





# INTRODUCTION

2021 BUDGET



## Message from the CAO

January 2021

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

2020 was a very challenging year with over ten months of our operations under a Provincial, County, and Centre Wellington Declared Emergency due to the COVID-19 Pandemic. Our dedicated staff has worked exceptionally hard to help support our community through various financial support opportunities including tax deferrals, funding to local businesses, aligning numerous services online so residents and business could connect with us seamlessly, providing swift and continuing communications through our website and social media, coordinating electronic council and public meetings, coordinating radio and electronic townhalls, closing downtown streets on weekends and statutory holidays to provide social distancing and supporting our local BIA's, coordinating outdoor patios in our downtowns, ensuring our key services like planning applications, building permits and inspections, roads, parks and trails, water and wastewater continued to operate safely at all times, and finally by re-opening our other services and programs when it was safe to do so with stringent protocols. Our staff has done an outstanding job and I am very proud of our team. I want to thank each and everyone of them for their amazing work.

Knowing that COVID-19 is going to continue to be part of our tasks in 2021, staff has developed the 2021 Budget to help address the ongoing challenges our community residents, businesses, tourists, and our organization must continue to face together. Staff fully appreciate that these are tough times for many in our community so staff has been diligent to prepare a responsible 2021 Budget. This year's budget includes staff's best estimates of when various facilities and programs will begin to operate "normally" and when our expenditures and revenues will return more closely to pre-COVID days.

The 2021 Budget meets Council approved directions set out in the various pre-budget meetings held in June, September, October and December 2020, in addition to budget deliberations in early January 2021. It is essential to note that the 2021 Operating Budget has been developed to provide current levels of service for our existing community and new neighbourhoods (i.e. parks, trails, road maintenance, etc.). As our community grows so do the number of roads, parks, trails, water/wastewater/storm pipe, programs, etc. We need to keep pace with financial resources and staffing requirements to maintain these services to meet the quality of life our residents and businesses expect. Previous years of not allocating enough funding or resources has impacted the Township's ability to properly maintain our roads, bridges, buildings, etc.

Furthermore, the operating and capital budget documents incorporate funding for actions/recommendation ratified by Council in the 2019 to 2022 Strategic Plan, Township's Asset Management Plan (AMP), Parks, Recreation & Culture Master Plan, Long Term Water Supply Master Plan, Transportation Master Plan, and recommendations from various other Council directed initiatives. It is important to point out that there is an abundant amount of actions identified in these plans which staff has been directed to execute. Funding identified by staff in our capital budget and staffing strategy provides the financial and internal resources to continue to move many of these Council approved actions forward. Reductions in either funding or resources impacts the Township's ability to move these Council approved actions forward.

Our Corporate Services Department has once again led the process in developing the budget with input from all departments. The senior management team has prepared the 2021 Budget which continues to provide current service levels for our community while looking to the future to address service needs for growth. A big thank you goes out to all of our staff in working through the Pre-Budget meetings with Council and preparing this 2021 Budget.

Yours truly,

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

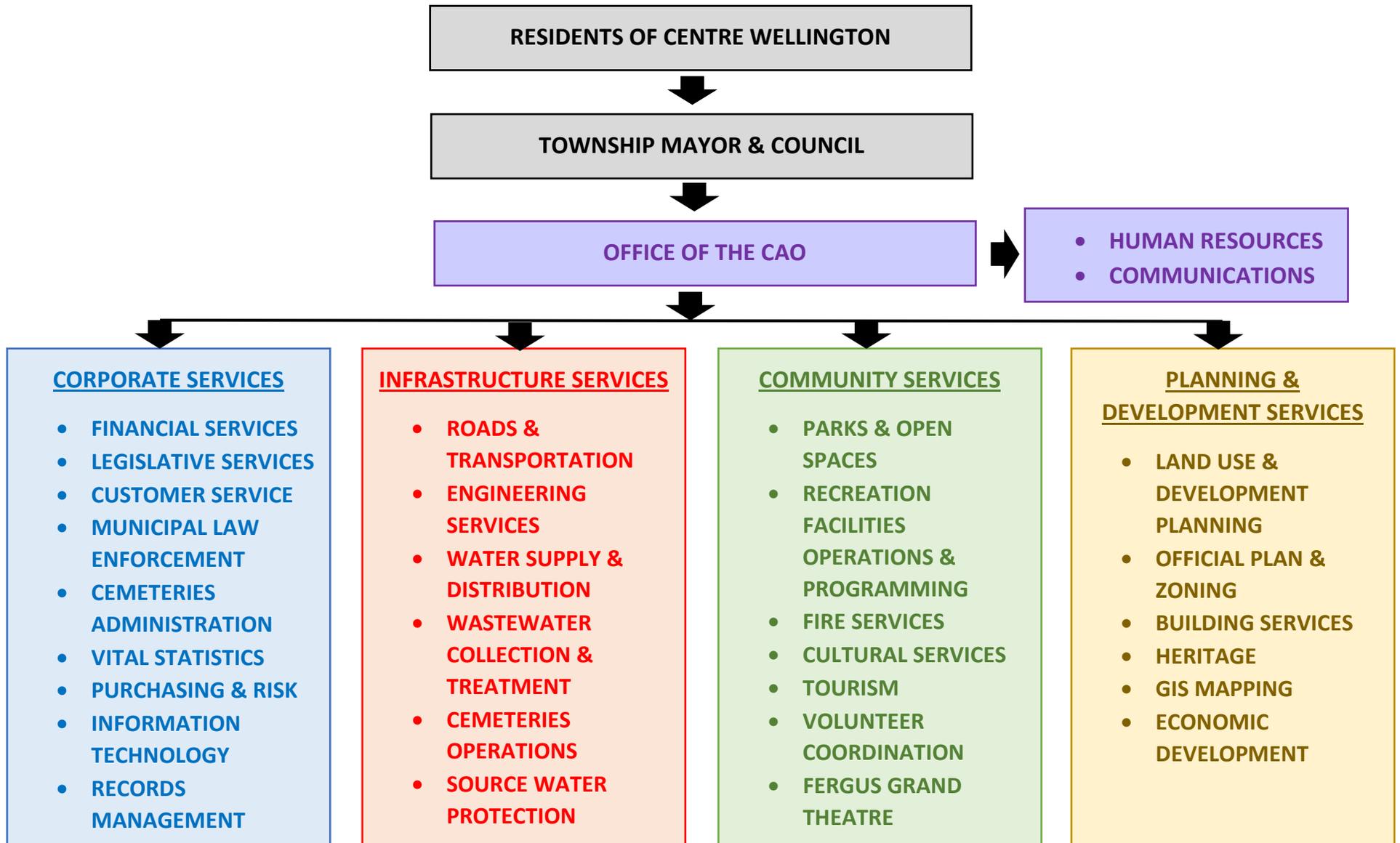
Andy Goldie,

Chief Administrative Officer





## Centre Wellington Organizational Structure





## Centre Wellington Strategic Plan

The Strategic Plan is the foundation of decision making across the Township. Budgets, Asset Management Plans, Master Plans, and staff reports are created and administered with the goal of achieving strategic planning goals and objectives.

The current Strategic Plan was created in 2019 for the 2019 to 2022 Council term, and provides for six over-arching goals:



Each of the six goals have key objectives that are outlined on the following pages. With the annual budget being a significant planning document for the Township, all six goals are being advanced through various operating, capital and forecast items within the Budget.

## Good Financial Management

1. We will continue to support the principle that residential growth will pay for the increased cost of providing services and infrastructure to new residents
2. We will maximize sources of non-tax revenue
3. We will review our financial management practices

## Strong Local Economy

1. We will facilitate new businesses coming to centre wellington
2. We will facilitate new retail uses to meet the needs of a growing community
3. We will promote tourism

## Safe & Well-Maintained Roads & Infrastructure

1. We will manage the flow of traffic in and through centre wellington
2. We will increase the availability of downtown parking
3. We will enhance alternatives to private vehicle use
4. We will protect the township's long-term water supply
5. We will re-invest in the rural road system
6. We will continue to repair/replace bridges



## Good Government

1. We will review government structure
2. We will enhance communications and teamwork on council and between council and staff
3. we will enhance communication and engagement with the public

## Healthy Growth

1. We will ensure that the housing mix provides adequate attainable housing
2. We will manage the pace and scale of new development, and retain our "small town feel"

## Active and Caring Community

1. We will expand indoor recreation facilities to meet the needs of a growing population
2. We will support the caring organizations in the community
3. We will care for our natural environment
4. We will support the heritage of our community





# Asset Management Planning

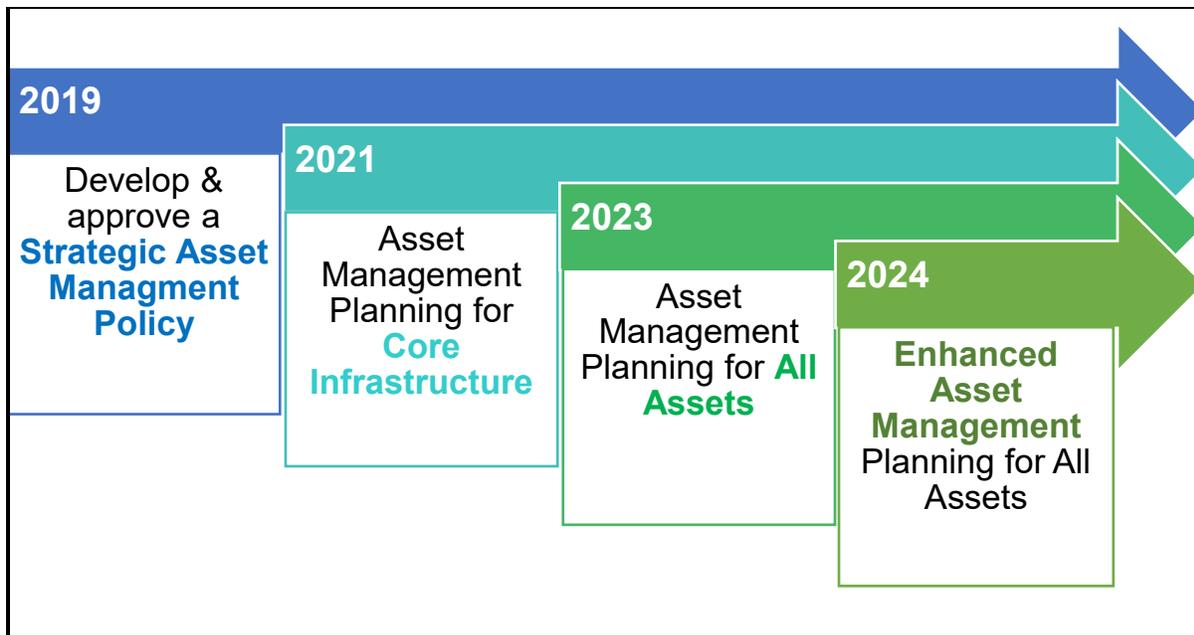
## Overview

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

Year	Action
2000	Province communicates the need to start asset planning.
2002	The Walkerton Inquiry outlines the need to have full cost pricing (water).
2009	Public Sector Accounting Board (PSAB) section 3150 is approved, requiring municipalities to maintain an inventory of capital assets owned.
2012	Asset Management "Building Together" guide is published, providing asset management best practices to Ontario municipalities.
2014	The Province starts linking grant funding to the requirement to have an asset management plan.
2016	The Infrastructure for Jobs and Prosperity Act is passed, making asset management a legislated requirement for public sector entities in Ontario.
2017	Ontario Regulation 588/17 is passed, providing more detailed asset management requirements for municipalities in Ontario.
2019	Strategic Asset Management Policy required to be implemented in all municipalities in Ontario (as per Ontario Regulation 588/17).

Municipalities have been conducting asset management practices for many years. The more recent requirements require municipalities to document, refine, expand, integrate, and report on these practices going forward.

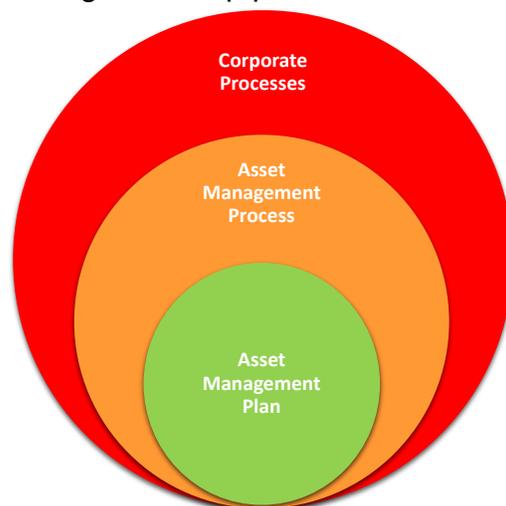
Ontario Regulation 588/17 relating to asset management planning for municipal infrastructure was passed in December 2017, providing specifics regarding asset management planning requirements for Ontario municipalities. A phased in approach to compliance from 2019 to 2024 has been initiated as outlined below.



To date, the Township has been compliant with all Provincial requirements and best practices. However, with the introduction of Ontario Regulation 588/17, significant time and resourcing will be required to meet the identified compliance deadlines. In 2019, Township Council approved a Strategic Asset Management Policy, the first requirement of Ontario Regulation 588/17. Please visit [www.centrewellington.ca/plans](http://www.centrewellington.ca/plans) for more details.

The more significant challenges around regulation compliance will include the integration of asset management planning into existing Township processes, the ability to continually update and improve the Township's asset management plan, and the requirement of all Township departments to include asset management planning within existing workloads and staff compliments.

Asset management is more than just the development of a plan. Asset management is a process that results in clear and effective decision making regarding the provision of services within the Township. An asset management plan is an output from that process. The asset management process is integrated with other corporate processes, so that decisions are made based on the strategic direction of the Township.



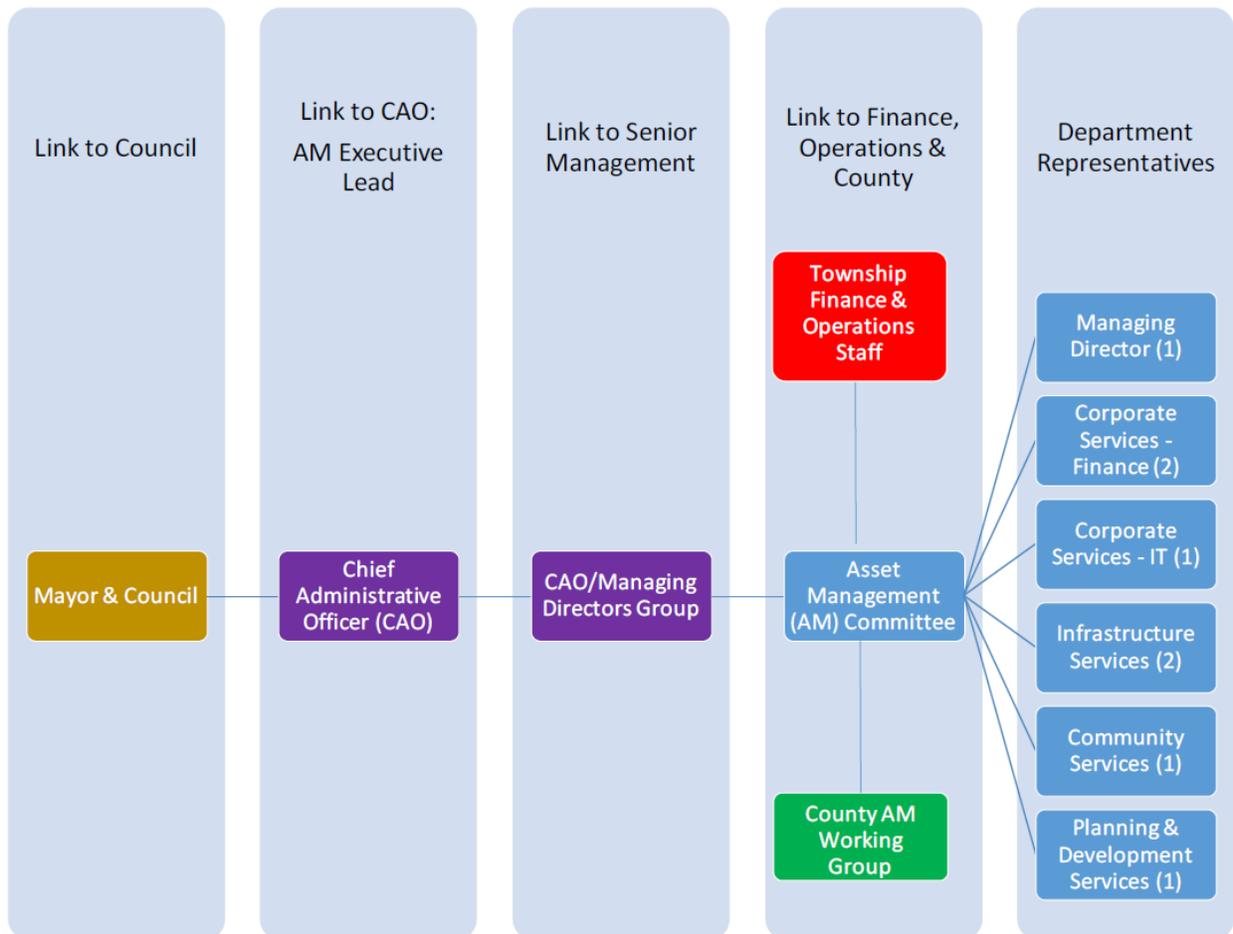
The asset management process includes the following key areas:



- ✓ Policies and strategies.
- ✓ Integration with day-to-day operations.
- ✓ Plans for updates and continuous improvements to the planning process.
- ✓ Use of tools, such as best practices and software.
- ✓ An internal governance structure.
- ✓ Council approval and support.
- ✓ Public engagement and communication.
- ✓ Asset management plan development.

An internal Township Asset Management Committee has been established and approved through the Strategic Asset Management Policy, with staff representatives from all Township departments. In addition, a County-wide asset management working group has been established with representatives from each lower-tier municipality within the County, and the County itself.

### Township Asset Management Governance Structure



The Township has had a formal Asset Management Plan in place since 2014 and has been completing full cost pricing water and wastewater rate studies since the early 2000's. Both of these documents have been key resources within the annual budget



process. It is important to keep the asset management planning process up-to-date so that accurate information is used to inform the budget process.

Capital Project Prioritization

The Township’s asset management plan uses a process of prioritizing capital projects based on the following formula:

<b>Asset Risk/Criticality = Asset <b>Probability</b> of Failure X Asset <b>Consequence</b> of Failure</b>
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Probability of Failure estimates the likelihood of an asset failing while providing services. This is determined primarily based on the overall condition rating of each asset. The lower the condition rating, the higher likelihood that the asset will fail. Other variables assist in determining probability of failure, including bridge load restrictions, watermain break history, asset life, and traffic counts.

Consequence of Failure estimates the overall impact on the Township if the asset does fail while providing service. Consequences can include delayed service delivery, environmental factors, cost factors (i.e. asset rehabilitation/replacement or litigation), and potential injury. Variables used to determine consequence of failure for each asset include the following:

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

With both probability of failure and consequence of failure determined, overall risk/criticality is calculated and used to prioritize capital projects within the asset management plan and annual budget process. Priorities deemed “very high” are specifically outlined within the asset management plan.

Asset Management Plan Recommendations

The Township’s 2016 Asset Management Plan outlined the following recommendations:

- ✓ That Council approve the Asset Management Plan.
- ✓ That the Plan be considered as part of the annual budget process.



- ✓ That the Plan be updated as needed over time to reflect current Township priorities.
- ✓ Consider increases in funding to provide required asset investment levels annually.

The Plan outlined that, if no other efficiencies or funding sources become available, specific increases in taxation rates, water rates and wastewater rates would be needed:

- **4.9% increase in taxation rates annually to 2030 (includes operating inflationary increases). 2.89% increases thereafter.**
- **Water and wastewater rate increases in line with the Township approved Water & Wastewater Rate Study.**

While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves in order to keep up with the annual capital investment recommendations from the Plan. All recommended water and wastewater rate increases have been made to date.

A comparison of Asset Management Plan recommendations to the 2021 budget will be provided in a later section.

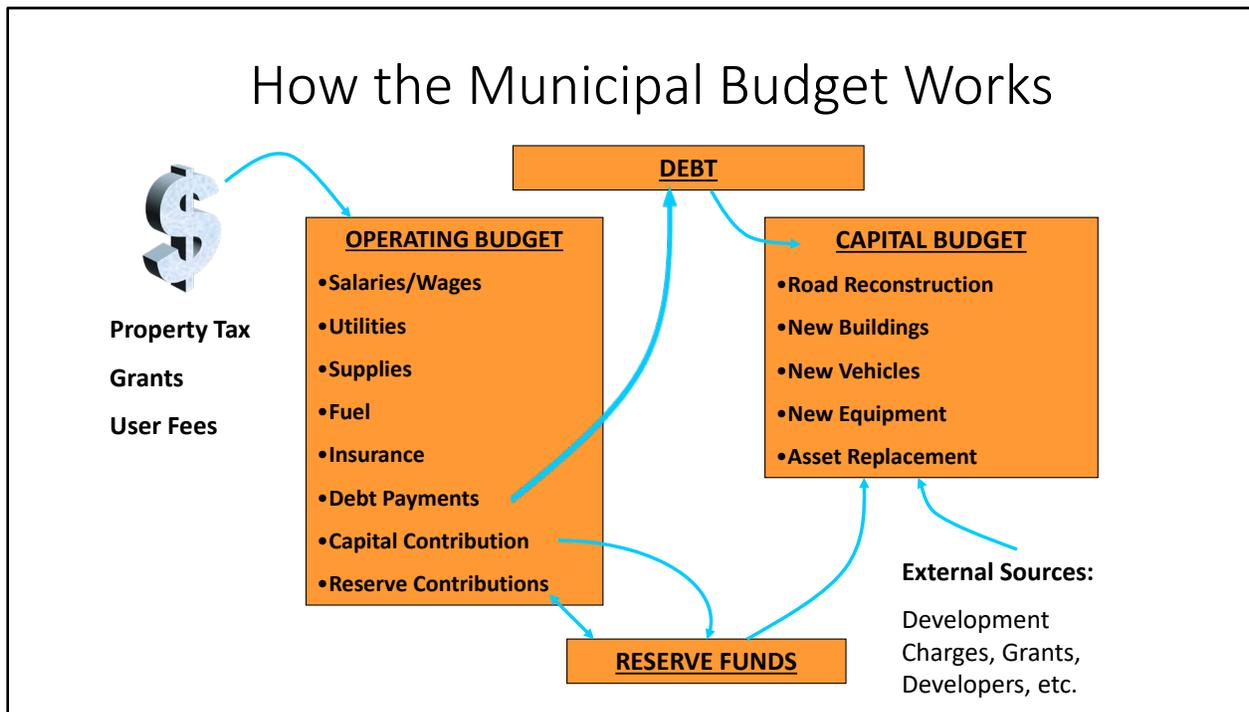




# The Budget Process and Timing

## Overview

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



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

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

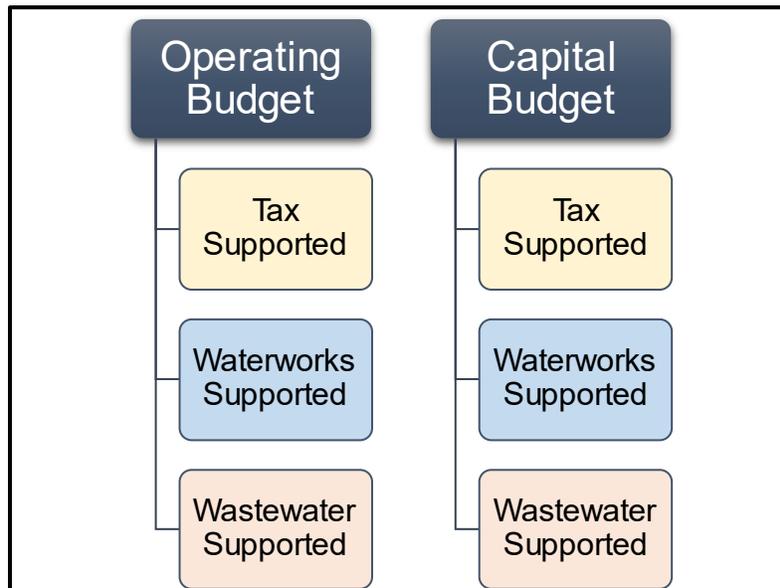
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

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

funds and cash in lieu of parkland. Typically, reserves and reserve funds are funded through contributions from the operating budget, and are used to fund capital projects or in some cases, operating costs.

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

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



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

The Township maintains a 10-year capital forecast. Year 1 of the forecast period (i.e. 2021) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast period (i.e. 2022 and 2023) represent the detailed forecast to be approved by Council, with the remaining years (2024 to 2030) provided for information purposes.

The Township has provided a 3-year operating forecast as part of this budget process. This forecast provides a high-level look at the Township’s anticipated tax-supported operating needs to 2023. Year 1 of the forecast (i.e. 2021) represents the operating



budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2022 and 2023) are provided for information purposes only.

### 2021 Budget Process

Since the 2018 Budget, capital and operating budget discussions have been combined. For the 2021 Budget, pre-budget meetings were conducted in June, September, October, and December to obtain direction from Council and review various drafts of the Draft Capital Budget and Forecast. In addition, input was provided by residents through the Township website (Connect CW) and a virtual presentation on how the Township’s budget works was posted on the Township’s website.

Ideally, staff would present the combined budget to Council for their review and discussion prior to the end of the prior fiscal year, with budget approval occurring in December. This approach allows the Township to take advantage of favorable tender pricing that is typically offered earlier in the year before competition from other municipalities begins. Given uncertainties surrounding the COVID-19 pandemic, the 2021 budget process was deferred a month, with Council review and discussion occurring in early January 2021.

In addition, the fees and charges by-law would preferably be presented to Council during the budget process. Fees and charges affect both operating budgets (i.e. user fee revenue) and capital budgets (equipment and replacement funding). Therefore combining these processes gives Council and the public more input and information affecting the budget. With the delayed budget process this year, the 2021 Fees and Charges By-law was passed in December 2020. However, amendments to the by-law can be made, if necessary, in 2021.

### Budget Timeline

The following timeline illustrates the process followed during the creation of the 2021 budget:

<b>2020</b>	<b>June</b>	<ul style="list-style-type: none"> <li>- 2021 Budget Directions Report approved by Council.</li> <li>- Council approval of the 2021 Budget Timeline.</li> <li>- Capital budget discussions initiated at a staff level.</li> </ul>
	<b>August</b>	<ul style="list-style-type: none"> <li>- Salary, wages &amp; benefit calculations for 2021 commenced.</li> <li>- Updating 10-year bridge and culvert plan.</li> <li>- Preparation of vehicle and equipment replacement schedules initiated.</li> </ul>
	<b>September</b>	<ul style="list-style-type: none"> <li>- Operating budget discussions initiated at a staff level.</li> <li>- 2021 Preliminary Draft Capital Budget reviewed with Council.</li> </ul>
	<b>October</b>	<ul style="list-style-type: none"> <li>- 2021 Preliminary Capital Forecast (2021-23) reviewed with Council.</li> <li>- Virtual budget presentation and resident input through Connect CW.</li> <li>- Development of the 10-year Capital Forecast.</li> <li>- Integration of Master Plans into the capital forecast.</li> </ul>
	<b>November</b>	<ul style="list-style-type: none"> <li>- 3-year staffing strategy developed.</li> </ul>
	<b>December</b>	<ul style="list-style-type: none"> <li>- 2021 Preliminary Draft Ten Year Capital Forecast reviewed with Council.</li> <li>- Completion of 2021 Draft Capital Budget and ten year forecast.</li> </ul>



		<ul style="list-style-type: none"> <li>- Completion of 2021 Draft Operating Budget.</li> <li>- Development of 3-year Operating Forecast.</li> <li>- Publish 2021 Draft Budget Book.</li> </ul>
<b>2021</b>	<b>January</b>	<ul style="list-style-type: none"> <li>- Budget deliberation meetings (January 5<sup>th</sup> and 7<sup>th</sup>).</li> <li>- Proposed budget approval (January 18<sup>th</sup> Council meeting).</li> </ul>

Direction Provided by Council

During preliminary budget meetings, Council provided the following direction to staff in the development of the 2021 Budget:

1. *Maintain a **tax rate increase** equal to or less than the calculated Township index (1.4% as of June 2020) before adding on Dedicated Capital Levy impacts, and present potential approaches to reducing the impact to 1.0%.*
2. *Assume **assessment growth** equal to 2.0%.*
3. *Increase **fees and charges** for 2021 by the calculated Township index (1.4% as of June 2020). This direction was later revised by Council to exclude Parks & Recreation related fees and charges, which will not increase from 2020 levels.*
4. *Use an estimated **OMPF allocation** of \$230,900, representing a 15% reduction from 2020.*
5. *Increase the **Dedicated Capital Levy** by a 0.5% increase of the base taxation levy for 2021.*
6. *Preliminary estimates for 2021 **OCIF funding** be maintained at 2020 funding levels.*
7. *Include approximately \$1,500,000 in **growth related capital projects** to be funded by development charges within each year.*
8. *Capital Funding:*
  1. *\$3,984,500 **general capital, gas tax and OLG funding**;*
  2. *\$60,000 increase to **equipment and vehicle replacement reserves**; and*
  3. *Allocations to **WSIB, Insurance, Contingency, and Legal Reserves** to match target funding levels.*
9. *The **OLG Funding Allocation Policy** review was deferred and will be discussed during Budget deliberations.*
10. *The **Staffing Strategy** review was deferred and will be discussed during Budget deliberations.*
11. *Direction was provided on **capital projects** in years 2021 to 2030 of the Capital Budget and Long-Term Capital Forecast.*



12. Direction was provided on the **Bridge and Major Culverts 10 Year Plan** for the years 2021 to 2030.
13. Direction was provided on the **Vehicle and Equipment Replacement Schedules** for the years 2021 to 2030, including pre-approval to order two Fire Pick-up Trucks as per Tender Award #23-20.
14. The **Budget Timeline** was revised to allow for an additional Pre-Budget meeting in December 2020 and a January 2021 Budget passage.





# **TAX SUPPORTED OPERATING BUDGET**

**2021 BUDGET**

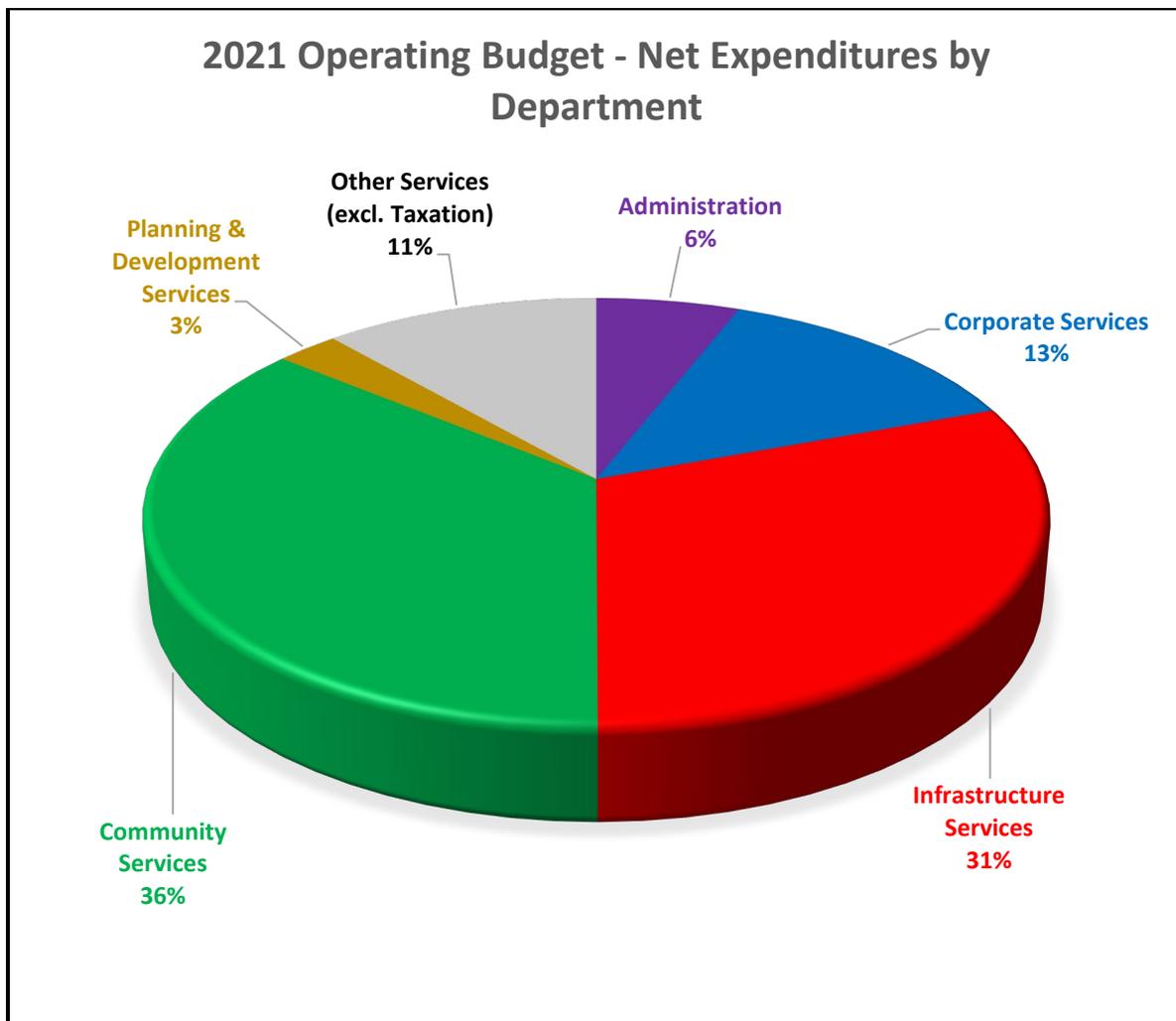


## Tax Supported Operating Budget Overview

The operating budget typically involves expenditures and revenue associated with the day-to-day provision of Township services. Expenditures that are one-time costs in excess of \$5,000 that may be operating in nature, such as maintenance items or studies are included within the capital budget. This is normal practice as it eliminates significant fluctuations in taxation levies due to large one-time expenditures.

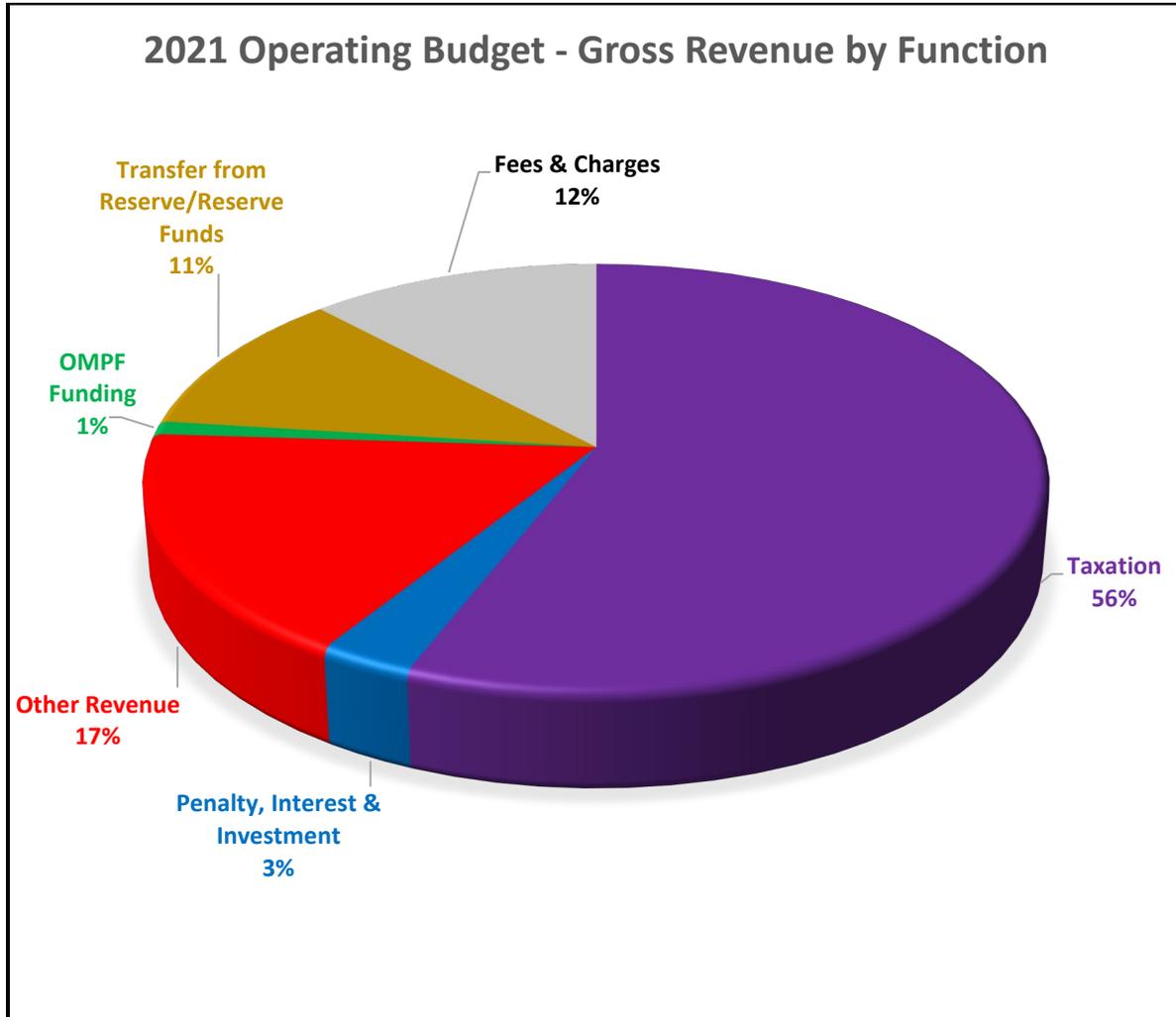
### 2021 Tax Supported Operating Budget

The 2021 tax supported operating budget totals \$28,421,516. After deducting other revenues, the net operating budget to be funded from general taxation is \$14,983,801 (excluding the dedicated capital levy). The net 2021 operating budget is broken down by department as follows:



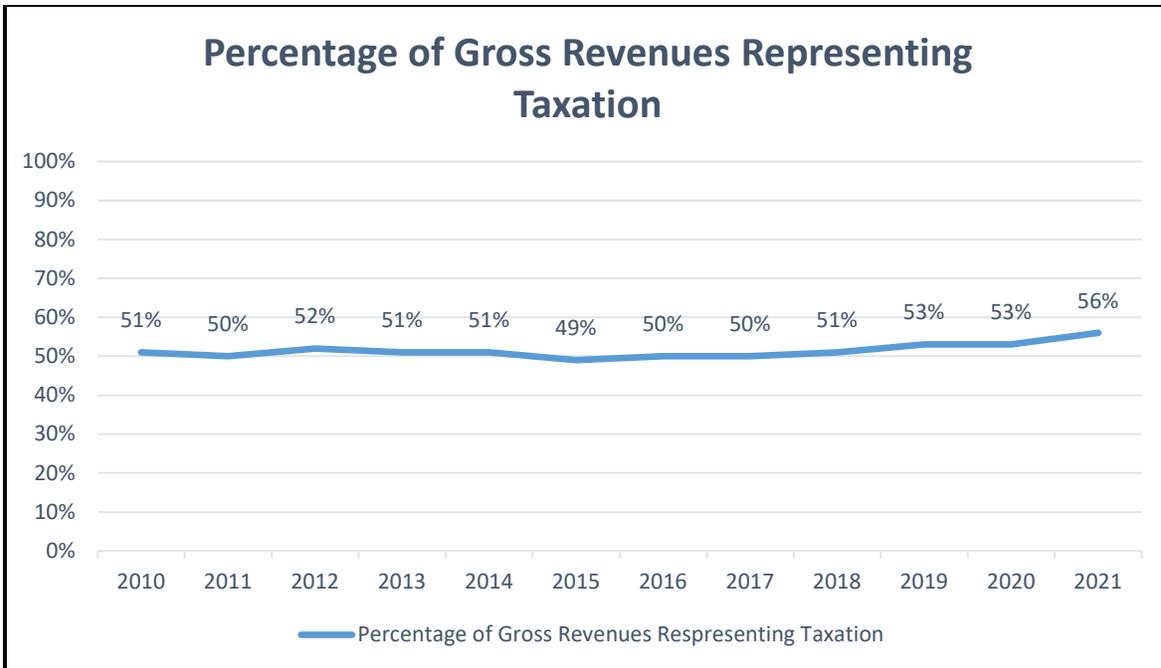
The budget breakdown of each department into specific budget areas is provided below this overview section, along with a summary of the overall budget for each department.

From a gross revenue perspective, the 2021 operating budget is broken down into the following revenue types:

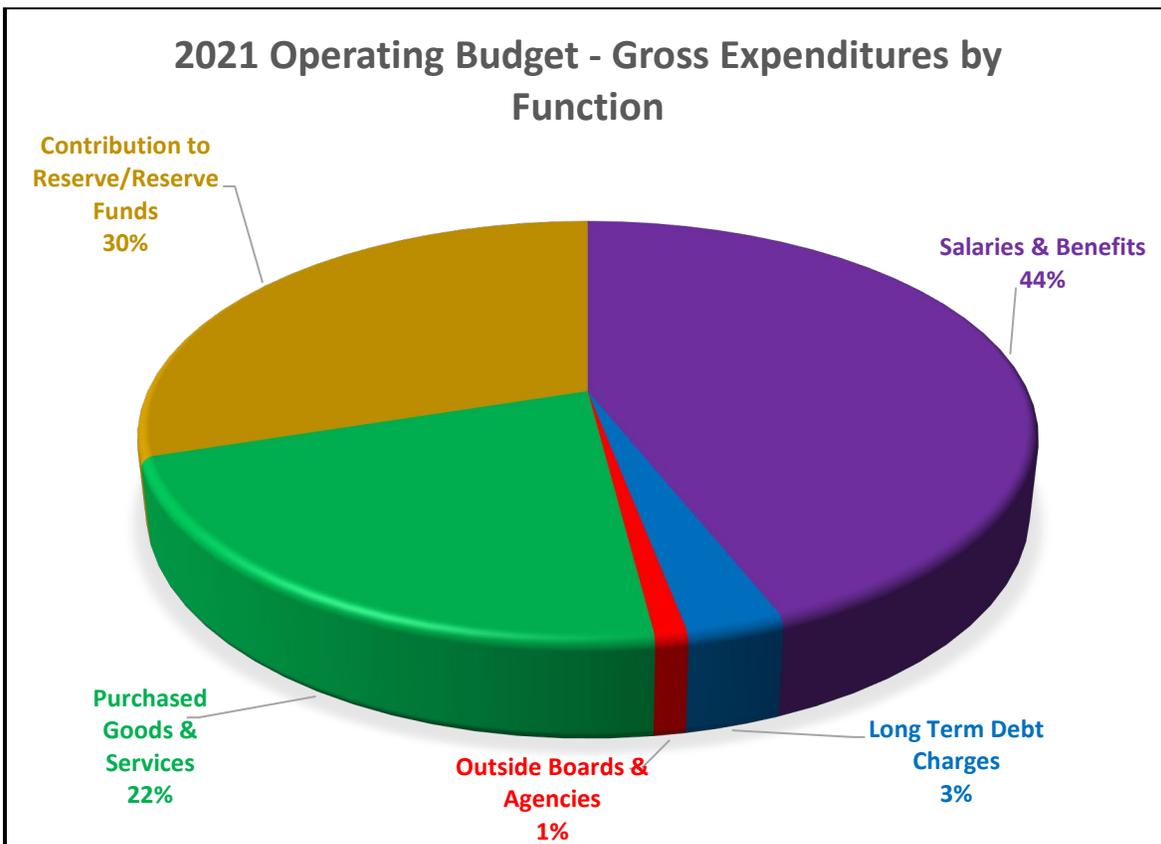


As shown above, property taxation continues to be the most significant revenue source, making up 56% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2021 is primarily due to impacts related to the COVID-19 pandemic including a significant reduction in investment income due to the low interest rate environment. The increase in 2019 was due to Council approving the elimination of separate taxation levies for street lights. Since 2019, annual street light costs have been incorporated into the general taxation levy.

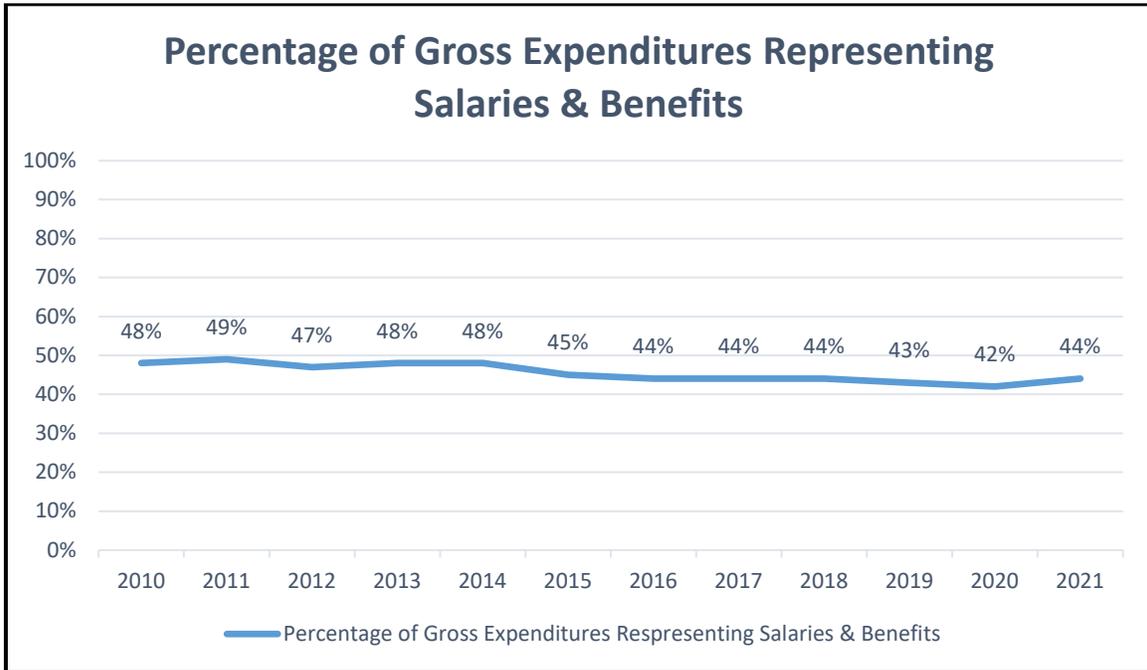




From a gross expenditure perspective, approximately 44% represents salaries and benefits, as shown below.



The percentage of gross expenditures representing salaries and benefits has been gradually declining over the past 10 years, as shown in the graph below.



2020 Actual Amounts

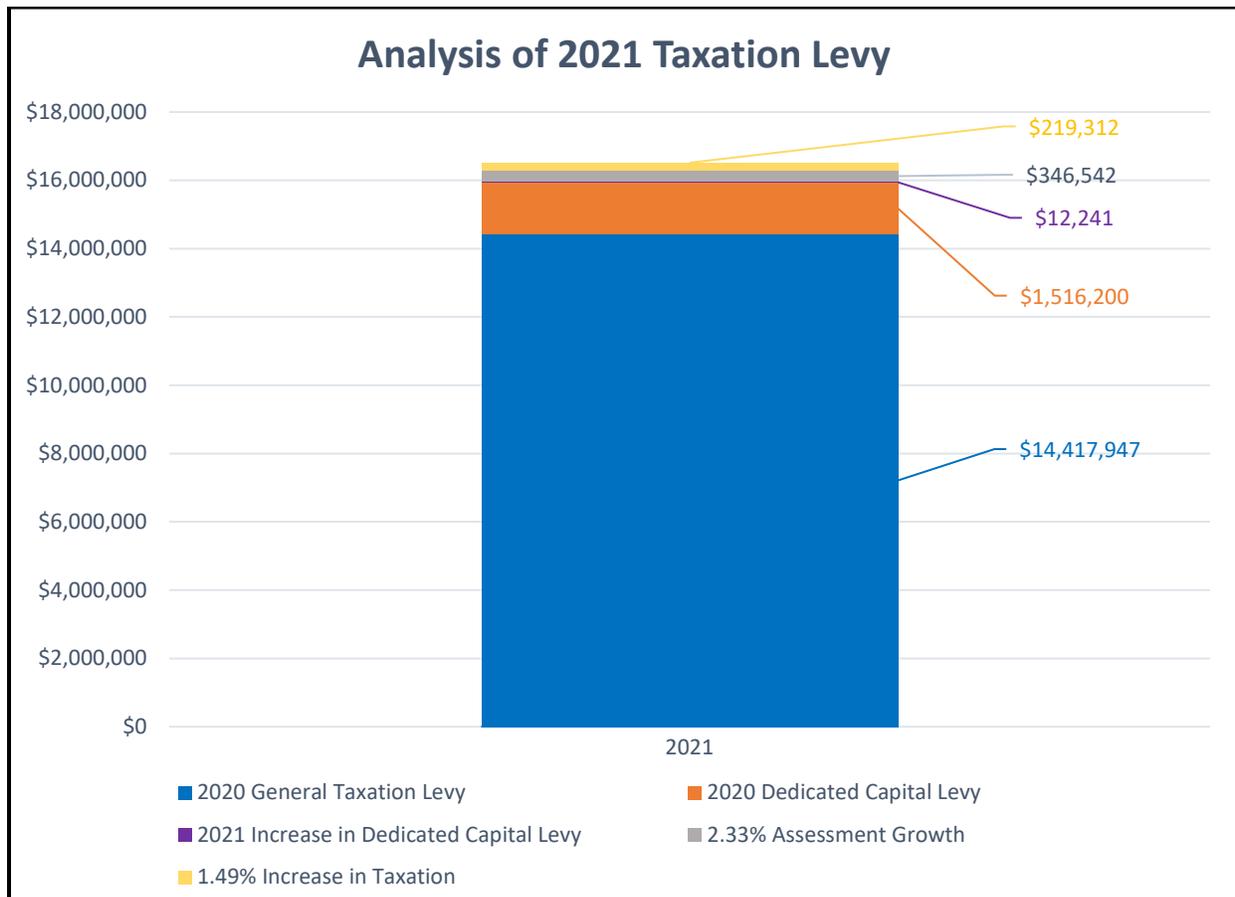
***Users of the budget document are cautioned that 2020 actual amounts presented are unaudited.***





# Property Taxation Summary

Overall, the 2021 taxation levy totals \$16,512,242, representing a \$14,983,801 general taxation levy and a \$1,528,441 dedicated capital levy. This includes assessment growth on the general levy of \$346,542 (representing 2.33%), a 1.49% increase in the general tax levy of \$219,312 and a \$12,241 increase to the dedicated capital levy, which represents a 0.16% decrease in the dedicated capital levy rate, due to the impacts of assessment growth.



The average assessed residential property in Centre Wellington in 2021 is valued at \$381,095. The impact on this average assessed property is as follows:

**Tax Analysis: Average (Typical) Assessed Residential Property for 2021:**

 <p><b>2021 Average Assessed Residential Property: \$381,095</b></p>		<b>\$</b>	<b>%</b>
	2020 Township Taxation Levy	\$ 1,110	
	Add: Levy Change (2021 Budget)	\$ 17	1.49%
	2021 Township Taxation Levy	\$ 1,127	
	2020 Township Dedicated Capital Levy	\$ 116	
	Add: Levy Change (2021 Budget)	\$ (2)	-0.16%
	2021 Dedicated Capital Levy	\$ 114	
	<b>2021 Total Township Taxation Levy</b>	<b>\$ 1,241</b>	<b>1.33%</b>
	2020 County Levy	\$ 2,320	
	Add: Levy Change	\$ 28	1.20%
2021 County Taxation Levy	\$ 2,348		
2021 Education Taxation Levy	\$ 577	0.00%	
<b>2021 Total Taxation Levy</b>	<b>\$ 4,166</b>	<b>1.03%</b>	

In summary, a residential property in Centre Wellington assessed at \$381,095 (2021 \$) would pay an additional \$15 in 2021 as a result of the Township’s budget. This is broken down between \$17 for general taxation purposes and -\$2 with respect to the dedicated capital levy. Including the County and Education levies, the “blended” tax rate increase is approximately 1.03%.

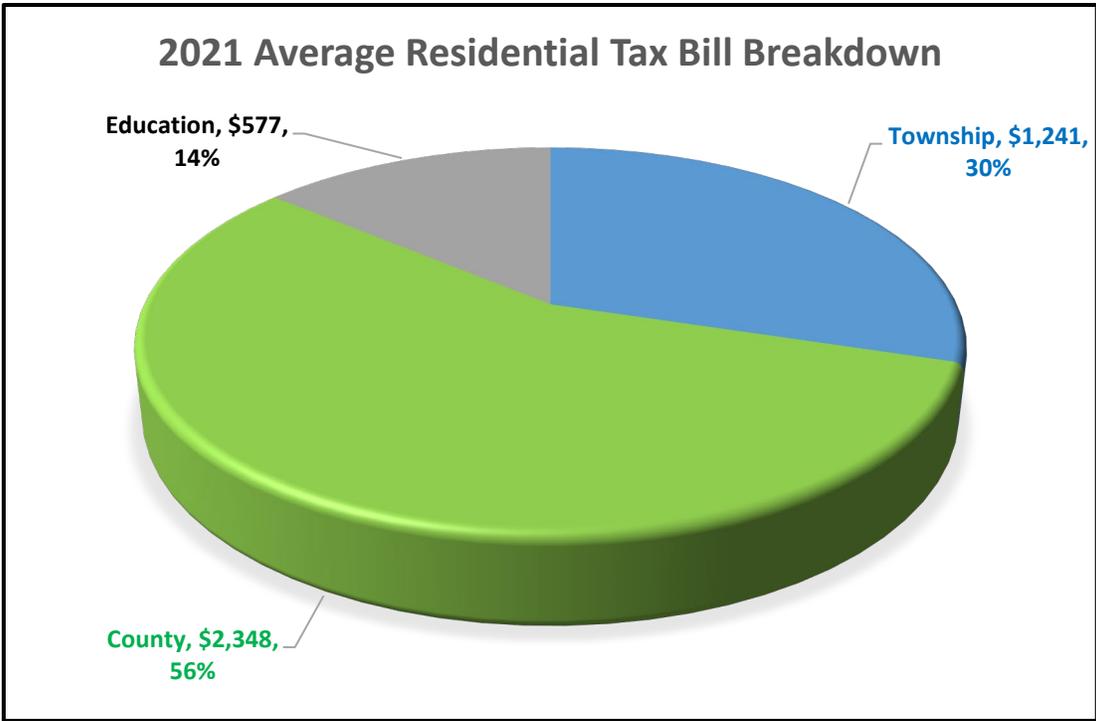
The table below provides a summary of Township only taxation dollar increases per \$100,000 in property assessment:

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

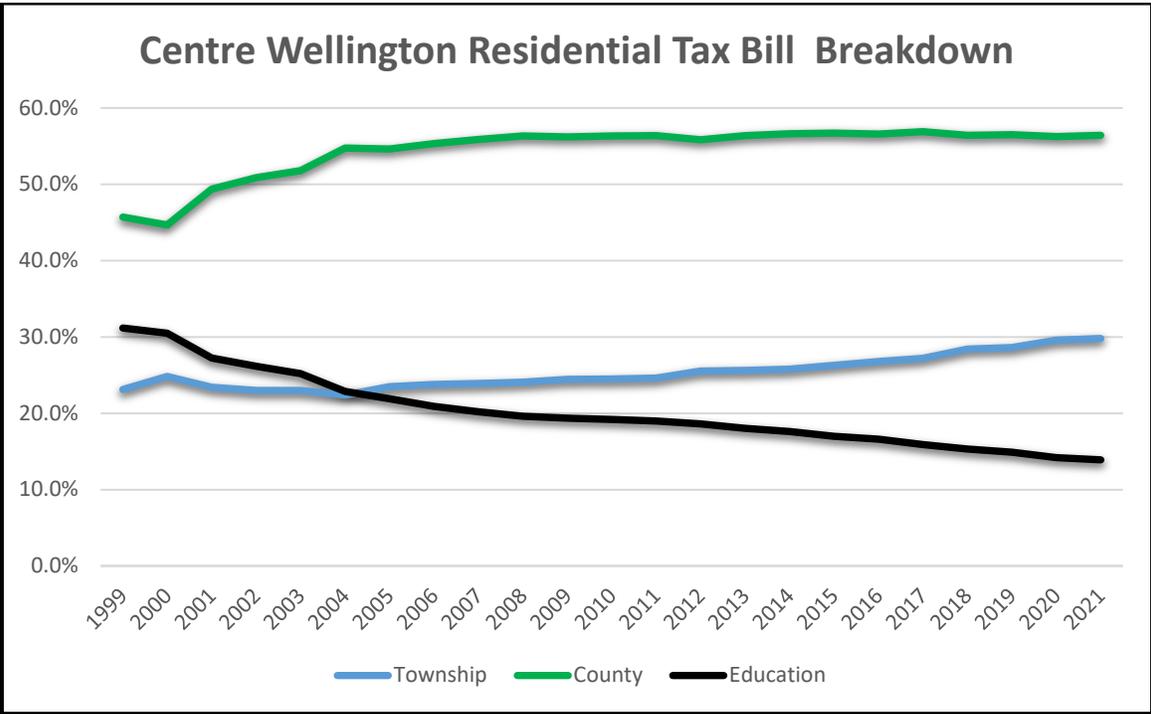
Assessment	Increase to Township Taxation Levy	Increase to Township Dedicated Capital Levy	Total Township Increase
100,000	4.34	(0.47)	3.87
200,000	8.68	(0.93)	7.75
300,000	13.02	(1.40)	11.62
400,000	17.35	(1.86)	15.49
500,000	21.69	(2.33)	19.36
600,000	26.03	(2.80)	23.24
700,000	30.37	(3.26)	27.11
800,000	34.71	(3.73)	30.98

Looking at the residential tax bill breakdown graphically (see below), approximately 56% will be remitted to Wellington County, 14% to School Boards, and 30% is retained at the Township.





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

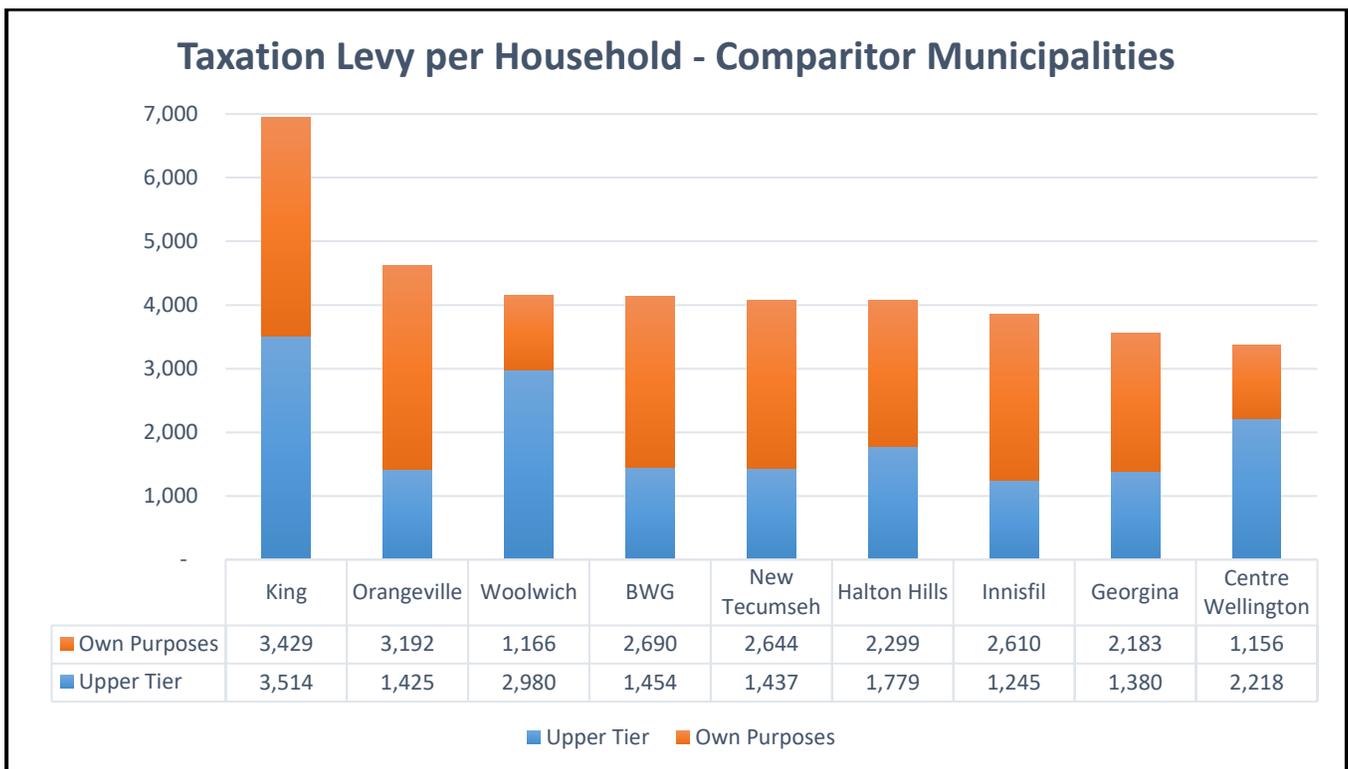


## Property Taxation and Assessment Comparator Analysis

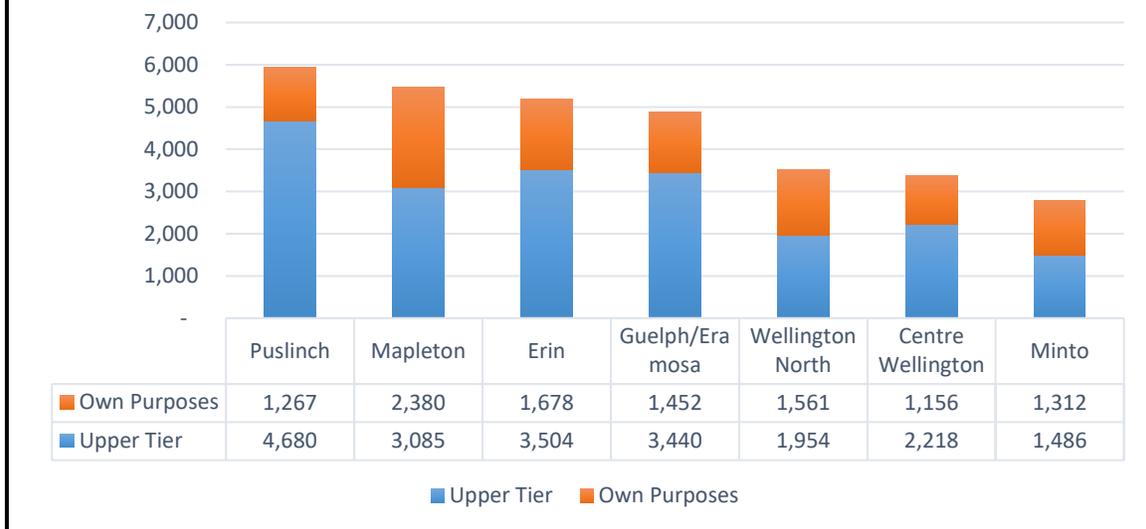
The two charts below include a comparator analysis of “taxation levy per household”, which is calculated by taking the combined upper and lower tier taxation levies for the municipality in 2019 and dividing them by the total number of households that were in that municipality in 2019. This information included is based on each municipality’s 2019 Financial Information Return (FIR) and is intended to provide a method of comparing taxation levels across municipalities of different sizes.

The first chart illustrates the taxation levy per household calculation across municipalities that are similar to Centre Wellington. In this case, Centre Wellington’s levy of \$3,374 is the lowest within the sample group. King and Orangeville were the highest with a levy of \$6,943 and \$4,617 respectively. The average levy across the group was \$4,311.

The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,374 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$5,947 and the average levy across the group was \$4,454.



## Taxation Levy per Household - Wellington County Municipalities



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

Comparator Municipalities	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita
Township of King	10,041,241,756	89%	6%	5%	409,646
Town of Halton Hills	14,069,303,199	83%	3%	14%	230,037
Town of New Tecumseh	7,262,859,980	83%	6%	11%	212,104
Town of Bradford West Gwillimbury	7,765,358,509	86%	6%	9%	201,389
Township of Woolwich	5,012,142,095	68%	18%	14%	200,438
Town of Innisfil	8,332,485,439	88%	5%	7%	195,971
Township of Centre Wellington	5,117,602,618	77%	16%	8%	181,533
Town of Georgina	8,604,308,450	91%	3%	7%	163,047
Town of Orangeville	4,267,837,490	84%	0%	16%	141,202

Wellington County	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita
Township of Puslinch	2,372,686,314	78%	9%	14%	291,843
Township of Mapleton	2,846,738,900	38%	57%	4%	251,701
Town of Erin	2,721,455,600	78%	17%	5%	224,728
Township of Guelph-Eramosa	3,055,633,918	73%	21%	6%	219,988
Township of Centre Wellington	5,117,602,618	77%	16%	8%	181,533
Township of Wellington North	2,148,876,309	50%	42%	9%	167,750
Town of Minto	1,217,660,500	59%	32%	9%	129,401





## Significant Areas Impacting the Tax Supported Operating Budget

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

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

The following impact areas have been identified for the 2021 budget:

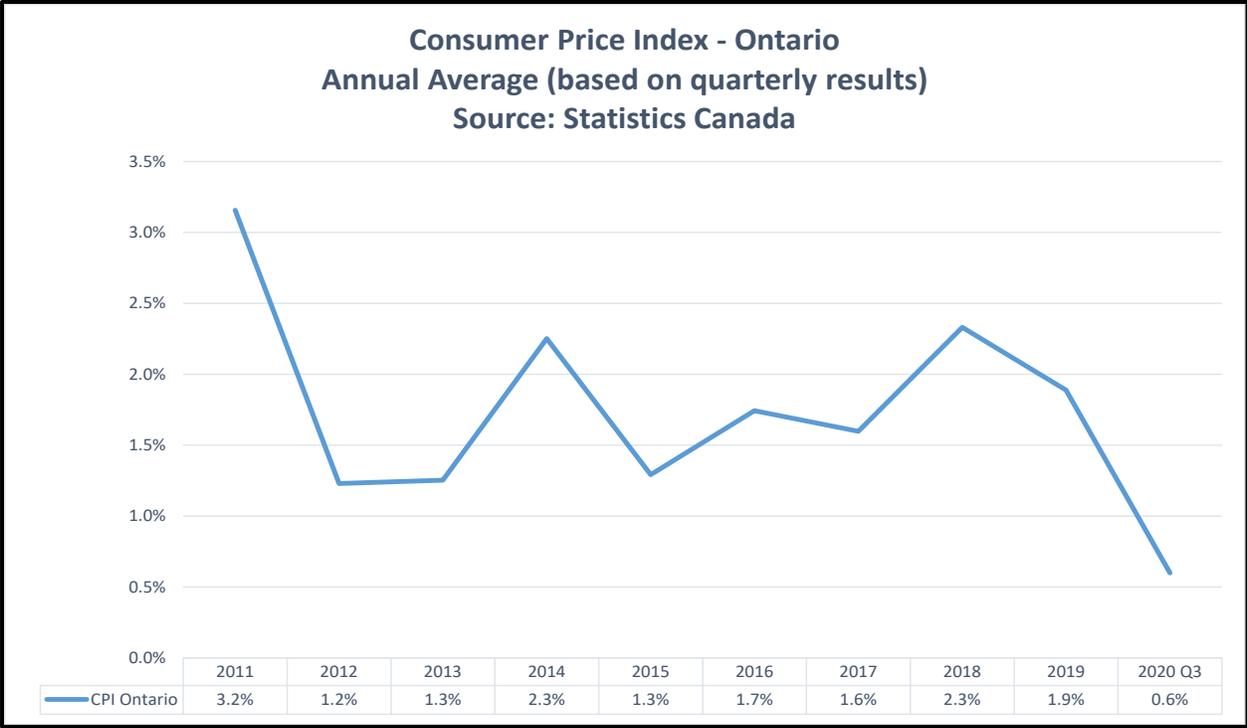
### Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2021 totals 2.33%. This results in \$346,542 in additional taxation revenue, before any increase in tax rates is applied. Assessment growth is generated through Township growth, therefore the 2021 budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

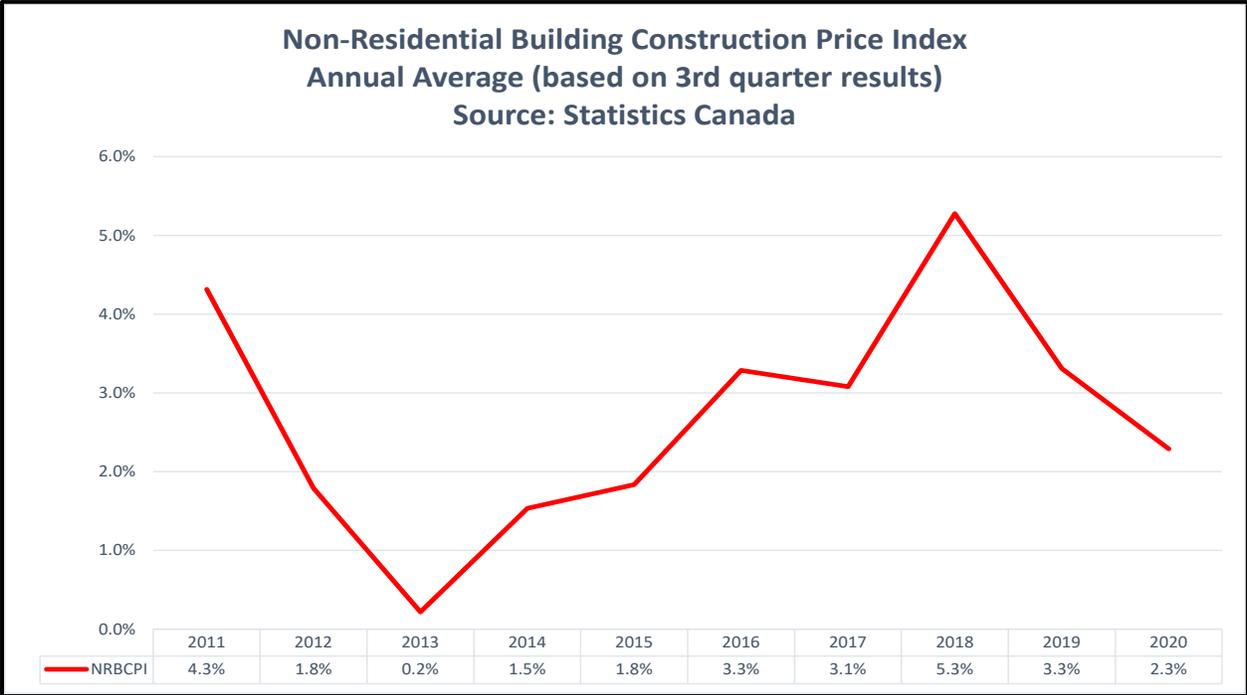
<b>2021 Growth Related Impact Areas</b>	<b>Amount</b>
Staffing Strategy Implementations	\$113,500
Increase in Contribution to General Capital Reserve	25,000
<b>Total</b>	<b>\$138,500</b>
<b>Total 2021 Assessment Growth</b>	<b>\$346,542</b>

### Inflation (Operating & Capital)

The table below provides a 10-year historical trending of the Ontario Consumer Price Index (CPI). As shown, CPI has increased by approximately 0.6% (based on 2020 3<sup>rd</sup> quarter results), a decrease from operating inflation figures from a year ago. This implies that consumer goods (i.e. Township operating costs) are approximately 0.6% more expensive now in comparison to last year.



The table below provides a 10-year historical trending of the Non-Residential Building Consumer Price Index (NRBCPI). This index is used by municipalities across the Province in determining capital inflation for development charge indexing purposes. As shown, NRBCPI has increased by approximately 2.3%, a decrease from capital inflation figures from a year ago. This implies that capital costs (i.e. Township capital projects) are approximately 2.3% more expensive now in comparison to last year.



Both operating and capital inflation affect the Township’s operating budget. The operating budget is made up of operating related costs (such as utilities and wages) as well as capital related transfers to reserves. In addition, there are debt related costs that are based on agreed upon terms and conditions that are not impacted by inflationary factors. To estimate a blended inflationary impact on the Township’s 2021 budget, the following table was prepared.

**Combined Township Index (Tax Supported):**

<i>Description</i>	<i>2021 Net Expenditures:</i>	<i>Inflation Factor</i>	
Operating Costs	\$ 19,923,375	0.60%	
Capital Transfers-Internal	4,165,441	2.29%	
Capital Transfers-External	3,915,641	2.29%	
Debt Payments (net)	417,059	0.00%	
<b>Total Net Expenditures</b>	<b>\$ 28,421,516</b>	<b>1.07%</b>	<b>weighted index</b>

This table illustrates that, if 2020 budget levels were adequate, a 1.07% increase in gross expenditures would be required in order to keep up with applicable inflationary factors going into 2021. Township staff are proposing a combined tax rate increase of 1.33% (1.49% operating less 0.16% dedicated capital), which allows for addressing inflationary factors as well as assist in “catching up” to required operating and capital investment levels.

Staffing Costs

As the Township grows and introduces new or higher levels of service, there is a need to expand staffing levels. In summary, the following new positions have been included within the 2021 budget. The next section will discuss the staffing strategy for the 2021 to 2023 period (and beyond), including explanations for each position.

2021 Proposed				
Department	Position	Position Status		Comments
Administration	Human Resources Generalist*	Permanent	Full time	Shared Service Agreement with Puslinch
Community Services	Parks Maintenance Crew Member	Temporary	Part time	680 hours annually on an ongoing basis (17 wks x 40 hrs/wk)
Corporate Services	Asset Management Technician*	Permanent	Full time	Shared Position with Mapleton
Infrastructure Services	Water Conservation Coordinator	Permanent	Full time	
Planning & Development	Development Planner	Permanent	Full time	
Planning & Development	Building Permit Technologist	Permanent	Full time	Report PLN2020-36 dated November 23, 2020. Approved by Council November 30, 2020



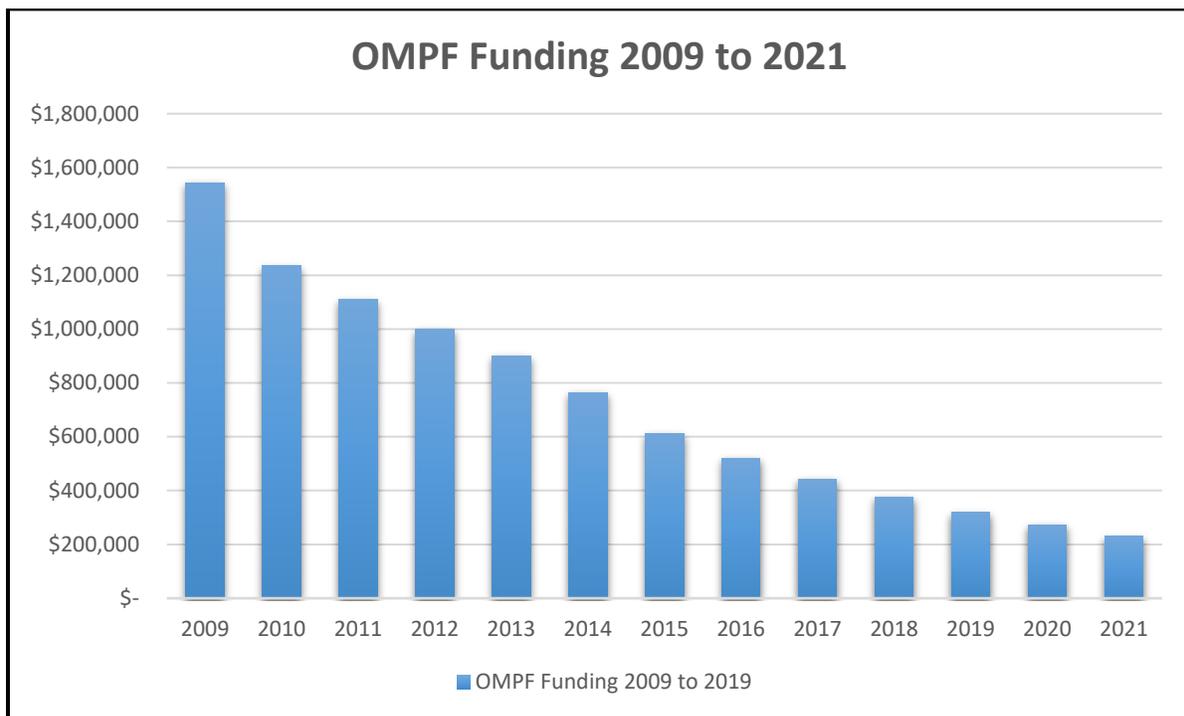
In addition to new positions, other changes to wages and benefits within the 2021 budget are:

- Wages increased 0% per the Employee Memorandum of Agreement with the Township's Staff Association.
- Second year of implementing the job evaluation results and market survey approved in 2019, using a phased-in approach.
- CPP maximums have increased 9.26%.
- EI maximums have increased 3.88%.
- 1.5% increase in group benefit premium costs.
- Staff movement through the salary pay grid.

### Ontario Municipal Partnership Funding (OMPF)

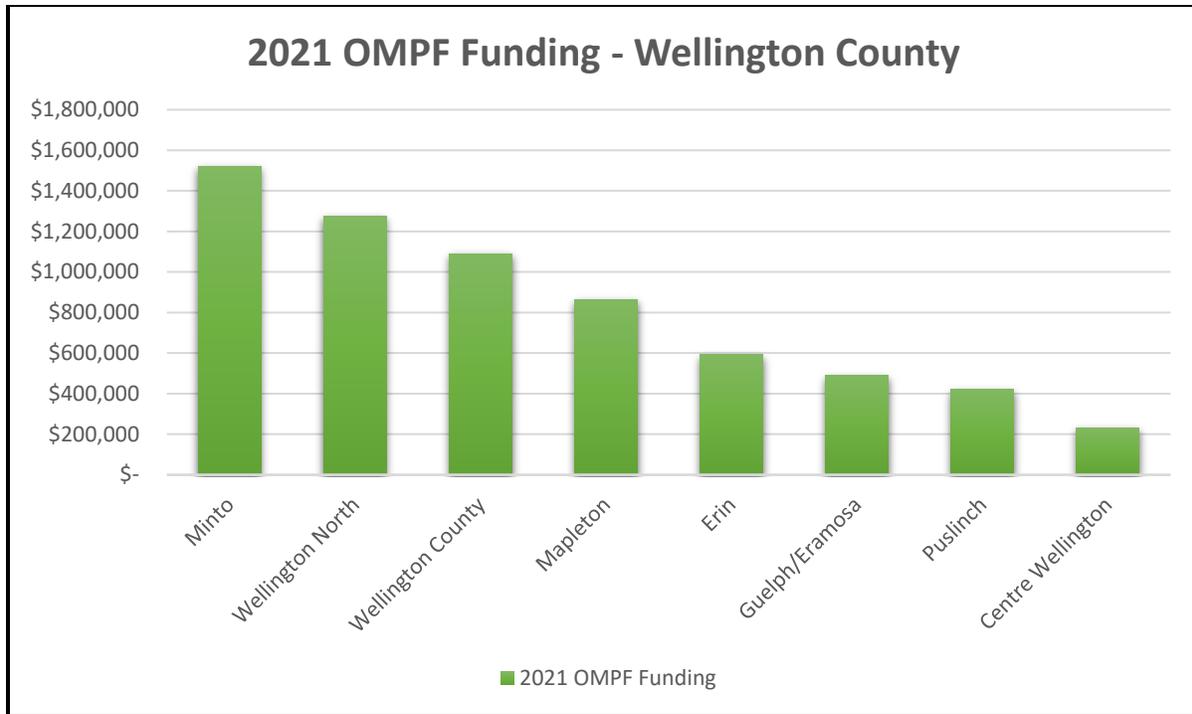
The Township's OMPF funding is being reduced by a further 15% in 2021, bringing the Township's allocation to \$231,000. This is a reduction of \$40,700 from the 2020 allocation.

A history of the OMPF reductions since 2009 is provided below. In 2009 the Township's allocation was in excess of \$1.5 million, which has been reducing each year thereafter.



Centre Wellington's OMPF allocation is the lowest within the County. A summary of 2021 allocations across the County is as follows:





### Transfers to Capital – Internally Generated

Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$1,673,000 in 2021. This represents a \$12,000 increase from 2020. In the 2020 budget, Township staff combined tax supported vehicle reserves into one reserve (and similarly for equipment reserves), allowing for efficiencies in distributing funds for vehicles and equipment annually. This has allowed for a reallocation of funds from vehicles to equipment, removing pressure on the equipment reserve. These replacement reserve transfers ensure the Township has sufficient funding available to replace end of life vehicles and equipment in 2021 and beyond.

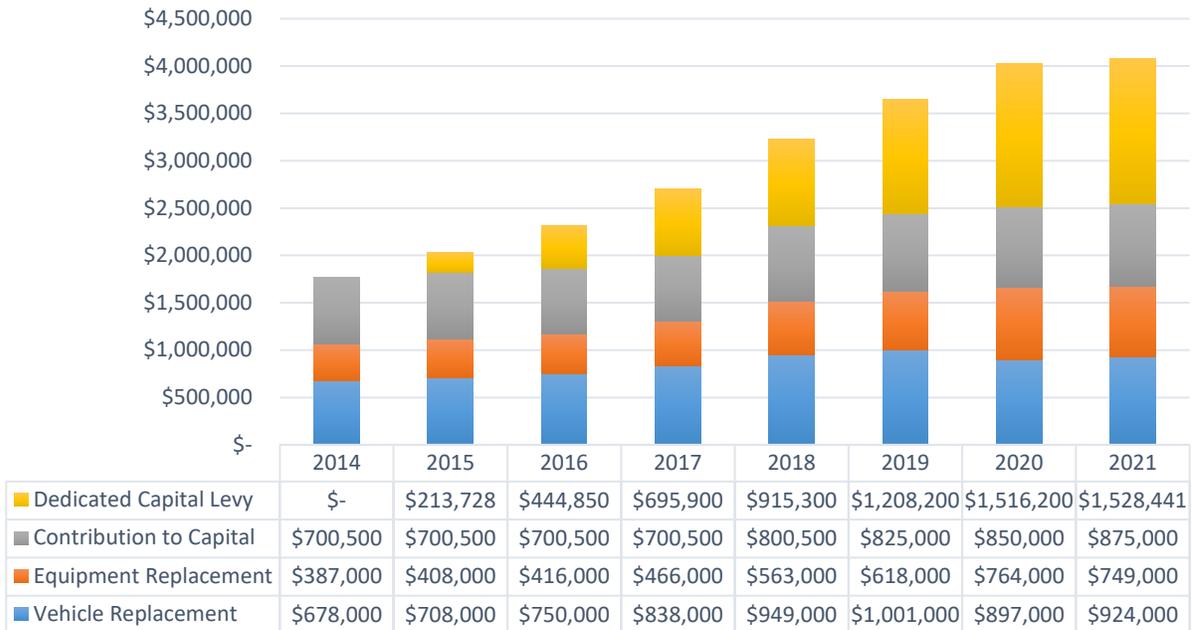
The contribution from the tax supported operating budget to the General Capital Reserve has also been increased by \$25,000 in the 2021 budget. This increases the transfer to the General Capital Reserve to \$875,000.

The total amount of internal funding contributed from the tax supported operating budget (including the Dedicated Capital Levy) to the Township’s capital program is \$4,076,441. This represents a \$2,310,941 increase from the 2014 budget. In order to meet the future infrastructure challenges identified in the Township’s Asset Management Plan, it is important the Township continue to direct an increasing portion of budget funding to capital needs.

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



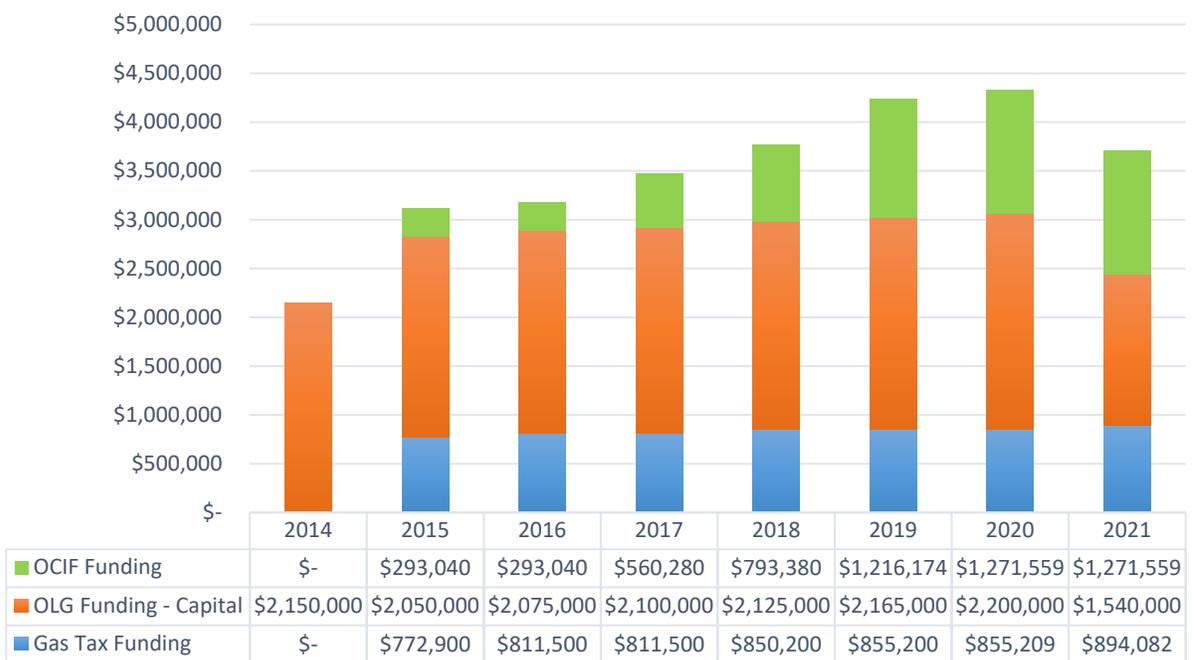
### Tax Supported Contributions to Capital (Internal)



### Transfers to Capital – Externally Generated

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

### Tax Supported Contributions to Capital (External)



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

OLG funds and Gas Tax funds assist in funding other tax supported capital programs (other than bridges and culverts). In 2019, Council passed an OLG Funding Allocation Policy that allocates funding as follows:

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

With OLG funding in 2021 anticipated to be \$1,750,000, the distribution is as follows:

- \$1,540,000 to Township Capital;
- \$87,500 to Arts, Culture & Heritage; and
- \$122,500 to Economic Development.

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

#### Insurance Premiums

Insurance premiums for the Township's facilities and fleet are increasing \$95,500 in 2021. This is due to a more litigious environment resulting in increased frequency and amount of claims in the municipal sector.

#### Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. In response to the COVID-19 pandemic the Bank of Canada reduced their prime rate by 1.50% in March 2020. With interest rates expected to remain static throughout 2021, the investment earnings revenue budget for 2021 has been reduced accordingly by \$439,400 to \$484,400. A \$313,700 transfer from the COVID-19 Reserve has been included in the 2021 budget to partially offset the reduced investment revenue impact on taxation.

#### Reduction in Net Revenue for Community Services Due to COVID-19 Pandemic

The 2021 Community Services' divisional budgets required significant assumptions concerning the regulations and restrictions that will be in place due to the COVID-19 pandemic. As a result of these assumptions, it is anticipated that there will be a \$476,300 short term reduction in Community Services' net revenues in 2021. This includes a \$119,100 reduction in labour costs. As a result, a transfer of \$476,300 from the COVID-19 Reserve has been included in the 2021 budget to offset the short term loss of net revenue. To mitigate any potential net revenue losses in excess of \$476,300



there is approximately \$500,000 remaining in the COVID-19 Reserve to offset any negative variances as a result of the pandemic.

### Reduction in Net Revenue for Parks and Recreation Due to ECC Ice Pad Replacement

The ice pad at the Elora Community Centre (ECC) is scheduled for replacement in 2021. The estimated reduction in net revenue for the Parks and Recreation division is \$85,700 in the 2021 budget year. This includes a \$33,800 reduction in part-time hourly labour costs. As a result, a transfer of \$85,700 from the General Capital Reserve has been included in the 2021 budget to offset the short term loss of net revenue.

### Summary of 2021 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2021 budget. The total percentage impact represents the 1.49% increase in the regular tax levy that is proposed by Township staff.

Area	\$ Impact	% Impact on Tax Rate
Reduction in Net Revenue for the Community Services Department Due to COVID-19	595,400	4.03%
Decrease in Investment Revenue	439,400	2.98%
Wages and Benefits Increase	381,300	2.58%
Reduction in Net Revenue for Parks and Recreation Due to the Replacement of the ECC Ice Pad	119,500	0.81%
Increase in Insurance Premiums	95,500	0.65%
Decrease in OMPF Grant Revenue	40,700	0.28%
Increase in Transfer to Vehicle Replacement Reserve	27,000	0.18%
Increase in the Contribution to General Capital Reserve	25,000	0.17%
Increase in External Cleaning Costs at 10 Mill St (Tourism and Elora Downtown Washrooms)	23,400	0.16%
Increase in Public Works Fleet Repairs and Maintenance	20,000	0.14%
Increase in Gas Utility Expenses	17,600	0.12%
Increase in Estimated Tax Writeoffs	10,000	0.07%
Decrease in Cemetery Investment Revenue	9,400	0.06%
Increase in Centre Wellington Communications Inc. Internet Charge	9,200	0.06%
Decrease in Transfer to Equipment Replacement Reserve	(15,000)	-0.10%
Increase in IT&S Revenue for CW Hydro IT Assistance	(15,500)	-0.10%
Decrease in Snow Removal Contracted Costs at the Elora Community Centre	(16,000)	-0.11%
Increase in Planning Revenue from Lot Grading Inspections	(30,000)	-0.20%
Increase in Supplementary Taxation Revenue	(30,000)	-0.20%
Increase in General Administration Cost Recovery from the Environmental Budget	(30,400)	-0.21%
Increase in Financial Services Revenue for Cost Sharing New Position	(45,400)	-0.31%
Increase in CAO, Human Resources, and Communications Revenue for Cost Sharing New Position	(50,800)	-0.34%
Increase in Planning Revenue Due to New Development Planner Position	(68,100)	-0.46%
Transfer from the General Capital Reserve to Fund Short Term Revenue Losses Due to ECC Ice Pad Replacement	(85,700)	-0.58%
Increase in Building Division Revenue	(121,600)	-0.82%
Transfer from the COVID-19 Reserve to Offset Short Term Revenue Losses and Increased Expenses	(790,000)	-5.35%
Net Increase in Other Minor Items	50,954	0.35%
<b>Net Increase in Tax Rate Before Assessment Growth</b>	<b>565,854</b>	<b>3.83%</b>
Less: Assessment Growth	(346,542)	-2.33%
<b>Net Increase in Tax Levy/Rate Due to Items Listed Above</b>	<b>219,312</b>	<b>1.49%</b>





# **Staffing Strategy**

## **2021 to Beyond 2023**

As the Township continues to grow, existing levels of service and programs will also need to grow to meet the needs of our community, maintain existing levels of service and to ensure various provincial and federal legislation and regulations are complied with. In addition, there are services and programs which the Township does not currently provide which will need to be explored.

A list of proposed positions for approval in the 2021 operating budget follows as well as positions forecasted by staff to discuss with Council for 2022, 2023, and beyond. All salary and benefit estimates for 2021 are based on a 0% increase to the 2020 rate of pay/annual salary. During the year Council may also receive request for approval outside of the operating budget discussions when a new position is funded by revenue from sources other than taxation such as user fees, development application revenue, or capital funding.

### **Proposed 2021 Budget**

#### **Administration**

##### **Human Resources Generalist**

##### **Permanent, Full time (Shared Services Agreement Support)**

A permanent, full time Human Resources Generalist position is proposed commencing in the 2021 Operating Budget. The demands on the current Human Resources (HR) staff has grown with the increase in recruitment, employee relations, disability management, health and safety, human resources policy and program development. Over the past couple of years, legislative changes have required current HR staff to focus on compliance and program development to ensure minimum compliance with the legislation. This position is proposed as a full-time position (35 hours per week) but costs will be offset through a shared human resources services agreement with the Township of Puslinch. The Township of Puslinch has indicated that there is a requirement for human resources services equivalent to 2 days (14 hours) per week. Human resources services provided by the Centre Wellington HR division will be by the staff member with the most appropriate experience level to support the service request. The revenue generated from the services provided to the Township of Puslinch will offset the expense for this position.

It is anticipated that effective January 1, 2023, this position will be working 35 hours per week for Centre Wellington as HR demands within the Township requires an additional, dedicated full time position. At that time, the shared services agreement with the Township of Puslinch may be amended or terminated.

## **Community Services**

### **Park Maintenance Crew Member**

**Temporary (ongoing), Part time (680 hours annually: 17 weeks at 40 hours per week)**

The Parks Maintenance Crew Member is responsible for the day to day maintenance of parks, including beautification, turf cutting and edging, sports field grooming, raking, building repairs, play equipment repair and general maintenance of the parks in Centre Wellington. The growing greenspace infrastructure requires more staff to support and ensure safety for public use. The request for an additional 680 hours will improve service delivery in the parks including parks maintenance and garbage collection in 3 additional parks and beautification within Centre Wellington.

## **Corporate Services**

### **Asset Management Technician**

**Permanent, Full time (Shared Position)**

This position is a shared position with the Township of Mapleton. The Asset Management Technician will be responsible for asset data management and overall compliance with the new asset management legislation. They will work with all Township departments to ensure consistency and standardization of asset management planning practices. The Township is completing a phased compliance with asset management legislation from 2019 to 2024. This position will assist with the phased compliance and continue to maintain compliance beyond 2024.

## **Infrastructure Services**

### **Water Conservation Coordinator**

**Permanent, Full time**

The Township's Water Supply Master Plan and the Centre Wellington Tier 3 Water Budget recommend the Township implement a number of water conservation programs to reduce municipal water use and lower per capita peak and average water demands while the overall water system demands increase due to growth. This position will be responsible to implement water conservation programs and initiatives and conduct public outreach and education programs for both water and wastewater.

## **Planning & Development Services**

### **Development Planner**

**Permanent, Full time**

A Development Planner is required to address the volume of development activity in the Township. The Development Planner would assist in preparing comments and recommendations regarding the approval of various development applications, site plans, zoning bylaw amendments, part lot control exemptions and condominium applications and supporting studies. In addition, the position will assist in responding to



development enquiries and pre-consultation requests. It is the intent that the funding for this position would come predominantly from planning application fees.

### **Building Permit Technologist** **Permanent, Full time**

A new Building Permit Technologist position was requested through Report PLN2020-36 dated November 23, 2020. The report was approved at the Committee of the Whole meeting on November 23, 2020 approved by Council at the November 30, 2020 meeting.

### **2022 Forecast**

#### **Administration**

##### **Digital Media Associate** **Permanent, Full time**

The 2019 approved budget included a temporary, part time position to primarily support Elora Fergus Tourism. The position has expanded over time to support the Township's corporate communications. Staff are recommending an increase to 35 hours per week (full time) and stabilizing the position through a permanent FTE in 2022.

#### **Community Services**

##### **Community Development, Culture and Special Events Coordinator** **Permanent, Full time**

The Community Development & Culture Coordinator is currently a temporary, part time position (21 hours per week). It is anticipated that as the community grows, with a municipal emphasis on economic development and support to community development, that greater support for culture, special events/festivals, and community initiatives will be needed. The Parks Recreation and Culture Master Plan identifies recommendations to improve outreach programs for diversity, under-represented populations and low-income families.

##### **Customer Service Representative - Fire** **Temporary (2-year term), Part time (609 hours annually)**

These additional hours are needed to cover the front counter and provide back up to the Fire Services Administrative Assistant position as per the Fire Services Master Plan. This provides assurance that the desk is staffed for public inquiries and to perform the administrative duties.

##### **Assistant Aquatics Supervisor** **Permanent, Full time**

The Assistant Aquatics Supervisor is required to support the Manger of Aquatics, Recreation Programs and Customer Service. The participation numbers at the Aquatic Centre continue to grow annually, as the community grows. The needs of all



Recreation Programs in Centre Wellington continue to expand and grow, putting a strain on the time available to the Manager. This growth requires additional efforts to supervise the programs and part time and seasonal staff delivering the programs. The department was under a temporary interim structure from February 2018 to August 2019 and it is evident that this position will be required by 2022 if the participation numbers continue to increase so that the department can maintain the service levels in the Aquatic Centre.

## **Corporate Services**

### **Purchasing Clerk**

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

With growth in the Township, there is a need to dedicate more staff resources to the overall purchasing process. There has been one purchasing position at the Township since purchasing by-laws were required in the early 2000s, with purchasing activity increasing significantly since then. This position would report to the Purchasing & Risk Supervisor and would be responsible for assisting Township departments with purchasing needs, ensuring compliance with the Township's purchasing by-law and other applicable procurement legislation.

## **Infrastructure Services**

### **Seasonal Employee – Downtowns**

#### **Temporary (3-year term), Full time for 6 months**

The purpose of a Seasonal Employee for the downtowns of Fergus and Elora is to address cleanliness and provide additional snow shovelling/removal in the downtowns and public spaces from November to April.

### **Customer Accounts/Billing Coordinator**

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

With the expansion of the Township's water and wastewater infrastructure, increases in the number of customer accounts, and requests from customers to better manage their water use, many municipalities in Ontario are proceeding with Advanced Metering Infrastructure (AMI) or Smart Meter technology. AMI allows water customers to view their water use in real-time and make more efficient use of water. AMI will also assist the Township in detecting a wide range of water leaks in the distribution system and provide improved customer service. An AMI pilot program was included in the 2020 Budget. A Customer Accounts/Billing Coordinator position would be required for the full-scale implementation of AMI.

## **Planning & Development**

### **Engineering Technologist – Development**

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

A second Engineering Technologist – Development is required to address the volume of development activity in the Township. This position would assist with the review of site



plan applications, lot grading review and inspections, release of security deposits and would also determine the municipal infrastructure requirements for new developments. In addition the position will assist in responding to development enquiries and pre-consultation requests. It is the intent that the funding for this position would come 100% through development application fee revenue.

## **2023 Forecast**

### **Community Services**

#### **Volunteer Firefighters (6 positions)**

##### **Permanent, On-call**

As per the approved Fire Service Master Plan, the complement of volunteer firefighters should grow to a complement of 72 Volunteer Firefighters by 2021. The final 6 Volunteer Firefighter positions are proposed for the 2023 Budget.

#### **Landscape Technician**

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

With the ongoing growth of development in Centre Wellington and the desire to preserve our natural environment, a Landscape Technician is needed to provide additional technical support, plans review and inspection services for projects related to landscape construction. The position would report to the Township's Landscape Architect & Urban Forestry Project Manager. This position will be responsible for assisting with urban forestry programs, developing and interpreting policy and for inspecting whether construction activities comply with relevant policies and bylaws. Inspection services are needed for new park construction, subdivision development, and tree protection zones. The position will review landscape plans submitted as part of site plan applications and coordinate comments. In addition, this position will make recommendations and prepare reports related to project specific design issues, environmental concerns, and landscape architecture best practices.

### **Community Services/Infrastructure Services**

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

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

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

### **Corporate Services**

#### **Municipal Law Enforcement Officer**

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

With the ongoing creation of new Township by-laws, the evolving role of the existing Municipal Law Enforcement Officer, and growing population, a second Municipal Law



Enforcement Officer is needed. The Municipal Law Enforcement Officer provides awareness and education of Township by-laws, conducts inspections or investigations, responds to complaints in a timely manner, achieves voluntary compliance wherever possible, issues warnings, and applies penalties, when necessary. This position is also responsible for mediating and negotiating with residents with respect to possible by-law violations and providing property owners with an appropriate amount of time to bring by-law violations into compliance. This position is responsible for upholding the Township's municipal by-laws and utilizing discretion to determine the appropriate course of action.

## **Infrastructure Services**

### **Wastewater Operator Permanent, Full time**

Growth in the community has resulted in additional wastewater, and stormwater assets to operate and maintain. These assets include the wastewater and stormwater collection systems, sewage pumping stations, stormwater management ponds, and low-pressure sewer system (LPSS). An additional Wastewater Operator will be required to ensure the Township's wastewater and stormwater assets are being properly inspected and maintained. This position will be involved in the operation and maintenance of the Fergus and Elora Wastewater Treatment Plants (WWTPs).

### **Water Meter Technician Temporary (3-year term), Full time**

The Water Meter Technician position is proposed as a 3-year temporary position that will be responsible for the Township's water meter replacement program. The typical life span of a water meter is 15 to 20 years. Over time water meters become less accurate and the technology within the meter for advanced meter reading needs to be upgraded. The first generation of water meters were installed in Fergus and Elora in the early 2000s.

## **Beyond 2023**

## **Community Services**

### **Facility Capital Projects Manager/Coordinator Permanent, Full time**

With the ongoing growth in the Township, operations at facilities and parks are becoming more demanding. Projects are identified in capital as required, however the implementation of capital projects is often delayed due to lack of time for staff to oversee the capital facility project. Currently, capital projects at facilities have oversight by the Manager of Parks and Facility Operations or the Managing Director of Community Services. A Facility Capital Projects Manager/Coordinator would coordinate and implement capital projects in the Community Services Department. This position could also assist other departments with facility related capital projects. The position would have a skill set specifically related to building management.



## **Parks Operator**

### **Permanent, Full time**

A permanent, full time Parks Operator position is required to address the growth with respect to operations and maintenance of additional parkland in Centre Wellington. The Master Plan calls for an additional 23 hectares of parkland by the year 2028 to maintain service levels. By 2023 it is anticipated that 7 hectares of additional parkland will be online through new subdivision development. The addition of a Parks Operator would coincide with the purchase of another large mower. During the winter months when parks work is minimal, this position will assist with snow removal at facilities, winter parks work and with greenhouse labour. This position is also timed with the purchase of an additional greenhouse.

## **Corporate Services**

### **Tax Collector**

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

With the number of tax accounts (i.e. roll numbers) increasing significantly, significant time is being dedicated to taxation administration. Currently, the role of “Tax Collector” is being fulfilled by the Supervisor of Accounting & Taxation, however that role is also involved significantly with accounting related duties. The new Tax Collector position would report to the Supervisor of Accounting & Taxation and would be responsible for the overall supervision and coordination of the taxation process at the Township.

## **Infrastructure Services**

### **Climate Change Coordinator**

#### **Temporary (3-year contract), Full time**

The number and frequency of severe weather events negatively impacting Southern Ontario, Township and its residents are increasing. The Township and neighbouring municipalities have experienced extreme rainfall, flooding, drought, tornados, windstorms, and ice storms. The Climate Change Coordinator position will be responsible for the development and implementation of a Climate Change Action Plan for the Township. This plan will identify how the Township can proactively mitigate the negative impacts of climate change on the community.

### **Energy Coordinator**

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

The Energy Coordinator will be responsible to develop and implement sustainability plans with the goals of reducing the Township’s energy usage, energy costs and carbon footprint. This position will provide guidance and direction to all Township departments on improvements to facilities, vehicles, equipment, product purchases, and operations on energy efficiency and conservation.



## **Heavy Equipment Mechanic**

### **Permanent, Full time**

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

## **Planning & Development**

### **Plans Examiner**

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

With current and anticipated building permit activity levels and field inspection requirements, the present complement of building officials are often not available to review plans within the office and provide counter assistance for building enquiries. The Plans Examiner position will allow for in-office staff to review building permit applications. This position would be funded 100% from building permit revenue.



## Staffing Strategy Summary

2021 Proposed				
Department	Position	Position Status		Comments
Administration	Human Resources Generalist*	Permanent	Full time	Shared Service Agreement with Puslinch
Community Services	Parks Maintenance Crew Member	Temporary	Part time	680 hours annually on an ongoing basis (17 wks x 40 hrs/wk)
Corporate Services	Asset Management Technician*	Permanent	Full time	Shared Position with Mapleton
Infrastructure Services	Water Conservation Coordinator	Permanent	Full time	
Planning & Development	Development Planner	Permanent	Full time	
Planning & Development	Building Permit Technologist	Permanent	Full time	Report PLN2020-36 dated November 23, 2020. Approved by Council November 30, 2020

2022 Forecast				
Department	Position	Position Status		Comments
Administration	Digital Media Associate	Permanent	Full time	Temporary PT to Permanent FT
Community Services	Community Development, Culture & Special Event Coordinator	Permanent	Full time	Temporary PT to Permanent FT
Community Services	Customer Service Representative - Fire	Temporary	Part time	2 year term
Community Services	Assistant Aquatics Supervisor	Permanent	Full time	
Corporate Services	Purchasing Clerk	Permanent	Full time	
Infrastructure Services	Seasonal Employee (Downtown)	Temporary	Full time	3 year term
Infrastructure Services	Customer Accounts/Billing Coordinator	Permanent	Full time	
Planning & Development	Engineering Technologist - Development	Permanent	Full time	

2023 Forecast				
Department	Position	Position Status		Comments
Community Services	Volunteer Firefighter (6 positions)	Permanent	On-call	
Community Services	Landscape Technician	Permanent	Full time	
Comm. Services/Infrast. Services	Parks & Roads Operator (2 positions)	Permanent	Full time	Temporary FT to Permanent FT
Corporate Services	Municipal Law Enforcement Officer	Permanent	Full time	
Infrastructure Services	Wastewater Operator	Permanent	Full time	
Infrastructure Services	Water Meter Technician	Temporary	Full time	3 year term

Beyond 2023				
Department	Position	Position Status		Comments
Community Services	Facility Capital Projects Manager/Coordinator	Permanent	Full time	
Community Services	Parks Operator	Permanent	Full time	
Corporate Services	Tax Collector	Permanent	Full time	
Infrastructure Services	Climate Change Coordinator	Temporary	Full time	3 year term
Infrastructure Services	Energy Coordinator	Permanent	Full time	
Infrastructure Services	Heavy Equipment Mechanic	Permanent	Full time	
Planning & Development	Plans Examiner	Permanent	Full time	

Notes:

\* Shared service agreement or position with other Wellington County municipalities



### Staffing Strategy Costing Summary

2021 Proposed				Funding of 2021 Proposed Positions						
Department	Position	Position Status		Funded from Prior Budgets	Taxation	Water and/or Wastewater	Building or Planning Revenue	OLG Economic Development Reserve Fund	Other Municipalities	Total
Administration	Human Resources Generalist*	Permanent	Full time	-	40,676	10,169	-	-	50,801	101,645
Community Services	Parks Maintenance Crew Member	Temporary	Part time	-	13,800	-	-	-	-	13,800
Corporate Services	Asset Management Technician*	Permanent	Full time	-	36,306	9,077	-	-	45,400	90,783
Infrastructure Services	Water Conservation Coordinator	Permanent	Full time	-	-	90,783	-	-	-	90,783
Planning & Development	Development Planner	Permanent	Full time	-	22,683	-	68,100	-	-	90,783
Planning & Development	Building Permit Technologist	Permanent	Full time	-	-	-	96,300	-	-	96,300
				-	113,465	110,029	164,400	-	96,200	484,094



## Township of Centre Wellington 2021 Tax Supported Operating Budget Summary

Description	2020 Budget			2021 Budget			Budget Change 2020/2021	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><u>Administration</u></b>								
Mayor and Council	257,461	-	257,461	256,037	-	256,037	(1,424)	-0.6 %
Youth Council	10,800	(10,800)	-	10,600	(10,600)	-	-	0.0 %
Office of the CAO, Human Resources, and Communicati	690,181	-	690,181	791,185	(50,800)	740,385	50,205	7.3 %
Emergency Operations Centre	2,600	-	2,600	2,600	-	2,600	-	0.0 %
<b><u>Corporate Services</u></b>								
Legislative Services	665,160	(47,600)	617,560	685,545	(48,600)	636,945	19,386	3.1 %
Financial Services	1,000,596	(89,550)	911,046	1,116,235	(134,950)	981,285	70,239	7.7 %
Information Technology and Services	856,137	(22,500)	833,637	884,917	(38,000)	846,917	13,280	1.6 %
General Administration	(34,187)	(364,000)	(398,187)	(79,496)	(317,000)	(396,496)	1,691	-0.4 %
By-law Enforcement	118,841	(7,000)	111,841	120,379	(7,000)	113,379	1,538	1.4 %
Stray Animal Control	152,600	(92,700)	59,900	153,600	(91,900)	61,700	1,800	3.0 %
Livestock Act	650	(400)	250	650	(400)	250	-	0.0 %
Tile Drain Loans	9,990	(9,990)	-	9,990	(9,990)	-	-	0.0 %
<b><u>Infrastructure Services</u></b>								
Transportation Services - Administration	1,157,014	-	1,157,014	1,205,598	-	1,205,598	48,584	4.2 %
Transportation Services - Operations	3,838,775	(105,800)	3,732,975	3,891,455	(103,840)	3,787,615	54,640	1.5 %
Fergus Downtown - Maintenance	21,300	-	21,300	21,300	-	21,300	-	0.0 %
Elora Downtown - Maintenance	21,750	-	21,750	35,950	-	35,950	14,200	65.3 %
Crossing Guards	68,200	-	68,200	69,500	-	69,500	1,300	1.9 %
Cemeteries	176,825	(197,100)	(20,275)	194,200	(186,400)	7,800	28,075	-138.5 %
<b><u>Community Services</u></b>								
Fire	1,739,734	(97,000)	1,642,734	1,740,688	(100,500)	1,640,188	(2,546)	-0.2 %
Municipal FD Training Officer	151,200	(151,200)	-	155,500	(155,500)	-	-	0.0 %
Parks, Recreation and Culture Administration	1,357,855	(14,000)	1,343,855	1,391,948	(800)	1,391,148	47,293	3.5 %
Parks & Recreation - Centre Wellington Community Sport	2,440,799	(1,676,400)	764,399	2,374,649	(1,008,364)	1,366,285	601,886	78.7 %



## Township of Centre Wellington 2021 Tax Supported Operating Budget Summary

Description	2020 Budget			2021 Budget			Budget Change 2020/2021	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><i>Community Services</i></b>								
Parks & Recreation - Elora Community Centre	656,379	(338,500)	317,879	438,034	(103,900)	334,134	16,254	5.1 %
Parks & Recreation - Belwood Hall	23,698	(6,800)	16,898	23,640	(2,500)	21,140	4,242	25.1 %
Parks & Recreation - Active Parks	188,032	(33,300)	154,732	180,036	(20,460)	159,576	4,844	3.1 %
Parks & Recreation - Passive Parks	215,621	(8,500)	207,121	240,557	(4,000)	236,557	29,437	14.2 %
Parks & Recreation - Forestry	50,000	-	50,000	50,000	-	50,000	-	0.0 %
Parks & Recreation - Greenhouses	20,935	-	20,935	21,059	-	21,059	124	0.6 %
Parks & Recreation - Other Expenditures	-	(1,260)	(1,260)	-	(420)	(420)	840	-66.7 %
Victoria Park Seniors Centre	567,794	(274,700)	293,094	430,268	(143,800)	286,468	(6,627)	-2.3 %
Fergus Downtown - Beautification	38,124	-	38,124	38,158	-	38,158	34	0.1 %
Elora Downtown - Beautification	47,424	-	47,424	44,558	-	44,558	(2,866)	-6.0 %
Fergus Weigh Scale Building	18,146	-	18,146	21,253	-	21,253	3,106	17.1 %
Elora Public Washrooms	29,167	-	29,167	17,240	-	17,240	(11,927)	-40.9 %
Fergus Grand Theatre	174,040	(82,750)	91,290	95,926	(27,310)	68,616	(22,674)	-24.8 %
Tourism	249,020	(250)	248,770	241,188	(250)	240,938	(7,832)	-3.1 %
Celebrations	20,000	-	20,000	20,000	-	20,000	-	0.0 %
Grants to Community Groups - Specific Annual Grants	25,550	-	25,550	20,772	-	20,772	(4,778)	-18.7 %
Grants to Community Groups - Community Impact Grants	44,450	-	44,450	49,228	-	49,228	4,778	10.7 %
<b><i>Planning &amp; Development Services</i></b>								
Building	907,151	(1,077,200)	(170,049)	1,028,021	(1,198,800)	(170,779)	(729)	0.4 %
Planning	679,719	(257,000)	422,719	778,131	(356,100)	422,031	(688)	-0.2 %
Economic Development	239,460	(51,000)	188,460	233,493	(46,200)	187,293	(1,167)	-0.6 %
Committee of Adjustment	3,550	(15,500)	(11,950)	3,650	(15,500)	(11,850)	100	-0.8 %
Heritage Centre Wellington	13,450	-	13,450	13,400	-	13,400	(50)	-0.4 %



## Township of Centre Wellington 2021 Tax Supported Operating Budget Summary

Description	2020 Budget			2021 Budget			Budget Change 2020/2021	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><i>Other Services</i></b>								
Grand River Conservation Authority	109,351	(109,351)	-	110,257	(110,257)	-	-	0.0 %
Other Health Services	36,029	(20,000)	16,029	35,915	(20,000)	15,915	(114)	-0.7 %
Health and Safety Committee	7,400	-	7,400	6,550	-	6,550	(850)	-11.5 %
Contribution to Capital Fund	4,116,200	-	4,116,200	4,165,441	-	4,165,441	49,241	1.2 %
Ontario Non-Specific Grants	-	(271,700)	(271,700)	-	(231,000)	(231,000)	40,700	-15.0 %
Other Revenues and Expenses	4,690,283	(6,484,713)	(1,794,430)	3,935,791	(6,165,271)	(2,229,480)	(435,050)	24.2 %
Net Debt	834,165	(416,706)	417,459	983,338	(566,279)	417,059	(400)	-0.1 %
Fergus BIA	65,000	(65,000)	-	65,000	(65,000)	-	-	0.0 %
Elora BIA	58,489	(58,489)	-	62,583	(62,583)	-	-	0.0 %
Taxation - Payment in Lieu	-	(225,000)	(225,000)	-	(225,000)	(225,000)	-	0.0 %
Taxation - Township Purposes	35,000	(16,184,147)	(16,149,147)	35,000	(16,792,242)	(16,757,242)	(608,095)	3.8 %
<b>Total 2021 Operating Budget</b>	<b>28,867,906</b>	<b>-28,867,906</b>	<b>-</b>	<b>28,421,516</b>	<b>-28,421,516</b>	<b>-</b>		

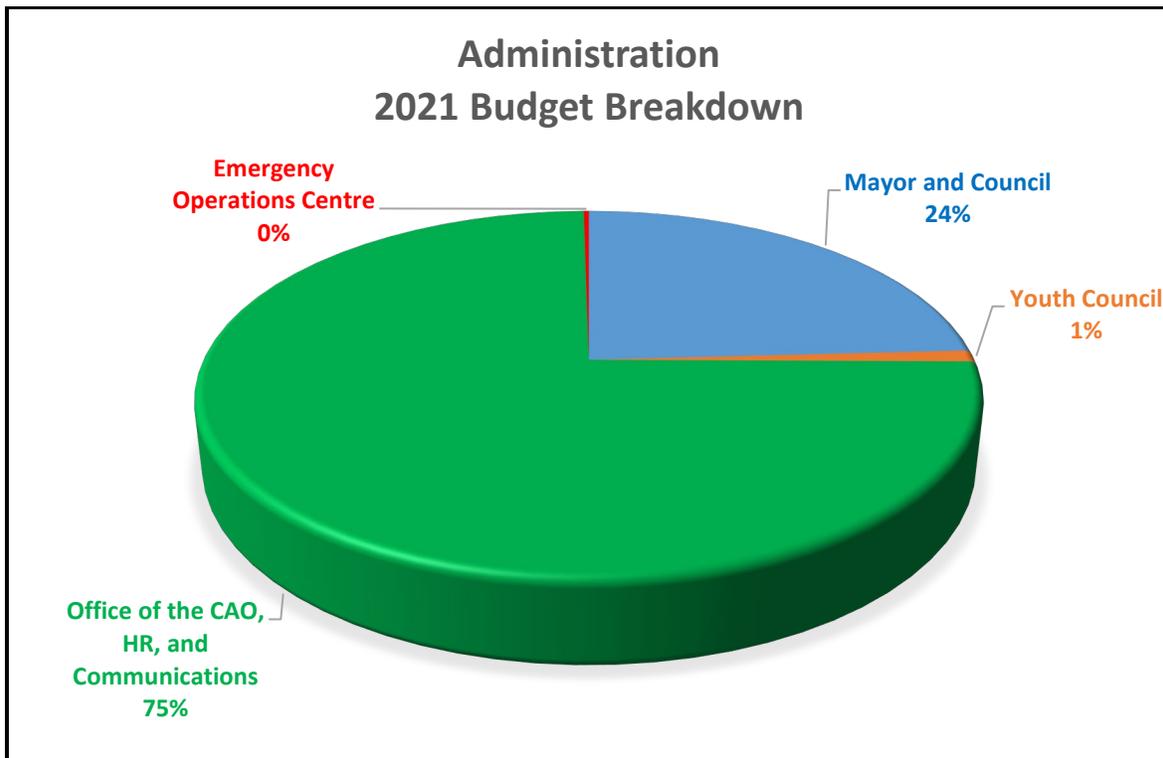


## Administration Summary

Administration is made up of the following budget areas:

- ✓ Mayor and Council
- ✓ Youth Council
- ✓ Office of the CAO, Human Resources, and Communications
- ✓ Emergency Operations Centre

The combined gross expenditure budget for Administration for 2021 is \$1,060,422 which is broken down as follows:





**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Administration - Mayor and Council**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Mayor and Council - Wages & Benefits	223,511	223,169	223,787	276	0.1 %
Mayor and Council - Conferences/Training/Communications	15,500	5,497	13,500	(2,000)	-12.9 %
Mayor and Council - Administration	18,450	16,571	18,750	300	1.6 %
<i>Total Expenses</i>	257,461	245,238	256,037	(1,424)	-0.6 %
<b><i>Net Budget Mayor and Council</i></b>	<b>257,461</b>	<b>245,238</b>	<b>256,037</b>	<b>(1,424)</b>	<b>-0.6 %</b>

**Major Changes Impacting This Budget**

1. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$2,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Administration - Youth Council**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Youth Council - Revenue	(10,800)	-	(10,600)	200	-1.9 %
<i>Total Revenues</i>	(10,800)	-	(10,600)	200	-1.9 %
<b><u>Expenses</u></b>					
Youth Council - Wages & Benefits	4,900	144	4,700	(200)	-4.1 %
Youth Council - Administration	900	2,899	900	-	0.0 %
Youth Council - Operations & Maintenance	5,000	-	5,000	-	0.0 %
<i>Total Expenses</i>	10,800	3,044	10,600	(200)	-1.9 %
<b><i>Net Budget Youth Council</i></b>	-	<b>3,044</b>	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. This budget reflects the cost of activities for the Youth Council in 2021. Expenditures forecast for 2021 are offset by anticipated proceeds from a golf tournament. Funds raised in excess of expenditures in 2021 will be transferred to a reserve to be used for future Youth Council initiatives.



## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Administration - Office of the CAO, Human Resources, and Communications

The Chief Administrative Officer is responsible for providing a strategic vision and effective leadership to the whole organization and is the administrative representative to the community.

Human Resources is responsible for the development, implementation and coordination of policies, programs and practices covering employment, recruitment and retention, orientation and training, labour/employee relations, compensation, organizational development, health and safety, worker's compensation, training and development, benefits and employee services for all management and employees. The Human Resources and Payroll Coordinator also performs executive secretary duties for the Mayor, CAO, and Human Resources.

The Communications Coordinator develops and manages clear and consistent communications on behalf of the Township through our website, social media, e-newsletters, surveys, presentations, news releases, etc. The position supports the Mayor and Council and all staff in internal and external communications throughout the year as well as during emergency situations.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Office of the CAO, Human Resources, and Communications - Revenue	-	-	(50,800)	(50,800)	0.0 %
<i>Total Revenues</i>	-	-	(50,800)	(50,800)	0.0 %
<b><u>Expenses</u></b>					
Office of the CAO, Human Resources, and Communications - Wages & Benefits	630,331	642,141	735,268	104,938	16.6 %
Office of the CAO, Human Resources, and Communications - Administration	30,850	15,392	27,817	(3,033)	-9.8 %
Office of the CAO, Human Resources, and Communications - Operations & Maintenance	29,000	28,555	28,100	(900)	-3.1 %
<i>Total Expenses</i>	690,181	686,089	791,185	101,005	14.6 %
<b><i>Net Budget Office of the CAO, Human Resources, and Communications</i></b>	<b>690,181</b>	<b>686,089</b>	<b>740,385</b>	<b>50,205</b>	<b>7.3 %</b>

### Major Changes Impacting This Budget

1. The wages and benefits increase is partially due to movement of various staff in the salary grid. Furthermore, the wages line includes a new Human Resources Generalist position, the cost of which will be shared with the Township of Puslinch. The total cost of the position reflected in the wages and benefits line for a full year in 2021 is \$101,600 with 50% of the cost recovered from our municipal partner (reflected in the revenue line).
2. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$2,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction accounts for the majority of the decrease in the administration line.
3. Increased utilization of the Township's employee assistance program results in a \$1,600 increase in expenditures in the operations and maintenance line. This is offset by a \$2,500 reduction in professional fees.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Administration - Emergency Operations Centre**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Emergency Operations Centre - Expenses	2,600	1,710	2,600	-	0.0 %
<i>Total Expenses</i>	2,600	1,710	2,600	-	0.0 %
<b>Net Budget Emergency Operations Centre</b>	<b>2,600</b>	<b>1,710</b>	<b>2,600</b>	<b>-</b>	<b>0.0 %</b>

**Major Changes Impacting This Budget**

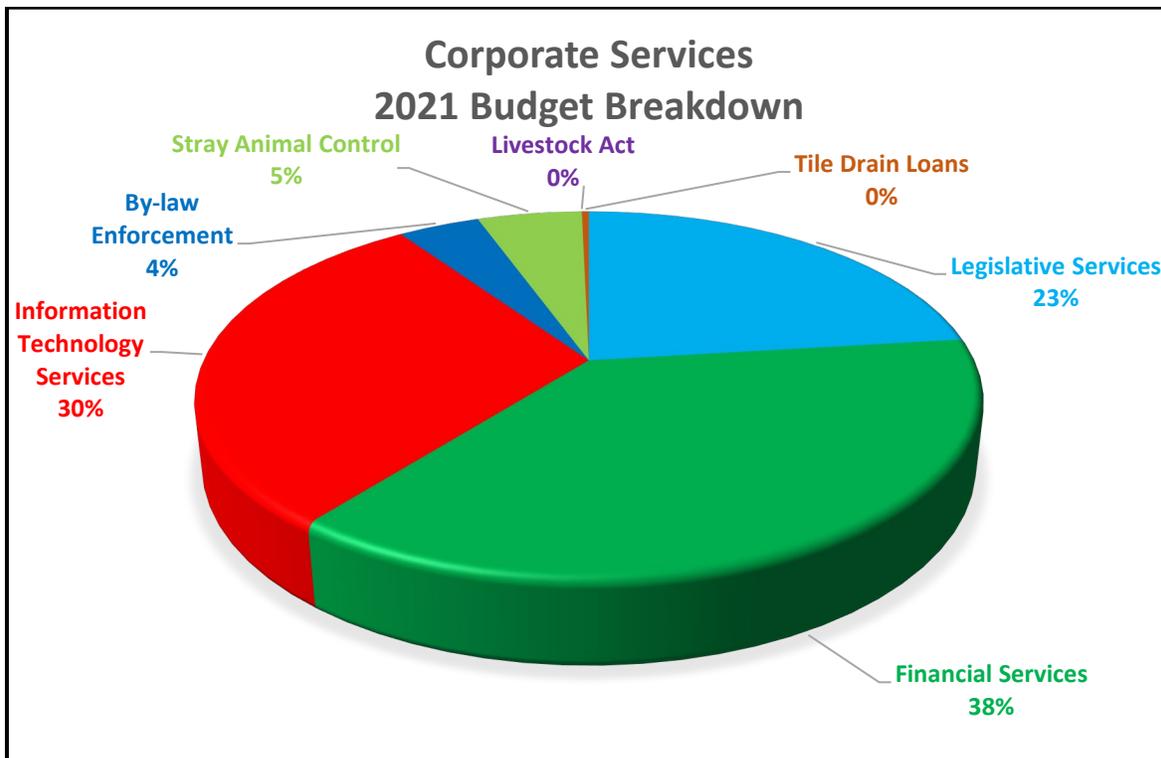


## Corporate Services Summary

Corporate Services is made up of the following budget areas:

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

The combined gross expenditure budget for Corporate Services for 2021 is \$2,891,821, which is broken down as follows:





**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - Legislative Services**

The primary role of Legislative Services is to provide administrative support to Council and Committees, and ensure compliance with Statutes of Ontario, County and Township by-laws. In addition, Legislative Services is responsible for access and privacy, vital statistics, municipal elections, records management, licensing, accessibility and cemetery administration. A team of customer service associates provide a variety of front line services to customers.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Legislative Services - Revenue	(40,300)	(33,778)	(41,300)	(1,000)	2.5 %
Legislative Services - Transfers from Reserves	(7,300)	(11,348)	(7,300)	-	0.0 %
<i>Total Revenues</i>	(47,600)	(45,126)	(48,600)	(1,000)	2.1 %
<b><u>Expenses</u></b>					
Legislative Services - Wages & Benefits	608,574	615,266	626,799	18,226	3.0 %
Legislative Services - Administration	20,986	15,683	20,446	(540)	-2.6 %
Legislative Services - Operations & Maintenance	7,800	11,704	8,300	500	6.4 %
Legislative Services - Transfers to Reserves	27,800	27,800	30,000	2,200	7.9 %
<i>Total Expenses</i>	665,160	670,453	685,545	20,386	3.1 %
<b><i>Net Budget Legislative Services</i></b>	<b>617,560</b>	<b>625,327</b>	<b>636,945</b>	<b>19,386</b>	<b>3.1 %</b>

**Major Changes Impacting This Budget**

1. The wages and benefits increase is mainly due to movement of various staff in the salary grid during the 2021 year.
2. The operations and maintenance line includes the expected cost of maintaining the voting register (\$2,300) and estimated costs for integrity commissioner assistance (\$5,000) in 2021. These expenditures are funded by transfers from the Election Reserve and the Reserve for Legal Matters. The operations and maintenance line also includes a \$1,000 provision for costs associated with records management.
3. The transfer to reserves is required to accumulate sufficient Election Reserve funds for the 2022 election.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - Financial Services**

The primary role of Financial Services is to manage the Township's financial resources in a fiscally responsible manner. Key services include budgeting, property taxation and assessment, purchasing and risk management, accounting and financial reporting, investment and borrowing, and development charges administration.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Financial Services - Revenue	(89,550)	(95,279)	(134,950)	(45,400)	50.7 %
<i>Total Revenues</i>	(89,550)	(95,279)	(134,950)	(45,400)	50.7 %
<b><u>Expenses</u></b>					
Financial Services - Wages & Benefits	922,296	890,142	1,039,968	117,672	12.8 %
Financial Services - Administration	36,300	20,351	34,267	(2,033)	-5.6 %
Financial Services - Operations & Maintenance	42,000	40,660	42,000	-	0.0 %
<i>Total Expenses</i>	1,000,596	951,153	1,116,235	115,639	11.6 %
<b><i>Net Budget Financial Services</i></b>	<b>911,046</b>	<b>855,874</b>	<b>981,285</b>	<b>70,239</b>	<b>7.7 %</b>

**Major Changes Impacting This Budget**

1. The wages and benefits increase is partially due to movement of various staff in the salary grid. Furthermore, the wages line includes a new Asset Management Technician position, the cost of which will be shared with the Township of Mapleton. The total cost of the position reflected in the wages and benefits line for a full year in 2021 is \$90,800 with 50% of the cost (\$45,400) recovered from our municipal partner (reflected in the revenue line).
2. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$1,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction is reflected in the administration line.



## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Corporate Services - Information Technology and Services

Information Technology and Services (IT) is responsible for delivering secure and strategic technology services across the Township. The IT Department provides core infrastructure for Township service delivery, such as automation of business processes and efficient and effective communications. IT manages the use of network and operating systems, and assists Township staff by providing the required functionality and communication tools, (Email, Websites, Social Media). IT continues to deliver new emerging technologies throughout the Township.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Information Technology and Services - Revenue	(22,500)	(40,849)	(38,000)	(15,500)	68.9 %
<i>Total Revenues</i>	(22,500)	(40,849)	(38,000)	(15,500)	68.9 %
<b><u>Expenses</u></b>					
Information Technology and Services - Wages & Benefits	437,437	435,782	450,267	12,830	2.9 %
Information Technology and Services - Administration	15,900	3,943	15,450	(450)	-2.8 %
Information Technology and Services - Corporate Support	402,800	355,161	419,200	16,400	4.1 %
<i>Total Expenses</i>	856,137	794,886	884,917	28,780	3.4 %
<b><i>Net Budget Information Technology and Services</i></b>	<b>833,637</b>	<b>754,037</b>	<b>846,917</b>	<b>13,280</b>	<b>1.6 %</b>

### Major Changes Impacting This Budget

1. The revenue line includes fees for services to be provided by the Information Technology and Services (IT) division to Centre Wellington Communications Inc. (CWCI) and Centre Wellington Hydro Inc. in 2021. It is anticipated that there will be a \$15,500 increase in revenue from IT services provided to Centre Wellington Hydro Inc. in 2021.
2. The wages and benefits increase is mainly due to movement of various staff in the salary grid during the 2021 year.
3. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$1,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction accounts for the majority of the decrease in the administration line.
4. The change in the corporate support line is mainly due to a \$9,200 increase in the forecasted charge from CWCI for internet services. Furthermore included in this line is a \$5,000 increase for external professional services to assist with programming changes and network consulting in 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - General Administration**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
General Administration - Revenue	(37,000)	(48,482)	(37,000)	-	0.0 %
General Administration - Transfers from Reserves	(327,000)	(217,991)	(280,000)	47,000	-14.4 %
<i>Total Revenues</i>	(364,000)	(266,474)	(317,000)	47,000	-12.9 %
<b><u>Expenses</u></b>					
General Administration - Retiree Benefits	45,000	37,676	45,000	-	0.0 %
General Administration - Administration	80,050	66,400	83,300	3,250	4.1 %
General Administration - Operations & Maintenance	669,700	549,502	651,500	(18,200)	-2.7 %
General Administration - Transfers to Reserves	62,000	62,000	62,000	-	0.0 %
General Administration - Cost Recovery	(890,937)	(890,937)	(921,296)	(30,359)	3.4 %
<i>Total Expenses</i>	(34,187)	(175,360)	(79,496)	(45,309)	132.5 %
<b><i>Net Budget General Administration</i></b>	<b>(398,187)</b>	<b>(441,833)</b>	<b>(396,496)</b>	<b>1,691</b>	<b>-0.4 %</b>

**Major Changes Impacting This Budget**

1. Transfers from reserves includes a \$190,000 transfer from the WSIB reserve, a \$45,000 transfer from the employee future benefits reserve, and a \$45,000 transfer from the insurance claims reserve. Reduced reserve transfers are mainly due to:
  - a decrease in estimated WSIB expenditures for presumptive claims for firefighters; and
  - insurance claims experience over the past few years and current outstanding claims.
2. The change in the administration line is mainly due to an increase in estimated postage expenditures.
3. The change in the operations and maintenance line is mainly due to:
  - a \$42,000 decrease in estimated WSIB expenditures in 2021, resulting from WSIB presumptive claims for firefighters;
  - a \$5,000 decrease in estimated insurance claims based on historical results and current outstanding claims;
  - \$7,000 decrease in professional fees;
  - \$10,000 increase in estimated tax writeoffs based on experience over the past ten years and expected adjustments on specific properties; and
  - a \$31,200 increase in insurance premiums.
4. Transfers to reserves includes a \$40,000 transfer to the Employee Future Benefits Reserve and a \$22,000 transfer to the wpd Reserve.
5. General administration cost recovery represents the proportion of all General Government departments' net expenditures incurred for administering the Environmental Services operating budgets and the Municipal FD Training Officer and Risk Management Official budgets.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - By-law Enforcement**

By-law enforcement carries out inspections, identifies and investigates alleged municipal by-law violations; negotiates and strives to gain voluntary compliance through verbal and written communications and proceeds with legal action in accordance with applicable legislation and regulations.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><i>Revenues</i></b>					
By-law Enforcement - By-Law Enforcement Revenue	(2,000)	(1,125)	(2,000)	-	0.0 %
By-law Enforcement - Transfers from Reserves	(5,000)	(1,046)	(5,000)	-	0.0 %
<i>Total Revenues</i>	(7,000)	(2,171)	(7,000)	-	0.0 %
<b><i>Expenses</i></b>					
By-law Enforcement - Wages & Benefits	104,841	103,405	106,229	1,388	1.3 %
By-law Enforcement - Administration	6,700	4,020	6,200	(500)	-7.5 %
By-law Enforcement - Operations & Maintenance	5,000	1,046	5,500	500	10.0 %
By-law Enforcement - Fleet Repair and Maintenance	2,300	1,597	2,450	150	6.5 %
<i>Total Expenses</i>	118,841	110,067	120,379	1,538	1.3 %
<b><i>Net Budget By-law Enforcement</i></b>	<b>111,841</b>	<b>107,897</b>	<b>113,379</b>	<b>1,538</b>	<b>1.4 %</b>

**Major Changes Impacting This Budget**

1. Revenue line represents a small provision for fines.
2. The wages and benefits increase is mainly due to movement of staff in the salary grid during the 2021 year.
3. External prosecution assistance accounts for \$5,000 of the total amount included in the operations and maintenance line. Legal costs associated with prosecution assistance are funded by an equivalent transfer from the Legal Matters Reserve.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - Stray Animal Control**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Stray Animal Control - Revenue	(92,700)	(88,962)	(91,900)	800	-0.9 %
<i>Total Revenues</i>	(92,700)	(88,962)	(91,900)	800	-0.9 %
<b><u>Expenses</u></b>					
Stray Animal Control - Operations & Maintenance	152,600	152,124	153,600	1,000	0.7 %
<i>Total Expenses</i>	152,600	152,124	153,600	1,000	0.7 %
<b><i>Net Budget Stray Animal Control</i></b>	<b>59,900</b>	<b>63,162</b>	<b>61,700</b>	<b>1,800</b>	<b>3.0 %</b>

**Major Changes Impacting This Budget**

1. Estimated stray animal control costs are based on a contract approved by Council in 2019, with the Guelph Humane Society, which expires in December 2022. Cost increases under this contract are limited to an annual Consumer Price Index (CPI) adjustment and a proportionate population adjustment between the Township of Centre Wellington and Guelph-Eramosa Township for the remainder of the contract.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - Livestock Act**

The Ontario Wildlife Damage Compensation Program (OWDCP) provides compensation to eligible producers whose livestock and/or poultry have been injured or killed as a result of wildlife predation. The Township provides the services of a Livestock Investigator and ensures the application for compensation is completed and filed with the Ministry of Agriculture, Food & Rural Affairs.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Livestock Act - Revenue	(400)	(489)	(400)	-	0.0 %
<i>Total Revenues</i>	(400)	(489)	(400)	-	0.0 %
<b><u>Expenses</u></b>					
Livestock Act - Expenses	650	1,194	650	-	0.0 %
<i>Total Expenses</i>	650	1,194	650	-	0.0 %
<b><i>Net Budget Livestock Act</i></b>	<b>250</b>	<b>705</b>	<b>250</b>	<b>-</b>	<b>0.0 %</b>

**Major Changes Impacting This Budget**

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**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Corporate Services - Tile Drain Loans**

		2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
	Tile Drain Loans - Debt Repayments	(9,990)	(9,986)	(9,990)	-	0.0 %
	<i>Total Revenues</i>	(9,990)	(9,986)	(9,990)	-	0.0 %
<b><u>Expenses</u></b>						
	Tile Drain Loans - Debt Payments	9,990	9,986	9,990	-	0.0 %
	<i>Total Expenses</i>	9,990	9,986	9,990	-	0.0 %
<b><i>Net Budget Tile Drain Loans</i></b>		-	-	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

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

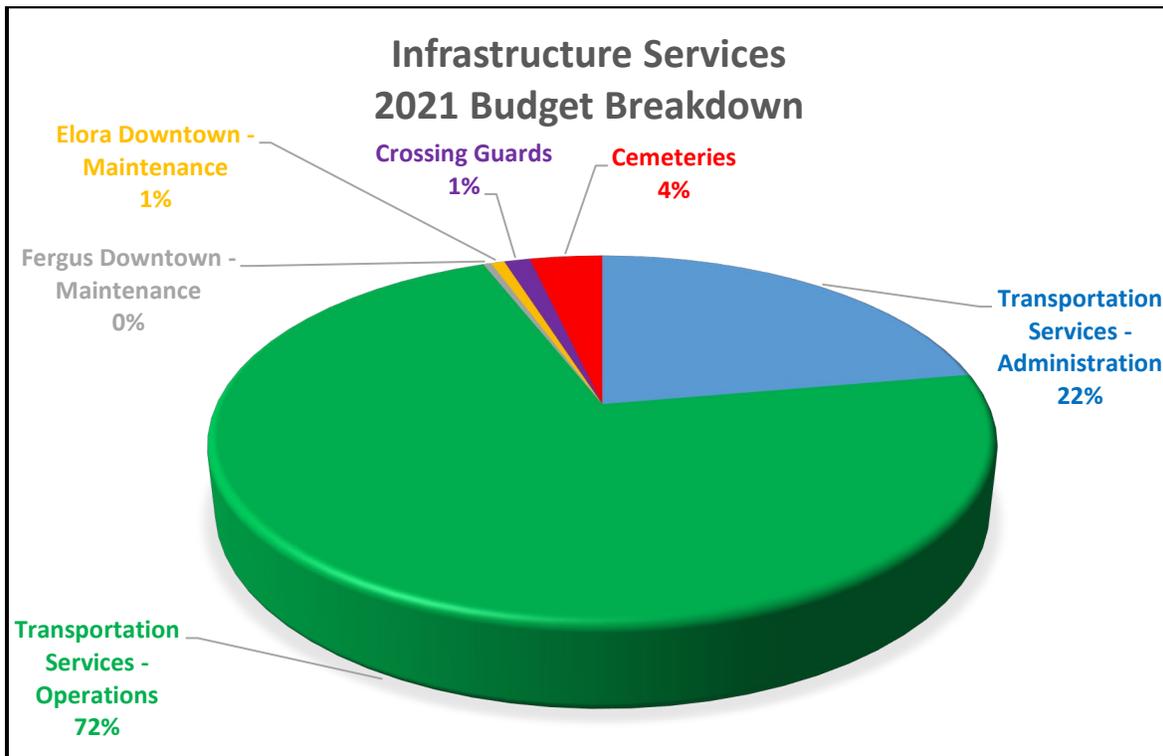


## Infrastructure Services Summary

Infrastructure Services is made up of the following budget areas:

- ✓ Transportation Services - Administration
- ✓ Transportation Services - Operations
- ✓ Fergus Downtown - Maintenance
- ✓ Elora Downtown - Maintenance
- ✓ Crossing Guards
- ✓ Cemeteries

The combined gross expenditure budget for Infrastructure Services for 2021 is \$5,418,003, which is broken down as follows:





**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Transportation Services - Administration**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
PW Administration - Wages & Benefits	743,101	675,331	763,185	20,084	2.7 %
PW Administration - Administration	47,688	39,030	44,913	(2,775)	-5.8 %
PW Administration - Operations & Maintenance	379,225	362,106	410,500	31,275	8.2 %
PW Administration - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	1,157,014	1,063,467	1,205,598	48,584	4.2 %
<b><i>Net Budget Transportation Services - Administration</i></b>	<b>1,157,014</b>	<b>1,063,467</b>	<b>1,205,598</b>	<b>48,584</b>	<b>4.2 %</b>

**Major Changes Impacting This Budget**

1. The combined Transportation Services Administration and Operations budgets are increasing by \$103,224 (2.30%).
2. The wages and benefits increase is mainly due to movement of various staff in the salary grid during the 2021 year. The wage line is further impacted by a change in the allocation of a full time salaried staff between the Public Works and Environmental Services divisions of Infrastructure Services.
3. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$3,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction accounts for the majority of the decrease in the administration line.
4. Increase in the operations and maintenance line is mainly due to a \$28,500 increase in insurance costs for Public Works' buildings.
5. Transportation services cost recovery represents the proportion of all transportation services expenditures incurred for administering the Municipal Risk Management Official's budget.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Transportation Services - Operations**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
PW Operations - Revenue	(105,800)	(142,011)	(103,840)	1,960	-1.9 %
<i>Total Revenues</i>	(105,800)	(142,011)	(103,840)	1,960	-1.9 %
<b><u>Expenses</u></b>					
PW Operations - Fleet Repair & Maintenance	(356,725)	(160,433)	(312,125)	44,600	-12.5 %
PW Operations - Fergus Works Garage	36,400	35,982	34,900	(1,500)	-4.1 %
PW Operations - Elora Works Garage	48,900	53,700	49,900	1,000	2.0 %
PW Operations - West Garafraxa Works Garage	30,500	28,663	30,080	(420)	-1.4 %
PW Operations - Pilkington Works Garage	20,600	21,766	20,900	300	1.5 %
PW Operations - Bridges & Culverts	136,100	132,783	136,100	-	0.0 %
PW Operations - Grass Cutting/Weed Spray	114,300	115,788	114,300	-	0.0 %
PW Operations - Brush & Tree Removal	137,600	176,431	153,000	15,400	11.2 %
PW Operations - Tree Planting	10,700	6,959	-	(10,700)	-100.0 %
PW Operations - Ditching	100,500	86,491	87,500	(13,000)	-12.9 %
PW Operations - Curb/Gutter/Basin	57,800	20,903	51,800	(6,000)	-10.4 %
PW Operations - Bituminous Pavement Patch	154,400	122,096	147,500	(6,900)	-4.5 %
PW Operations - Crack Sealing and Asphalt Repair	25,000	24,419	25,000	-	0.0 %
PW Operations - Street Cleaning	121,100	113,764	128,800	7,700	6.4 %
PW Operations - Shoulder Maintenance	91,500	95,939	91,500	-	0.0 %
PW Operations - Road Patrol	43,500	81,205	76,000	32,500	74.7 %
PW Operations - Debris Pick Up	29,800	16,122	23,800	(6,000)	-20.1 %
PW Operations - Leaf Pick Up	34,800	4,533	-	(34,800)	-100.0 %
PW Operations - Grading	244,900	173,941	225,300	(19,600)	-8.0 %
PW Operations - Dustlaying	334,100	346,953	346,500	12,400	3.7 %
PW Operations - Gravel Resurfacing	466,300	452,453	476,500	10,200	2.2 %
PW Operations - Snow Removal	56,300	59,409	70,300	14,000	24.9 %
PW Operations - Plowing, Sanding & Scarifying	1,199,500	891,842	1,173,400	(26,100)	-2.2 %
PW Operations - Snow Fence/Culvert Thawing	3,600	4,557	3,700	100	2.8 %



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Transportation Services - Operations**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
PW Operations - Safety Devices	153,700	184,468	161,300	7,600	4.9 %
PW Operations - Street Lighting	203,500	181,038	210,000	6,500	3.2 %
PW Operations - Municipal Parking Lots	34,500	36,914	59,900	25,400	73.6 %
PW Operations - Sidewalk Winter Maintenance	139,900	129,819	142,800	2,900	2.1 %
PW Operations - Sidewalk Cleaning	9,200	9,180	9,200	-	0.0 %
PW Operations - Sidewalk-Other	11,300	1,807	8,800	(2,500)	-22.1 %
PW Operations - Line Painting	86,600	74,196	86,100	(500)	-0.6 %
PW Operations - Storm Sewer	25,900	4,904	25,900	-	0.0 %
PW Operations - Storm Water Pond Maintenance	16,100	3,947	16,100	-	0.0 %
PW Operations - Municipal Drains	3,300	5,379	3,300	-	0.0 %
PW Operations - Snow Removal - Fergus County Roads	-	(10,012)	-	-	0.0 %
PW Operations - Snow Removal - Elora County Roads	-	10,012	-	-	0.0 %
PW Operations - Transfers to Reserves	13,300	9,518	13,400	100	0.8 %
<i>Total Expenses</i>	3,838,775	3,547,436	3,891,455	52,680	1.4 %
<b>Net Budget Transportation Services - Operations</b>	<b>3,732,975</b>	<b>3,405,425</b>	<b>3,787,615</b>	<b>54,640</b>	<b>1.5 %</b>

**Major Changes Impacting This Budget**

1. The decrease in revenue is mainly due to a reduction in anticipated miscellaneous transportation revenue and the elimination of driveway installation charges. This is partially offset by an increase in revenue from access agreements and storm front connection charges.
2. The change in the fleet repair and maintenance line is due to a \$20,400 reduction in estimated machine time rate recovery. The machine time rate recovery is offset by machine time expenditure reductions to the leaf pickup, grading, and curb/gutter/basin lines. Also included in the fleet repair and maintenance line is a \$20,000 increase in estimated vehicle and equipment repair costs.
3. The increase in the brush and tree removal line is due to additional labour costs allocated to this cost centre to maintain brush around signage and brush and trees in rural areas of the Township.
4. Tree planting in rural areas has been reallocated to the forestry cost centre which is managed by the Parks and Recreation division.
5. The increase in the road patrol line is due to a change in time recording for the winter control operators. This results in a reallocation of labour and machine time costs from the Plowing, Sanding & Scarifying expense line.
6. Leaf pickup services were assumed by the County beginning in 2020.
7. The gravel resurfacing line includes a \$5,000 increase in material costs. This line item, combined with the rural road upgrades capital project in 2021, totals over \$850,000 for expenditures to maintain rural gravel roads in 2021.
8. The increase in the municipal parking lots and snow removal lines are due to municipal resources taking over snow clearing and removal at the Elora Community Centre (ECC) beginning with the 2020/21 winter season. In prior years snow clearing at the ECC was contracted out.
9. Plowing, sanding and scarifying, sidewalk winter maintenance, and snow removal budgets approximate the annualized five year average spent in these areas. Adjustments have been included for additional sidewalks and roads that the Township is required to maintain as a result of new subdivisions assumed and minimum maintenance requirements that must be met.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Fergus Downtown - Maintenance**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Downtown - Maintenance - Operations & Maintenance	21,300	14,234	21,300	-	0.0 %
<i>Total Expenses</i>	21,300	14,234	21,300	-	0.0 %
<b>Net Budget Fergus Downtown - Maintenance</b>	<b>21,300</b>	<b>14,234</b>	<b>21,300</b>	<b>-</b>	<b>0.0 %</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Elora Downtown - Maintenance**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><i>Expenses</i></b>					
Elora Downtown - Maintenance - Operations & Maintenance	21,750	31,482	35,950	14,200	65.3 %
<i>Total Expenses</i>	21,750	31,482	35,950	14,200	65.3 %
<b><i>Net Budget Elora Downtown - Maintenance</i></b>	<b>21,750</b>	<b>31,482</b>	<b>35,950</b>	<b>14,200</b>	<b>65.3 %</b>

**Major Changes Impacting This Budget**

1. Increase is due to additional public works labour and machine time allocated to this cost centre to close the downtown area to vehicular traffic on weekends in Elora from May to November to allow store owners to expand their space and create a safer experience for their customers.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Infrastructure Services - Crossing Guards**

The Township is responsible for eight (8) crossing guards at the following locations: Belsyde Ave at JD Hogarth Public School; Tower Street at Belsyde Ave; Millburn Street at McTavish Street; Garafraxa Street at Victoria Terrace; Garafraxa Street at Perry Street; St. David Street at St. Joseph's Catholic School; St. Andrew Street and Lamond Street; and Forfar Street at Victoria Terrace. Crossing guards are present at these locations before and after school from September to June.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Crossing Guards - Wages & Benefits	68,200	47,081	69,500	1,300	1.9 %
<i>Total Expenses</i>	68,200	47,081	69,500	1,300	1.9 %
<b><i>Net Budget Crossing Guards</i></b>	<b>68,200</b>	<b>47,081</b>	<b>69,500</b>	<b>1,300</b>	<b>1.9 %</b>

**Major Changes Impacting This Budget**



## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Infrastructure Services - Cemeteries

The Township is responsible for the administration and maintenance of Elora Cemetery and Belsyde Cemetery (Fergus). Operations and maintenance activities include lawn, vegetation, tree and gravel access road maintenance, burial plot openings and closings, garbage removal, chapel maintenance and repairs, and monument foundation repairs (approximately 25 per year).

The Township also maintains four rural cemeteries located at the following locations: Mount Pleasant Cemetery (Wellington Rd22), Ponsonby Pioneer Cemetery (Wellington Rd 7), Mount Carmel Cemetery (Sixth Line, West Garafraxa) and Bon Accord Cemetery (Irvine St). Maintenance includes grass cutting at all locations and only openings/closings at Mount Carmel.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Cemeteries - Revenue	(197,100)	(222,846)	(186,400)	10,700	-5.4 %
<i>Total Revenues</i>	(197,100)	(222,846)	(186,400)	10,700	-5.4 %
<b><u>Expenses</u></b>					
Cemeteries - Operations & Maintenance	139,525	136,371	156,000	16,475	11.8 %
Cemeteries - Transfers to Reserves	37,300	48,196	38,200	900	2.4 %
<i>Total Expenses</i>	176,825	184,567	194,200	17,375	9.8 %
<b><i>Net Budget Cemeteries</i></b>	<b>(20,275)</b>	<b>(38,279)</b>	<b>7,800</b>	<b>28,075</b>	<b>-138.5 %</b>

### Major Changes Impacting This Budget

1. Budgeted revenues for interment and plot sales are consistent with annualized historical averages. The reduction in revenue is mainly due to a decrease in expected interest income earned on cemetery funds and burial permit revenue in 2021.
2. Weekend burials and additional maintenance at the cemeteries results in increased public works labour allocated to the cemeteries' cost centre. This is reflected in the operations and maintenance line.
3. The transfer to reserves represents an estimate of revenues redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.

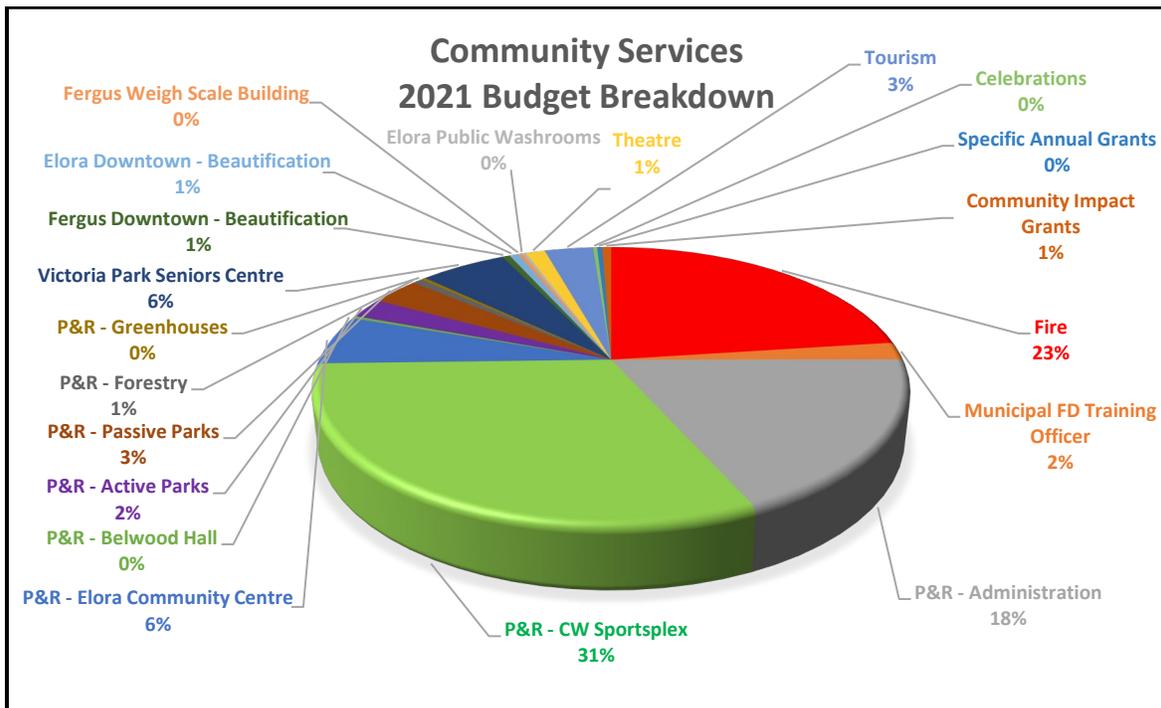


# Community Services Summary

Community Services is made up of the following budget areas:

- ✓ Fire
- ✓ Municipal FD Training Officer
- ✓ Parks, Recreation and Culture Administration
- ✓ Parks & Recreation - Centre Wellington Community Sportsplex
- ✓ Parks & Recreation - Elora Community Centre
- ✓ Parks & Recreation - Belwood Hall
- ✓ Parks & Recreation - Active Parks
- ✓ Parks & Recreation - Passive Parks
- ✓ Parks & Recreation - Forestry
- ✓ Parks & Recreation - Greenhouses
- ✓ Parks & Recreation - Other Expenditures
- ✓ Victoria Park Seniors Centre
- ✓ Fergus Downtown - Beautification
- ✓ Elora Downtown - Beautification
- ✓ Fergus Weigh Scale Building
- ✓ Elora Public Washrooms
- ✓ Fergus Grand Theatre
- ✓ Tourism
- ✓ Celebrations
- ✓ Grants to Community Groups - Specific Annual Grants
- ✓ Grants to Community Groups - Community Impact Grants

The combined gross expenditure budget for Community Services for 2021 is \$7,594,701, which is broken down as follows:





## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Community Services - Fire

The Centre Wellington Fire Department is an essential service as deemed by the Ministry of Community Safety and Correctional Services. Under this umbrella is the branch of the Office of the Fire Marshal (OFM). The OFM creates the standards with which to govern how a Municipal Fire Department must operate and the minimum standards of Public Education, Fire Prevention/Fire Protection, Training, and Fire Investigation.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change \$	%
<b><u>Revenues</u></b>					
Fire - Revenue	(97,000)	(171,691)	(100,500)	(3,500)	3.6 %
<i>Total Revenues</i>	(97,000)	(171,691)	(100,500)	(3,500)	3.6 %
<b><u>Expenses</u></b>					
Fire - Wages & Benefits	1,485,146	1,438,985	1,483,258	(1,888)	-0.1 %
Fire - Administration	36,000	24,738	34,500	(1,500)	-4.2 %
Fire - Operations & Maintenance	92,750	95,458	94,300	1,550	1.7 %
Fire - Fleet Repair & Maintenance	82,225	95,408	86,925	4,700	5.7 %
Fire - Fergus Fire Station	38,013	36,280	36,455	(1,558)	-4.1 %
Fire - Elora Fire Station	18,600	14,930	18,250	(350)	-1.9 %
Fire - Transfers to Reserves	-	14,314	-	-	0.0 %
Fire - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	1,739,734	1,707,114	1,740,688	954	0.1 %
<b>Net Budget Fire</b>	<b>1,642,734</b>	<b>1,535,423</b>	<b>1,640,188</b>	<b>(2,546)</b>	<b>-0.2 %</b>

### Major Changes Impacting This Budget

1. The increase in revenue is mainly due to an increase in expected burn permit revenue.
2. The wages and benefits change is mainly due to movement of various full time staff in the salary grid during the 2021 year. This increase is offset by a \$20,000 decrease in estimated volunteer firefighter (VFF) wage costs. The wage cost is in line with the annualized average cost per VFF for a complement of 65 VFF.
3. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$2,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction accounts for the majority of the decrease in the administration line.
4. The increase in the operations and maintenance line is mainly due to an increase in fire facility insurance premiums.
5. The increase in the fleet repairs and maintenance line is due to an increase in fleet insurance premiums.
6. The cost recovery line represents the proportion of all Fire division expenditures incurred for administering the Municipal FD Training Officer budget.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Municipal FD Training Officer**

This position is fully funded by the County of Wellington and managed by Centre Wellington Fire department. The Municipal Fire Department (FD) Training Officer function is to assist all County of Wellington Fire departments with their staff training needs. This position will prepare lesson plans and teaching plans as well as facilitate or provide Provincial fire service courses to County fire departments.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Municipal FD Training Officer - Revenue	(151,200)	(147,764)	(155,500)	(4,300)	2.8 %
<i>Total Revenues</i>	(151,200)	(147,764)	(155,500)	(4,300)	2.8 %
<b><u>Expenses</u></b>					
Municipal FD Training Officer - Wages & Benefits	115,325	115,496	119,475	4,150	3.6 %
Municipal FD Training Officer - Administration	7,150	4,351	7,150	-	0.0 %
Municipal FD Training Officer - Fleet Repair & Maintenance	4,225	3,417	4,375	150	3.6 %
Municipal FD Training Officer - Transfers to Reserves	5,000	5,000	5,000	-	0.0 %
Municipal FD Training Officer - Cost Recovery Applied	19,500	19,500	19,500	-	0.0 %
<i>Total Expenses</i>	151,200	147,764	155,500	4,300	2.8 %
<b><i>Net Budget Municipal FD Training Officer</i></b>	-	-	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. The wages and benefits increase is mainly due to movement of staff in the salary grid during the 2021 year.
2. The transfer to reserves is for the future replacement of the Municipal FD Training Officer's vehicle.
3. Cost recovery applied represents an estimate of administration expenses and Fire division overhead costs allocated to the Municipal FD Training Officer division.



## Township of Centre Wellington

### 2021 Operating Budget Summary With 2020 Budget and Actual Results

#### Community Services - Parks, Recreation and Culture Administration

Community Services is comprised of the following direct public health and safety services: Parks and Recreation, Horticultural and Community Beautification, Community Development, Older Adults, Tourism, Culture, Marketing, Theatre and Fire/Rescue. The department objective is to promote and facilitate healthy activities and public safety through direct and indirect programming along with community organizations and groups with similar objectives. Community building is achieved through the objective of the department through the implementation and delivery of enhancements and maintenance of the diversified services provided by Community Services. Connecting with the community is achieved through the transparent and effective communication and delivery of these services to ensure the department remains relevant to the present day and future requirements of the community within the allocated resources based on revenue production and tax base contributions.

Parks and Recreation facilitates direct and indirect program opportunities through a range of indoor and outdoor community facilities. Accessibility to program opportunities is balanced through a combination of user fee based programs, sponsored programs, private sector programs, community programs and service club and special interest organizations. The development and maintenance of passive green spaces and trails is a key responsibility of this section of Community Services.

Direct program servicing includes: aquatics, fitness centre, day and seasonal youth camps, special event coordination and facilitation, community guide, drop in programs, registration services, and facility maintenance operations.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Parks, Recreation and Culture Administration - Revenue	(14,000)	(388)	(800)	13,200	-94.29%
<i>Total Revenues</i>	(14,000)	(388)	(800)	13,200	-94.29%
<b><u>Expenses</u></b>					
Parks, Recreation and Culture Administration - Wages & Benefits	1,106,899	1,111,255	1,137,463	30,564	2.76%
Parks, Recreation and Culture Administration - Administration	62,450	30,256	60,450	(2,000)	-3.2%
Parks, Recreation and Culture Administration - Operations & Maintenance	166,696	155,020	165,779	(916)	-0.55%
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	21,811	49,622	28,255	6,445	29.55%
<i>Total Expenses</i>	1,357,855	1,346,154	1,391,948	34,093	2.51%
<b><i>Net Budget Parks, Recreation and Culture Administration</i></b>	<b>1,343,855</b>	<b>1,345,766</b>	<b>1,391,148</b>	<b>47,293</b>	<b>3.52%</b>

#### Major Changes Impacting This Budget

1. Overall increase for the Parks, Recreation and Culture budget is \$704,920 (24.52%).  
  
 Due to the COVID-19 pandemic numerous assumptions and estimates were required to develop the Parks, Recreation and Culture budget which had a significant impact on both revenues and expenditures for the division in 2021 including:
  - restrictions on use of indoor and outdoor facilities;
  - operating camps for children at a reduced capacity or cancellation; and
  - additional costs for cleaning and personal protective equipment for the protection of staff and the public.
 As the negative impacts to the Parks, Recreation, and Culture budget resulting from the COVID-19 pandemic are considered short term, a transfer from the COVID-19 Reserve of \$476,300 has been included to minimize the taxation impact in 2021 (See Other Revenues and Expenses cost centre).  
  
 Due to the scheduled replacement of the Elora Community Centre arena floor in 2021 further estimates were required to determine the revenue reductions at the facility. As these revenue reductions are considered one time, a transfer from the General Capital Reserve of \$85,700 has been included to minimize the taxation impact in 2021 (see Other Revenues and Expenses cost centre).  
  
 The Parks and Recreation budget includes a new seasonal Parks Maintenance Crew Member position for 17 weeks in 2021 at a cost of \$13,800. This position has been allocated to the Passive Parks cost centre within the Parks and Recreation budget.
2. The decrease in revenue is mainly due to the removal of sponsorship revenue for Community Services events and programs offered during the year and reduced rental of equipment due to the COVID-19 pandemic.
3. The wages and benefits increase is mainly due to movement of various staff in the salary grid during the 2021 year.
4. Due to the COVID-19 pandemic, many conferences are scheduled to be held virtually in 2021. As a result, a \$2,000 reduction in conference and training expenses is expected in 2021 due to a decrease in hotel and travel costs. This reduction accounts for the decrease in the administration line.
5. The increase in the fleet repairs and maintenance line is mainly due to an increase in fleet insurance premiums and additional fuel for new vehicles and maintenance at new parks.



**Township of Centre Wellington**  
**2021 Operating Budget Summary**  
**With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Centre Wellington Community Sportsplex**

Located at 550 Belsyde Avenue this multi use facility includes twin pad surfaces, aquatic facility, fitness centre, large hall and meeting rooms along with considerable open space which is ideal for hosting large outdoor events such as the Fergus Fall Fair and Scottish Festival. The administration offices for Community Services are located at this site.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b>Revenues</b>					
Centre Wellington Community Sportsplex - Revenue	(949,400)	(425,268)	(601,844)	347,556	-36.61%
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(605,500)	(202,876)	(331,170)	274,330	-45.31%
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(57,000)	(20,520)	(14,450)	42,550	-74.65%
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(60,000)	-	(60,900)	(900)	1.5%
Centre Wellington Community Sportsplex - Program Revenue - March Break	(4,500)	-	-	4,500	-100.0%
<i>Total Revenues</i>	(1,676,400)	(648,664)	(1,008,364)	668,036	-39.85%
<b>Expenses</b>					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	773,428	648,836	783,870	10,442	1.35%
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	598,412	446,586	680,227	81,815	13.67%
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	96,325	23,043	-	(96,325)	-100.0%
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	366	2,500	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	733,199	438,730	692,167	(41,031)	-5.6%
Centre Wellington Community Sportsplex - House	20,985	6,801	13,097	(7,888)	-37.59%
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	76,602	67,400	81,208	4,606	6.01%
Centre Wellington Community Sportsplex - P&R Fitness Program	49,915	17,104	38,860	(11,055)	-22.15%
Centre Wellington Community Sportsplex - P&R Weight Room	34,086	20,624	28,736	(5,350)	-15.7%
Centre Wellington Community Sportsplex - P&R Summer Program	48,891	-	50,984	2,094	4.28%
Centre Wellington Community Sportsplex - March Break Program	3,456	304	-	(3,456)	-100.0%
Centre Wellington Community Sportsplex - P&R Programs - Other	3,000	456	3,000	-	0.0%
<i>Total Expenses</i>	2,440,799	1,670,250	2,374,649	(66,150)	-2.71%
<b>Net Budget Parks &amp; Recreation - Centre Wellington Community Sportsplex</b>	<b>764,399</b>	<b>1,021,586</b>	<b>1,366,285</b>	<b>601,886</b>	<b>78.74%</b>

**Major Changes Impacting This Budget**

- The majority of variances for this cost centre are related to the COVID-19 pandemic and the Elora Community Centre (ECC) ice pad replacement and are based on assumptions and 2021 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page. Due to the replacement of the ECC ice pad in 2021, labour costs associated with full-time, hourly staff have been reallocated from the ECC cost centre to assist with COVID-19 cleaning and safety measures at the Centre Wellington Community Sportsplex cost centre.
- Concessions are budgeted to remain closed throughout 2021. As such, a \$96,300 reduction in concession revenue (included in the revenue line) is offset by a corresponding reduction in the concession expense line.
- In addition to assumptions concerning COVID-19 and ECC ice pad replacement, the operating costs line includes an increase in utilities (\$17,000) and insurance premiums (\$9,500).
- Reduced cleaning and maintenance costs for office space in the house on the Sportsplex property accounts for the reduction in the house expense line.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Elora Community Centre**

The Elora Community Centre is located at 29 David Street and is comprised of a 185' by 85' ice pad with 900 capacity seating, meeting room, and medium size banquet hall.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Elora Community Centre - Revenue	(338,500)	(166,134)	(103,900)	234,600	-69.3 %
<i>Total Revenues</i>	(338,500)	(166,134)	(103,900)	234,600	-69.3 %
<b><u>Expenses</u></b>					
Elora Community Centre - P&R Facilities: Operating Costs	295,524	230,919	233,315	(62,209)	-21.1 %
Elora Community Centre - P&R Facilities: Repairs & Maintenance	309,050	169,824	185,820	(123,230)	-39.9 %
Elora Community Centre - P&R Facilities: Concessions	32,627	10,701	-	(32,627)	-100.0 %
Elora Community Centre - P&R Facilities: Halls	1,000	-	1,000	-	0.0 %
Elora Community Centre - Grounds	18,178	15,936	17,898	(280)	-1.5 %
<i>Total Expenses</i>	656,379	427,380	438,034	(218,346)	-33.3 %
<b>Net Budget Parks &amp; Recreation - Elora Community Centre</b>	<b>317,879</b>	<b>261,246</b>	<b>334,134</b>	<b>16,254</b>	<b>5.1 %</b>

**Major Changes Impacting This Budget**

1. The majority of variances for this cost centre are related to the COVID-19 pandemic and the Elora Community Centre (ECC) ice pad replacement and are based on assumptions and 2021 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page. Due to the replacement of the ECC ice pad in 2021, labour costs associated with full-time, hourly staff have been reallocated from the ECC cost centre to assist with COVID-19 cleaning and safety measures at the Centre Wellington Community Sportsplex cost centre.
2. Concessions are budgeted to remain closed throughout 2021. As such, a \$32,600 reduction in concession revenue (included in the revenue line) is offset by a corresponding reduction in the concession expense line.
3. In addition to assumptions concerning COVID-19 and ECC ice pad replacement, the operating costs line includes a \$16,000 reduction in snow removal costs as the Township's transportation services division will be clearing snow at the ECC parking lot commencing with winter 2020/21.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Belwood Hall**

Belwood Hall is a rural community hall with a small banquet hall, meeting room and small kitchen. It is located in the community of Belwood adjacent to Lake Belwood.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Belwood Hall - Revenue	(6,800)	(1,133)	(2,500)	4,300	-63.2 %
<i>Total Revenues</i>	(6,800)	(1,133)	(2,500)	4,300	-63.2 %
<b><u>Expenses</u></b>					
Belwood Hall - P&R Facilities: Operating Costs	23,698	15,993	23,640	(58)	-0.2 %
<i>Total Expenses</i>	23,698	15,993	23,640	(58)	-0.2 %
<b><i>Net Budget Parks &amp; Recreation - Belwood Hall</i></b>	<b>16,898</b>	<b>14,859</b>	<b>21,140</b>	<b>4,242</b>	<b>25.1 %</b>

**Major Changes Impacting This Budget**

1. Variances for this cost centre are related to the COVID-19 pandemic and are based on assumptions and 2021 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Active Parks**

A variety of active parks are spread throughout Centre Wellington. Many parks include soccer pitches, tennis courts, ball diamonds, and rugby fields.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Victoria Park (Fergus) - Revenue	(4,800)	(3,062)	(4,000)	800	-16.7 %
ECC Ball Diamond - Revenue	(14,500)	(1,742)	(10,000)	4,500	-31.0 %
Tye Park - Revenue	(2,200)	-	(1,600)	600	-27.3 %
South Ridge Park - Revenue	(3,800)	-	(2,660)	1,140	-30.0 %
Strathallan Park - Revenue	(1,300)	(66)	(950)	350	-26.9 %
CWCS Ball Diamond - Revenue	(700)	-	-	700	-100.0 %
Belwood Ball Diamond - Revenue	(1,500)	-	-	1,500	-100.0 %
Bissell Park - Revenue	(4,500)	(1,144)	(1,250)	3,250	-72.2 %
<i>Total Revenues</i>	(33,300)	(6,014)	(20,460)	12,840	-38.6 %
<b><u>Expenses</u></b>					
Belwood Ball Diamond - Operations & Maintenance	7,871	4,462	7,967	97	1.2 %
Bissell Park - Operations & Maintenance	38,813	34,200	34,304	(4,509)	-11.6 %
CWCS Ball Diamond - Operations & Maintenance	1,450	344	1,352	(98)	-6.7 %
ECC Ball Diamond - Operations & Maintenance	14,834	4,694	14,866	31	0.2 %
Parks - General - Operations & Maintenance	7,500	15,719	7,500	-	0.0 %
South Ridge Park - Operations & Maintenance	28,134	19,808	27,330	(804)	-2.9 %
Strathallan Park - Operations & Maintenance	10,884	5,221	10,709	(175)	-1.6 %
Tower Street Tennis Courts - Operations & Maintenance	5,684	6,524	4,192	(1,492)	-26.2 %
Tye Park - Operations & Maintenance	17,250	9,358	17,187	(63)	-0.4 %
Victoria Park (Fergus) - Operations & Maintenance	55,613	43,929	54,628	(985)	-1.8 %
<i>Total Expenses</i>	188,032	144,257	180,036	(7,996)	-4.3 %
<b><i>Net Budget Parks &amp; Recreation - Active Parks</i></b>	<b>154,732</b>	<b>138,243</b>	<b>159,576</b>	<b>4,844</b>	<b>3.1 %</b>

**Major Changes Impacting This Budget**

1. The majority of variances for this cost centre are related to the COVID-19 pandemic and are based on assumptions and 2021 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Passive Parks**

A variety of passive parks are spread throughout Centre Wellington. Many parks include natural areas, river front open space, trails, and areas for socialization.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Passive Parks - Revenue	(8,500)	(3,497)	(4,000)	4,500	-52.9 %
<i>Total Revenues</i>	(8,500)	(3,497)	(4,000)	4,500	-52.9 %
<b><u>Expenses</u></b>					
Passive Parks - Operations & Maintenance	215,621	243,545	240,557	24,937	11.6 %
<i>Total Expenses</i>	215,621	243,545	240,557	24,937	11.6 %
<b>Net Budget Parks &amp; Recreation - Passive Parks</b>	<b>207,121</b>	<b>240,047</b>	<b>236,557</b>	<b>29,437</b>	<b>14.2 %</b>

**Major Changes Impacting This Budget**

1. Decreased revenue is due to a reduction in open space rental revenue in passive parks.
2. Additional Parks and Recreation hourly labour costs have been allocated to passive parks due to new parks assumed in subdivisions over the past few years which require inspections and maintenance. This line includes a new seasonal Parks Maintenance Crew Member position for 17 weeks in 2021 at a cost of \$13,800 and a \$4,500 increase in water charges for the operation of a new washroom and replacement splash pad at O'Brien Park in Elora.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

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

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Forestry - Revenue	-	(14,100)	-	-	0.0 %
<i>Total Revenues</i>	-	(14,100)	-	-	0.0 %
<b><u>Expenses</u></b>					
Forestry - Operations & Maintenance	50,000	9,329	50,000	-	0.0 %
Forestry - Transfers to Reserves	-	14,100	-	-	0.0 %
<i>Total Expenses</i>	50,000	23,429	50,000	-	0.0 %
<b><i>Net Budget Parks &amp; Recreation - Forestry</i></b>	<b>50,000</b>	<b>9,329</b>	<b>50,000</b>	<b>-</b>	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. In 2021 the forestry cost centre will be responsible for \$7,000 of tree planting expenditures in the rural areas of the Township that were included in the Transportation Services - Operations cost centre in prior years.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Parks & Recreation - Greenhouses**

Located at the Centre Wellington Community Sportsplex the two poly greenhouses are home base for the Township's horticultural operations. Our Horticulturist grows the various annuals, hanging baskets, and prepares plant material for the many planting displays throughout the community including the two downtowns. Groups like the Fergus Horticultural Society and Elora Horticultural Society assist in maintaining the many horticultural planting beds throughout the community.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Greenhouses - Operations & Maintenance	20,935	22,011	21,059	124	0.6 %
<i>Total Expenses</i>	20,935	22,011	21,059	124	0.6 %
<b>Net Budget Parks &amp; Recreation - Greenhouses</b>	<b>20,935</b>	<b>22,011</b>	<b>21,059</b>	<b>124</b>	<b>0.6 %</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Parks and Recreation - Other Expenditures - Transfers from Reserves	(1,260)	(210)	(420)	840	-66.7 %
<i>Total Revenues</i>	(1,260)	(210)	(420)	840	-66.7 %
<b><u>Expenses</u></b>					
<i>Total Expenses</i>	-	-	-	-	0.0 %
<b>Net Budget Parks &amp; Recreation - Other Expenditures</b>	<b>(1,260)</b>	<b>(210)</b>	<b>(420)</b>	<b>840</b>	<b>-66.7 %</b>

**Major Changes Impacting This Budget**

1. Transfers from reserves includes a \$420 transfer from the Newdon Public Swim Reserve for the funding of public swimming at the Sportsplex in 2021. The reduction in the transfer is due to assumptions concerning reduced public swimming as a result of the COVID-19 pandemic.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Victoria Park Seniors Centre**

The Parks and Recreation Department is responsible for the management and operations of the Victoria Park Seniors Centre located at 150 Albert Street West in Fergus. The facility provides a home for a variety of programs and services for seniors in the community including fitness programs, computer training, line dancing, cards, trips, billiards, darts, a foot care clinic, and lunch program to name only a few. The facility is assisted in the operations through many senior volunteers and is supported by the Victoria Park Advisory Committee.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Victoria Park Seniors Centre - Revenue	(270,700)	(108,636)	(139,800)	130,900	-48.4 %
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(4,000)	(4,000)	-	0.0 %
<i>Total Revenues</i>	(274,700)	(112,636)	(143,800)	130,900	-47.7 %
<b><u>Expenses</u></b>					
Victoria Park Seniors Centre - Wages & Benefits	250,851	214,617	245,684	(5,168)	-2.1 %
Victoria Park Seniors Centre - Administration	11,404	4,911	11,420	16	0.1 %
Victoria Park Seniors Centre - Operations & Maintenance	103,139	83,901	102,664	(475)	-0.5 %
Victoria Park Seniors Centre - VPC - Programs	139,100	31,460	55,600	(83,500)	-60.0 %
Victoria Park Seniors Centre - Transfers to Reserves	63,300	8,850	14,900	(48,400)	-76.5 %
<i>Total Expenses</i>	567,794	343,739	430,268	(137,527)	-24.2 %
<b>Net Budget Victoria Park Seniors Centre</b>	<b>293,094</b>	<b>231,103</b>	<b>286,468</b>	<b>(6,627)</b>	<b>-2.3 %</b>

**Major Changes Impacting This Budget**

1. Due to the COVID-19 pandemic various restrictions concerning indoor and outdoor facilities have reduced programming and member revenue expectations for 2021. A corresponding reduction in program costs is reflected in the VPC - programs line.
2. The wages and benefits decrease is due to reduced hourly labour costs allocated to this cost centre as a result of the COVID-19 pandemic. This is partially offset by increased wage costs due to movement of various staff in the salary grid during the 2021 year.
3. The change in the operations and maintenance line is due to reductions in building repair and maintenance and utility costs. These expenditures are partially offset by an increase in cleaning supplies and insurance premiums for the facility.
4. The transfer to reserves is a function of the expected net surplus from programs at the Seniors Centre. These reserve funds are set aside for future capital projects and the purchase/repair of furniture or equipment at the Centre and are to be utilized based on the recommendations of the Victoria Park Advisory Committee.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Fergus Downtown - Beautification**

The Township's Community Services department provides a variety of services to support the beautification of the Fergus downtown. These services include; however are not limited to: plantings and garden maintenance supplies and labour, hanging basket and ground planters installation, maintenance and watering, utility expenses for irrigation of gardens, grass cutting at Templin Gardens, installation and removal of Christmas lights, and a donation to the Fergus Horticultural Society for their volunteer work to beautify the Fergus downtown.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Downtown - Beautification - Operations & Maintenance	38,124	45,058	38,158	34	0.1 %
<i>Total Expenses</i>	38,124	45,058	38,158	34	0.1 %
<b><i>Net Budget Fergus Downtown - Beautification</i></b>	<b>38,124</b>	<b>45,058</b>	<b>38,158</b>	<b>34</b>	<b>0.1 %</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Elora Downtown - Beautification**

The Township's Community Services department provides a variety of services to support the beautification of the Elora downtown. These services include, however are not limited to: plantings and garden maintenance supplies and labour, hanging basket and ground planters installation, maintenance and watering, utility expenses for the water feature at the Green Space, Green Space maintenance, litter pick up, installation and removal of Christmas lights, and property tax levy for the Green Space.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Elora Downtown - Beautification - Operations & Maintenance	47,424	60,281	44,558	(2,866)	-6.0 %
<i>Total Expenses</i>	47,424	60,281	44,558	(2,866)	-6.0 %
<b>Net Budget Elora Downtown - Beautification</b>	<b>47,424</b>	<b>60,281</b>	<b>44,558</b>	<b>(2,866)</b>	<b>-6.0 %</b>

**Major Changes Impacting This Budget**

1. The decrease in expenditures is mainly due to the removal of new planters for the MacDonald bridge that were purchased in 2020.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Fergus Weigh Scale Building**

The Fergus Weigh Scale Building is located at 150 Provost Lane. The building/property is designated under the Ontario Heritage Act and houses public washrooms for the Fergus downtown area.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Weigh Scale Building - Wages & Benefits	11,359	12,012	14,483	3,124	27.5 %
Fergus Weigh Scale Building - Operations & Maintenance	6,787	9,371	6,769	(18)	-0.3 %
<i>Total Expenses</i>	18,146	21,383	21,253	3,106	17.1 %
<b><i>Net Budget Fergus Weigh Scale Building</i></b>	<b>18,146</b>	<b>21,383</b>	<b>21,253</b>	<b>3,106</b>	<b>17.1 %</b>

**Major Changes Impacting This Budget**

1. An increase in the wages and benefits line is due to an increase in hours approved in 2020 for a contract staff person to clean and maintain the facility.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Elora Public Washrooms**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Elora Public Washrooms - Operations & Maintenance	29,167	12,232	17,240	(11,927)	-40.9 %
<i>Total Expenses</i>	29,167	12,232	17,240	(11,927)	-40.9 %
<b>Net Budget Elora Public Washrooms</b>	<b>29,167</b>	<b>12,232</b>	<b>17,240</b>	<b>(11,927)</b>	<b>-40.9 %</b>

**Major Changes Impacting This Budget**

1. The reduction in costs is due to contracting out the cleaning of the facility instead of using hourly Township staff.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Fergus Grand Theatre**

The Community Services Department is responsible for the management and operations of the Fergus Grand Theatre located at 244 St. Andrew Street West. The facility provides a venue for a variety of cultural activities including live theatre, music, and special events. The facility is approximately 90 years old, thus having significant historical value to the community.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Fergus Grand Theatre - Revenue	(82,750)	(14,939)	(27,310)	55,440	-67.0 %
<i>Total Revenues</i>	(82,750)	(14,939)	(27,310)	55,440	-67.0 %
<b><u>Expenses</u></b>					
Fergus Grand Theatre - Wages & Benefits	105,014	45,263	57,051	(47,963)	-45.7 %
Fergus Grand Theatre - Administration	11,250	2,508	4,900	(6,350)	-56.4 %
Fergus Grand Theatre - Operations & Maintenance	51,976	35,513	32,075	(19,901)	-38.3 %
Fergus Grand Theatre - Transfers to Reserves	5,800	711	1,900	(3,900)	-67.2 %
<i>Total Expenses</i>	174,040	83,994	95,926	(78,114)	-44.9 %
<b><i>Net Budget Fergus Grand Theatre</i></b>	<b>91,290</b>	<b>69,055</b>	<b>68,616</b>	<b>(22,674)</b>	<b>-24.8 %</b>

**Major Changes Impacting This Budget**

1. Due to COVID-19 pandemic, it is assumed that the facility will remain closed until at least July 2021. As such, revenues and expenses have been adjusted accordingly.
2. Transfers to reserves represents a transfer to the Fergus Grand Theatre Repairs and Maintenance Reserve. This transfer is funded from user fees and is incorporated into the Township's Fees and Charges By-law annually.



## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Community Services - Tourism

The Township's tourism strategy includes an ongoing partnership with the Regional Tourism Organization 4 (RT04), Elora & Fergus BIA's and other leaders in Tourism to support and increase the tourism profile of Elora and Fergus as a significant tourism destination. The budget supports the Elora Visitor Centre and the maintenance of 7 information kiosks located at a variety of locations in Centre Wellington. The tourism budget includes the costs of staffing the visitor centre, and numerous marketing initiatives to support tourism and growth in Centre Wellington and implementation of the tourism theme in the Economic Development Strategic Action Plan.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Tourism - Revenue	(250)	(16,034)	(250)	-	0.0 %
<i>Total Revenues</i>	(250)	(16,034)	(250)	-	0.0 %
<b><u>Expenses</u></b>					
Tourism - Wages & Benefits	176,557	146,646	161,983	(14,574)	-8.3 %
Tourism - Administration	20,213	14,926	26,955	6,742	33.4 %
Tourism - Operations & Maintenance	52,250	37,884	52,250	-	0.0 %
<i>Total Expenses</i>	249,020	199,456	241,188	(7,832)	-3.1 %
<b><i>Net Budget Tourism</i></b>	<b>248,770</b>	<b>183,422</b>	<b>240,938</b>	<b>(7,832)</b>	<b>-3.1 %</b>

### Major Changes Impacting This Budget

1. The wages and benefits decrease is due to a reduction in hourly staff labour costs due to the COVID-19 pandemic.
2. The increase in administration expenses is mainly due to contracting out cleaning of the facility. This is partially offset by a reduction in conference and mileage costs.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Community Services - Celebrations**

		2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<b><u>Expenses</u></b>						
	Canada Day Celebrations - Expenses	17,000	4,040	17,000	-	0.0 %
	Victoria Day Celebrations - Expenses	3,000	-	3,000	-	0.0 %
	<i>Total Expenses</i>	20,000	4,040	20,000	-	0.0 %
<b><u>Net Budget Celebrations</u></b>		<b>20,000</b>	<b>4,040</b>	<b>20,000</b>	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Grants to Community Groups - Specific Annual Grants	25,550	25,535	20,772	(4,778)	-18.7 %
<i>Total Expenses</i>	25,550	25,535	20,772	(4,778)	-18.7 %
<b><i>Net Budget Grants to Community Groups - Specific Annual Grants</i></b>	<b>25,550</b>	<b>25,535</b>	<b>20,772</b>	<b>(4,778)</b>	<b>-18.7 %</b>

**Major Changes Impacting This Budget**

1. Total grants budgeted for community groups in the 2021 budget are \$70,000.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Grants to Community Groups - Community Impact Grants	39,237	39,237	49,228	9,991	25.5 %
Grants to Community Groups - Emergency Relief	5,213	(4,125)	-	(5,213)	-100.0 %
<i>Total Expenses</i>	44,450	35,112	49,228	4,778	10.7 %
<b><i>Net Budget Grants to Community Groups - Community Impact Grants</i></b>	<b>44,450</b>	<b>35,112</b>	<b>49,228</b>	<b>4,778</b>	<b>10.7 %</b>

**Major Changes Impacting This Budget**

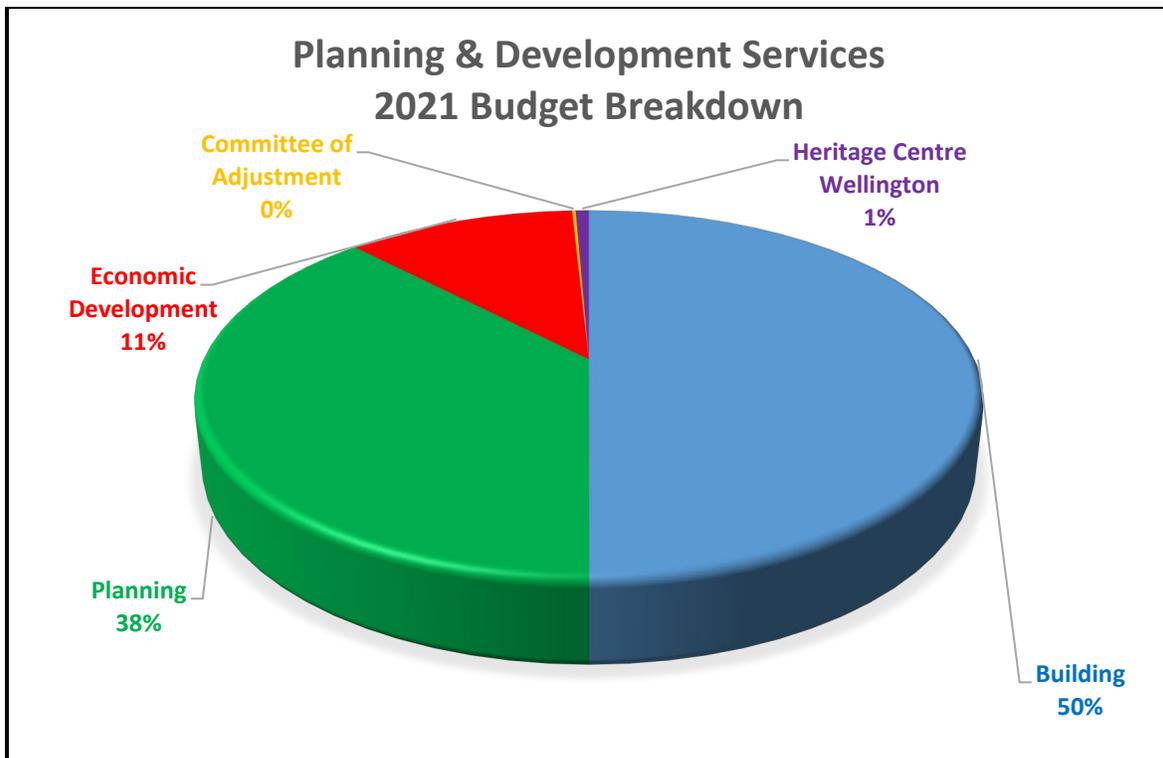


# Planning & Development Services Summary

Planning & Development Services is made up of the following budget areas:

- ✓ Building
- ✓ Planning
- ✓ Economic Development
- ✓ Committee of Adjustment
- ✓ Heritage Centre Wellington

The combined gross expenditure budget for Planning & Development Services for 2021 is \$2,056,695, which is broken down as follows:





**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Planning & Development Services - Building**

The role and responsibility of the Building division is to ensure that the building environment in which we all live, work and play is safe and healthy. This is accomplished through the administration and enforcement of the Ontario Building Code Act as well as municipal bylaws such as the Building By-law, Zoning By-law, Sign By-law, Property Standards By-law, and the Site Alteration By-law.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Building - Revenue	(1,077,200)	(1,325,171)	(1,198,800)	(121,600)	11.3 %
<i>Total Revenues</i>	(1,077,200)	(1,325,171)	(1,198,800)	(121,600)	11.3 %
<b><u>Expenses</u></b>					
Building - Wages & Benefits	854,076	857,905	971,186	117,111	13.7 %
Building - Administration	31,725	24,034	30,660	(1,065)	-3.4 %
Building - Operations & Maintenance	6,250	29,598	9,450	3,200	51.2 %
Building - Fleet Repair & Maintenance	15,100	14,034	16,725	1,625	10.8 %
Building - Transfers to Reserves	-	208,931	-	-	0.0 %
<i>Total Expenses</i>	907,151	1,134,503	1,028,021	120,871	13.3 %
<b><i>Net Budget Building</i></b>	<b>(170,049)</b>	<b>(190,668)</b>	<b>(170,779)</b>	<b>(729)</b>	<b>0.4 %</b>

**Major Changes Impacting This Budget**

1. The Township is required to maintain a reserve fund under Bill 124 in the event of a loss from permitting activities. As such, the Township budgets revenue from building permits based on the estimated cost of implementing the Building Code legislation under Bill 124. \$109,100 of the increase in revenue is a direct result of the cost neutral calculation under Bill 124. The remaining revenue increase is due to increased estimates for occupancy permits (\$10,000) and septic approvals (\$2,500).
2. The wages and benefits increase is partially due to movement of various staff in the salary grid. Furthermore, the wages line includes a new Building Permit Technologist position (approved by Council in November 2020). The total cost of the position reflected in wages and benefits for a full year in 2021 is \$96,300.
3. Increase in the operations and maintenance line is mainly due to a \$3,000 increase in budgeted professional fees for potential termite issues.
4. The fleet repairs and maintenance line change is due to an increase in insurance premiums and repair and maintenance costs for building vehicles.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Planning & Development Services - Planning**

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Planning - Revenue	(232,000)	(225,164)	(331,100)	(99,100)	42.7 %
Planning - Transfers from Reserves	(25,000)	-	(25,000)	-	0.0 %
<i>Total Revenues</i>	(257,000)	(225,164)	(356,100)	(99,100)	38.6 %
<b><u>Expenses</u></b>					
Planning - Wages & Benefits	627,844	641,281	727,221	99,377	15.8 %
Planning - Administration	11,875	5,582	10,910	(965)	-8.1 %
Planning - Operations & Maintenance	40,000	15,093	40,000	-	0.0 %
<i>Total Expenses</i>	679,719	661,955	778,131	98,412	14.5 %
<b><i>Net Budget Planning</i></b>	<b>422,719</b>	<b>436,791</b>	<b>422,031</b>	<b>(688)</b>	<b>-0.2 %</b>

**Major Changes Impacting This Budget**

1. The revenue line increase is mainly due to the addition of a new Development Planner position described below (\$68,100) and a \$30,000 increase in revenue from lot grading inspections.
2. The wages and benefits increase is partially due to movement of various staff in the salary grid. Furthermore, the wages line includes a new Development Planner position, the cost of which is estimated to be 75% recoverable in 2021 through increased planning revenue. The total cost of the position reflected in the wages and benefits line for a full year in 2021 is \$90,800 with \$68,100 reflected in the revenue line increase.
3. The operations and maintenance line includes \$25,000 of estimated LPAT (formerly OMB) hearing expenditures in 2021. These costs are funded by an equivalent transfer from the Legal Matters Reserve.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Planning & Development Services - Economic Development**

Economic development priorities are focused on encouraging business retention and expansion; facilitating downtown revitalization and enhancement; facilitating commercial and industrial development projects and investment; managing the community's employment lands; supporting small businesses; collaboration with key stakeholders; and providing economic and community information.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Economic Development - Transfer from Reserves	(51,000)	(6,728)	(34,200)	16,800	-32.9 %
Economic Development - Revenue	-	(14,500)	(12,000)	(12,000)	0.0 %
<i>Total Revenues</i>	(51,000)	(21,228)	(46,200)	4,800	-9.4 %
<b><u>Expenses</u></b>					
Economic Development - Wages & Benefits	116,710	115,751	115,993	(717)	-0.6 %
Economic Development - Administration	8,050	5,907	7,600	(450)	-5.6 %
Economic Development - Operations & Maintenance	114,700	54,214	104,900	(9,800)	-8.5 %
Economic Development - Transfers to Reserves	-	5,516	5,000	5,000	0.0 %
<i>Total Expenses</i>	239,460	181,387	233,493	(5,967)	-2.5 %
<b><i>Net Budget Economic Development</i></b>	<b>188,460</b>	<b>160,159</b>	<b>187,293</b>	<b>(1,167)</b>	<b>-0.6 %</b>

**Major Changes Impacting This Budget**

1. The estimated \$34,200 cost of implementing the Township's Community Improvement Plan (CIP) in 2021 is included in the operations and maintenance line. The anticipated CIP expenditures are funded by a transfer from the CIP Reserve. The CIP Reserve is funded from a \$30,000 transfer from the Economic Development Reserve Fund in 2021.
2. \$12,000 of rental revenue is expected from a house acquired as part of the employment lands purchase on Dickson Drive in Fergus.
3. The change in the operations and maintenance line is due to:
  - a \$16,800 decrease in estimated expenditures for implementing the CIP grant program in 2021; and
  - \$7,000 of expenditures related to the house acquired as part of the employment lands purchase on Dickson Drive in Fergus.
4. The net surplus of \$5,000 from the rental of the house acquired as part of the employment lands purchase on Dickson Drive in Fergus will be transferred to the Economic Development Reserve Fund.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Planning & Development Services - Committee of Adjustment**

The Committee of Adjustment is a committee of citizen members appointed by the Municipal Council pursuant to the Ontario Planning Act to make decisions on requested minor variances to the Municipal Zoning By-law, and to allow alterations to legal nonconforming uses and noncomplying buildings and properties. This committee generally meets on a monthly basis (or as required).

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Committee of Adjustment - Revenue	(15,500)	(13,971)	(15,500)	-	0.0 %
<i>Total Revenues</i>	(15,500)	(13,971)	(15,500)	-	0.0 %
<b><u>Expenses</u></b>					
Committee of Adjustment - Wages & Benefits	2,700	2,967	2,800	100	3.7 %
Committee of Adjustment - Administration	850	585	850	-	0.0 %
<i>Total Expenses</i>	3,550	3,552	3,650	100	2.8 %
<b><i>Net Budget Committee of Adjustment</i></b>	<b>(11,950)</b>	<b>(10,419)</b>	<b>(11,850)</b>	<b>100</b>	<b>-0.8 %</b>

**Major Changes Impacting This Budget**

1. Committee of Adjustment revenue is consistent with the annualized historical average.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Planning & Development Services - Heritage Centre Wellington**

Heritage Centre Wellington is a committee of citizen members appointed by Council to advise Council on all matters relating to the legal designation and conservation of property of cultural heritage value or interest.

		2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<b><u>Expenses</u></b>						
	Heritage Centre Wellington - Administration	2,950	516	2,900	(50)	-1.7 %
	Heritage Centre Wellington - Operations & Maintenance	8,000	3,606	8,000	-	0.0 %
	Heritage Centre Wellington - Transfers to Reserves	2,500	2,500	2,500	-	0.0 %
	<i>Total Expenses</i>	13,450	6,622	13,400	(50)	-0.4 %
	<b><i>Net Budget Heritage Centre Wellington</i></b>	<b>13,450</b>	<b>6,622</b>	<b>13,400</b>	<b>(50)</b>	<b>-0.4 %</b>

**Major Changes Impacting This Budget**

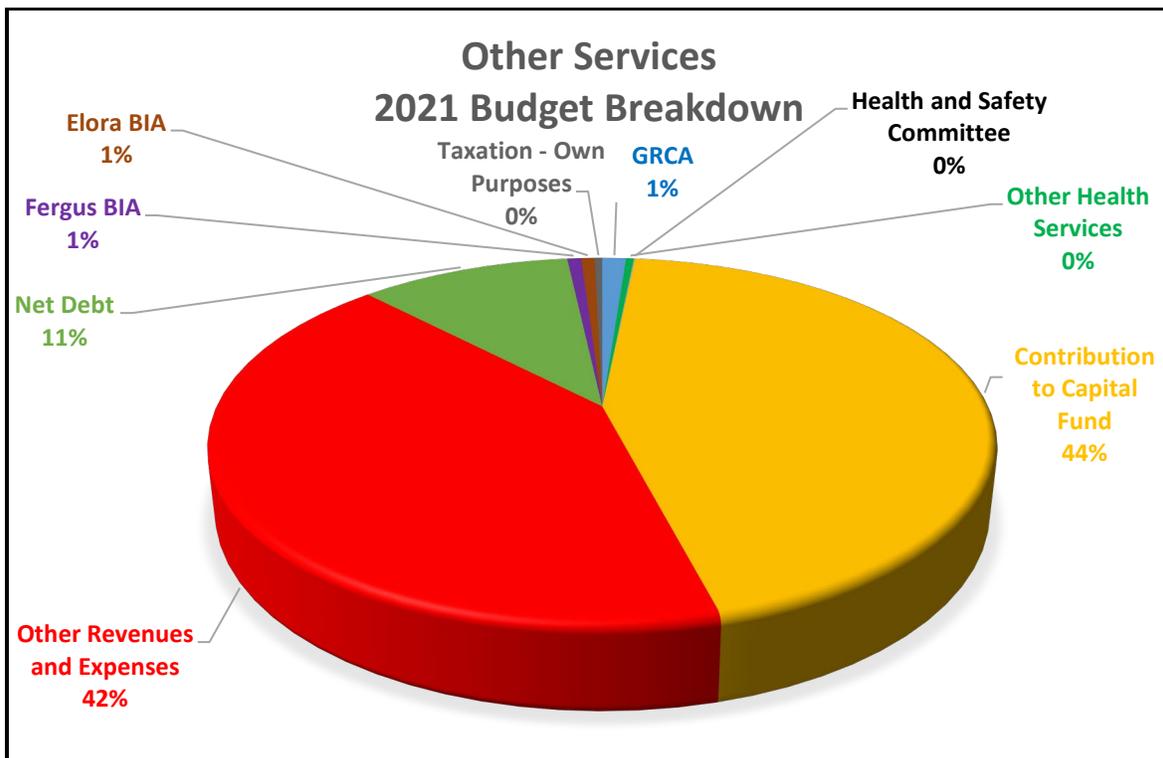


## Other Services Summary

Other Services is made up of the following budget areas:

- ✓ Grand River Conservation Authority
- ✓ Other Health Services
- ✓ Health and Safety Committee
- ✓ Contribution to Capital Fund
- ✓ Ontario Non-Specific Grants
- ✓ Other Revenues and Expenses
- ✓ Net Debt
- ✓ Fergus BIA
- ✓ Elora BIA
- ✓ Taxation – Payment in Lieu
- ✓ Taxation – Township Purposes

The combined gross expenditure budget for Other Services for 2021 is \$9,399,875, which is broken down as follows:





**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Grand River Conservation Authority**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
GRCA - Special Levy	(109,351)	(113,243)	(110,257)	(906)	0.8 %
<i>Total Revenues</i>	(109,351)	(113,243)	(110,257)	(906)	0.8 %
<b><u>Expenses</u></b>					
GRCA - Capital & Operating Levy	109,351	109,129	110,257	906	0.8 %
GRCA - Transfer to Reserves	-	4,114	-	-	0.0 %
<i>Total Expenses</i>	109,351	113,243	110,257	906	0.8 %
<b><i>Net Budget Grand River Conservation Authority</i></b>	-	-	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. The GRCA levy is distributed between the Environmental Services budget and the tax supported budget based on the assessed value of properties connected or not connected to municipal water/wastewater services. Properties not connected to municipal water/wastewater services are assessed a special levy to fund the cost of the GRCA levy allocated to the tax supported budget.
2. The Township of Centre Wellington's portion of the total levy assessed by the GRCA in 2021 is \$308,584. This represents a 2.5% increase from the 2020 total levy amount.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Other Health Services**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Other Health Services - Miscellaneous Revenue	-	(750)	-	-	0.0 %
Other Health Services - Transfer from Reserves	(20,000)	(9,256)	(20,000)	-	0.0 %
<i>Total Revenues</i>	(20,000)	(10,006)	(20,000)	-	0.0 %
<b><u>Expenses</u></b>					
Other Health Services - Health Professional Recruitment	36,029	21,865	35,915	(114)	-0.3 %
<i>Total Expenses</i>	36,029	21,865	35,915	(114)	-0.3 %
<b><i>Net Budget Other Health Services</i></b>	<b>16,029</b>	<b>11,858</b>	<b>15,915</b>	<b>(114)</b>	<b>-0.7 %</b>

**Major Changes Impacting This Budget**

1. The health care professionals recruitment budget is \$20,000 and is funded by a transfer from the Health Care Professionals Recruitment Reserve. The remainder of this budget is for lawn care and snow plowing at the Centre Wellington Community Medical Offices located in Fergus.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Health and Safety Committee**

The Health and Safety Committee is a legislated requirement under the provincial Occupational Health & Safety Act and has certain contributions in relation to the Worker's Safety and Insurance Act and the Ministry of Labour.

The Township of Centre Wellington Joint Health & Safety Committee promotes safety in the workplace and ensures that each employee is provided with the necessary equipment and training required to complete their prescribed duties in a safe and educated manner.

The duties of the committee include, but are not limited to, the following:

- 1) establishing policies and procedures which will encourage the active participation of all employees in the prevention of accidents and the promotion of health and safety in the workplace;
- 2) providing up-to-date information, training, and assistance as required to ensure the regulations set out in the Occupational Health and Safety Act are adhered to and when possible exceeded;
- 3) identify situations that may be a source of danger or hazard to the workers and make recommendations to the employer for improvement; and
- 4) conduct monthly site inspections and hold monthly meetings to discuss matters pertaining to health and safety.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Health and Safety Committee - Administration	7,400	2,927	6,550	(850)	-11.5 %
<i>Total Expenses</i>	7,400	2,927	6,550	(850)	-11.5 %
<b><i>Net Budget Health and Safety Committee</i></b>	<b>7,400</b>	<b>2,927</b>	<b>6,550</b>	<b>(850)</b>	<b>-11.5 %</b>

**Major Changes Impacting This Budget**

1. The training budget was decreased by \$850 due to a reduction in First Aid/CPR recertification training expenditures and subscriptions/resource material costs in 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Contribution to Capital Fund**

This cost centre identifies the minimum tax supported budget transfers that will directly fund current and future capital budgets.

	2020	2020	2021	2020/2021	
	Budget	Actual	Approved Budget	Budget Change	%
				\$	
<b><i>Expenses</i></b>					
Contribution to General Capital Reserve	850,000	850,000	875,000	25,000	2.9 %
Transfer to Dedicated Capital Levy Reserve	1,516,200	1,550,725	1,528,441	12,241	0.8 %
Transfer to Vehicle Replacement Reserve	897,000	897,000	924,000	27,000	3.0 %
Transfer to Equipment Replacement Reserve	764,000	699,324	749,000	(15,000)	-2.0 %
Transfer to Streetlight Reserve	89,000	89,000	89,000	-	0.0 %
<i>Total Expenses</i>	4,116,200	4,086,049	4,165,441	49,241	1.2 %
<b><i>Net Budget Contribution to Capital Fund</i></b>	<b>4,116,200</b>	<b>4,086,049</b>	<b>4,165,441</b>	<b>49,241</b>	<b>1.2 %</b>

**Major Changes Impacting This Budget**

1. An increase to the contribution to General Capital Reserve of \$25,000 is budgeted for 2021.
2. A dedicated capital levy was introduced in 2015 in an effort to reduce the Township's infrastructure deficit. The levy is transferred to a reserve fund and allocated in the capital budget to fund bridge/culvert replacement and major bridge/culvert rehabilitation based on priority determined in the Township's Asset Management Plan.
3. The total increase in transfers to the tax supported Vehicle Replacement Reserve is \$27,000.
4. The total decrease in transfers to the tax supported Equipment Replacement Reserve is \$15,000. This represents a \$33,000 increase in the transfer from operations and a \$48,000 reduction from Parks and Recreation user fee revenue.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Ontario Non-Specific Grants**

The Province implemented the Community Reinvestment Fund program (CRF) in 1998. The purpose of the CRF was to provide funding to municipalities to offset the loss of revenues, and increase in expenditures that are a result of the Local Services Realignment initiative which was implemented in 1998. In 2005, the Province replaced the CRF with the Ontario Municipal Partnership Fund (OMPF).

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Ontario Non-Specific Grants - OMPF Program	(271,700)	(271,700)	(231,000)	40,700	-15.0 %
<i>Total Revenues</i>	(271,700)	(271,700)	(231,000)	40,700	-15.0 %
<b>Net Budget Ontario Non-Specific Grants</b>	<b>(271,700)</b>	<b>(271,700)</b>	<b>(231,000)</b>	<b>40,700</b>	<b>-15.0 %</b>

**Major Changes Impacting This Budget**

1. A \$40,700 (15%) decrease in OMPF funding is confirmed for 2021.



**Township of Centre Wellington**  
**2021 Operating Budget Summary**  
**With 2020 Budget and Actual Results**

**Other Services - Other Revenues and Expenses**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b>Revenues</b>					
Other Revenue - Tax Interest/Penalties	(325,000)	(350,951)	(325,000)	-	0.0%
Other Revenue - Investment Earnings	(923,800)	(786,275)	(484,400)	439,400	-47.56%
Other Revenue - Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0%
Other Revenue - OCIF Proceeds	(1,216,174)	(1,271,559)	(1,271,559)	(55,385)	4.55%
Other Revenue - Aggregate Resources	(130,000)	(128,983)	(130,000)	-	0.0%
Other Revenue - CW Hydro-Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%
Other Revenue - OLGC Gaming Proceeds	(2,600,000)	(820,015)	(1,750,000)	850,000	-32.69%
Other Revenue - Gas Tax Proceeds	(855,209)	(855,209)	(894,082)	(38,873)	4.55%
Other Revenue - Year-End (Surplus)/Deficit	-	(783,130)	-	-	0.0%
Other Revenue - Transfers From Reserves	-	(13,298)	(875,700)	(875,700)	0.0%
<b>Total Revenues</b>	<b>(6,484,713)</b>	<b>(5,443,950)</b>	<b>(6,165,271)</b>	<b>319,442</b>	<b>-4.93%</b>
<b>Expenses</b>					
Other Expenses - Elora LCBO Expenditures	10,300	5,381	10,875	575	5.58%
Other Expenses - West Garafraxa Office Expenditures	8,600	6,176	9,275	675	7.85%
Other Expenses - Transfers to Reserves	4,671,383	3,729,913	3,915,641	(755,742)	-16.18%
<b>Total Expenses</b>	<b>4,690,283</b>	<b>3,741,470</b>	<b>3,935,791</b>	<b>(754,492)</b>	<b>-16.09%</b>
<b>Net Budget Other Revenues and Expenses</b>	<b>(1,794,430)</b>	<b>(1,702,480)</b>	<b>(2,229,480)</b>	<b>(435,050)</b>	<b>24.24%</b>

**Major Changes Impacting This Budget**

- The decrease in investment earnings is due to a \$425,000 reduction in budgeted bank interest and term deposit revenue in 2021 due to the 1.50% drop in the Bank of Canada prime rate in March 2020 as a result of the COVID-19 pandemic. Furthermore as various loans receivable are repaid to the Township, there is a \$14,400 reduction in investment income from related corporations, loans from reserves, and water and sewer connection loans.
- In 2021, the Township will receive \$1,271,559 from the Ontario Community Infrastructure Fund (formula based component). 100% of these funds are transferred to a reserve fund for the purpose of funding 2021 capital projects in accordance with the funding agreement.
- 100% of OLGC gaming proceeds are transferred to reserves based on a formula approved by Council in 2019, to be used in the following year's budget process. Based on 2021 estimated OLG revenue of \$1,750,000, the following reserve transfers are budgeted:
  - \$1,540,000 to the OLG Capital Reserve Fund;
  - \$122,500 to the Economic Development Reserve Fund; and
  - \$87,500 to the Arts, Culture and Heritage Reserve Fund.
 The reduction in estimated OLGC gaming proceeds in 2021 is due to the COVID-19 pandemic.
- In 2021, the Township will receive Federal Gas Tax funding of \$894,082. 100% of these funds are transferred to a reserve fund for the purpose of funding capital projects in accordance with the funding agreement.
- Centre Wellington's policy calls for the year end surplus/deficit to be directed to the general capital reserve. The 2019 surplus was \$783,130. In May 2020 Council passed a resolution to transfer the 2019 surplus from the General Capital Reserve to a new COVID-19 Reserve for the purposes of offsetting operating losses and future tax rate stabilization due to the pandemic.
- An transfer from the COVID-19 Reserve is estimated to be \$790,000 in 2021 to stabilize the tax rate. The transfer is comprised of the following:
  - \$476,300 to offset the short term net revenue loss in Community Services due to the pandemic; and
  - \$313,700 to partially offset investment income losses in 2021 due to the low interest rate environment resulting from the pandemic.
 Furthermore, the transfer from reserves line includes a \$85,700 transfer from the General Capital Reserve to offset the estimated net revenue loss due to the replacement of the ice pad at the Elora Community Centre in 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Net Debt**

This cost centre includes the total tax supported debt payments for the Township net of the development charges allocated to fund the growth related portion of the payments.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Transfer from P&R DC Reserve Fund	(389,593)	(389,593)	(389,593)	-	0.0 %
Transfer from Corporate DC Reserve Fund	(14,850)	(14,850)	(14,850)	-	0.0 %
Transfer from PW DC Reserve Fund	(12,263)	(12,263)	(12,263)	-	0.0 %
Transfer from Economic Development Reserve Fund	-	(93,707)	(149,573)	(149,573)	0.0 %
<i>Total Revenues</i>	(416,706)	(510,413)	(566,279)	(149,573)	35.9 %
<b><u>Expenses</u></b>					
P&R Debt Payments	581,606	581,293	581,606	-	0.0 %
Planning Debt Payments	14,850	108,557	164,423	149,573	1,007.2 %
PW Debt Payments	132,870	131,622	132,470	(400)	-0.3 %
Social Debt Payments	104,839	104,839	104,839	-	0.0 %
<i>Total Expenses</i>	834,165	926,311	983,338	149,173	17.9 %
<b><i>Net Budget Net Debt</i></b>	<b>417,459</b>	<b>415,898</b>	<b>417,059</b>	<b>(400)</b>	<b>-0.1 %</b>

**Major Changes Impacting This Budget**

1. 42.4% of tax supported debt is funded from development charges in 2021.
2. A transfer from the Economic Development Reserve Fund is used to fund repayment of the employment lands debt. Principal and interest payments related to this debt are included in the planning debt payments expenditure line.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Fergus BIA**

		2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
Fergus BIA - Fergus BIA Levy		(65,000)	(65,000)	(65,000)	-	0.0 %
	<i>Total Revenues</i>	(65,000)	(65,000)	(65,000)	-	0.0 %
<b><u>Expenses</u></b>						
Fergus BIA - Levy		65,000	65,000	65,000	-	0.0 %
	<i>Total Expenses</i>	65,000	65,000	65,000	-	0.0 %
<b><u>Net Budget Fergus BIA</u></b>		-	-	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. No change in the Fergus BIA levy for 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Elora BIA**

		2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
Elora BIA - Elora BIA Levy		(58,489)	(57,732)	(62,583)	(4,094)	7.0 %
	<i>Total Revenues</i>	(58,489)	(57,732)	(62,583)	(4,094)	7.0 %
<b><u>Expenses</u></b>						
Elora BIA - Levy		58,489	57,731	62,583	4,094	7.0 %
	<i>Total Expenses</i>	58,489	57,731	62,583	4,094	7.0 %
<b><u>Net Budget Elora BIA</u></b>		-	(1)	-	-	0.0 %

**Major Changes Impacting This Budget**

1. 7% increase in the Elora BIA levy for 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Taxation - Payment in Lieu**

The Provincial and Federal Governments provide payments in lieu of taxation for Provincially and Federally owned properties.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><i>Revenues</i></b>					
Taxation - Payments in Lieu	(225,000)	(232,993)	(225,000)	-	0.0 %
<i>Total Revenues</i>	(225,000)	(232,993)	(225,000)	-	0.0 %
<b><i>Net Budget Taxation - Payment in Lieu</i></b>	<b>(225,000)</b>	<b>(232,993)</b>	<b>(225,000)</b>	<b>-</b>	<b>0.0 %</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Other Services - Taxation - Township Purposes**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Taxation - Regular Taxation	(14,417,947)	(14,417,945)	(14,983,801)	(565,854)	3.9 %
Taxation - Dedicated Capital Levy	(1,516,200)	(1,550,725)	(1,528,441)	(12,241)	0.8 %
Taxation - Supp/Omits	(250,000)	(397,696)	(280,000)	(30,000)	12.0 %
<i>Total Revenues</i>	(16,184,147)	(16,366,366)	(16,792,242)	(608,095)	3.8 %
<b><u>Expenses</u></b>					
Taxation - Tax Increment Equivalent Grant Expense	35,000	32,465	35,000	-	0.0 %
<i>Total Expenses</i>	35,000	32,465	35,000	-	0.0 %
<b><i>Net Budget Taxation - Township Purposes</i></b>	<b>(16,149,147)</b>	<b>(16,333,901)</b>	<b>(16,757,242)</b>	<b>(608,095)</b>	<b>3.8 %</b>

**Major Changes Impacting This Budget**

1. The regular taxation line includes assessment growth of 2.33% in 2021. The 2021 tax levy change is 1.49% less a 0.16% dedicated capital levy reduction (due to assessment growth attributable to the dedicated capital levy) for a total increase of 1.33%.
2. Supplementary taxation has been increased to reflect the assessment of homes in new subdivisions and new businesses assessed during the year.
3. The tax increment equivalent grant expense (TIEG) for 2021 is an estimated grant amount required under an agreement approved by Council.



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

**2021 BUDGET**



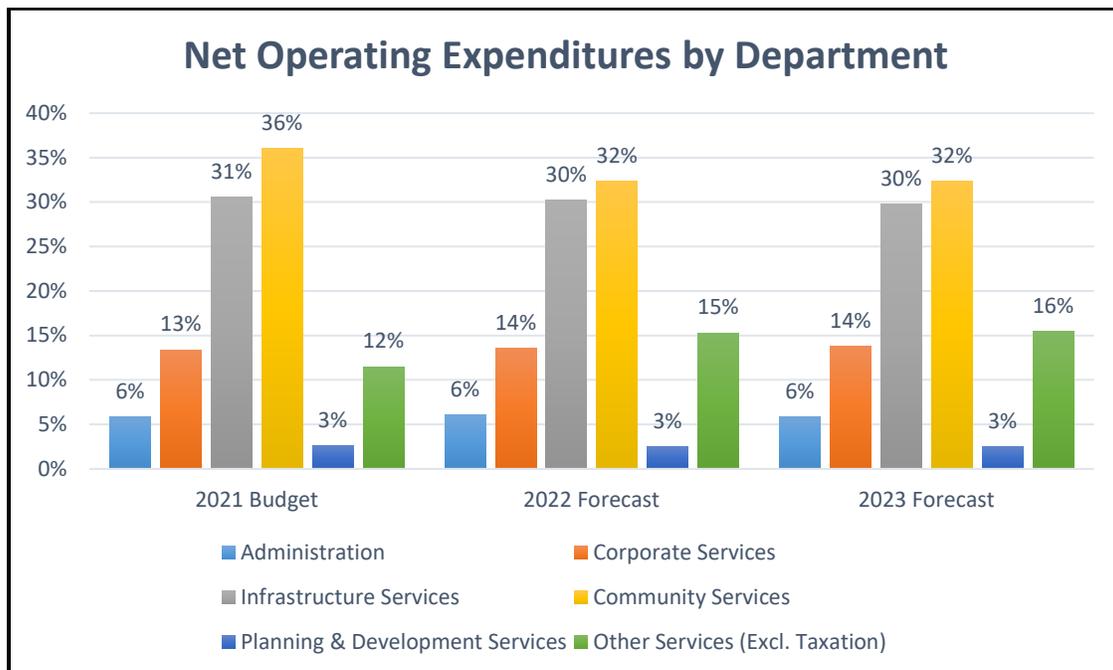
## 3-Year Operating Forecast Summary

The 3-year Operating Forecast was a new feature in the 2019 Budget that has continued for 2021. While the 2021 budget is approved by Council, the forecast years of 2022 and 2023 are provided for information purposes only and are designed to provide anticipated tax-supported operating impacts over this period.

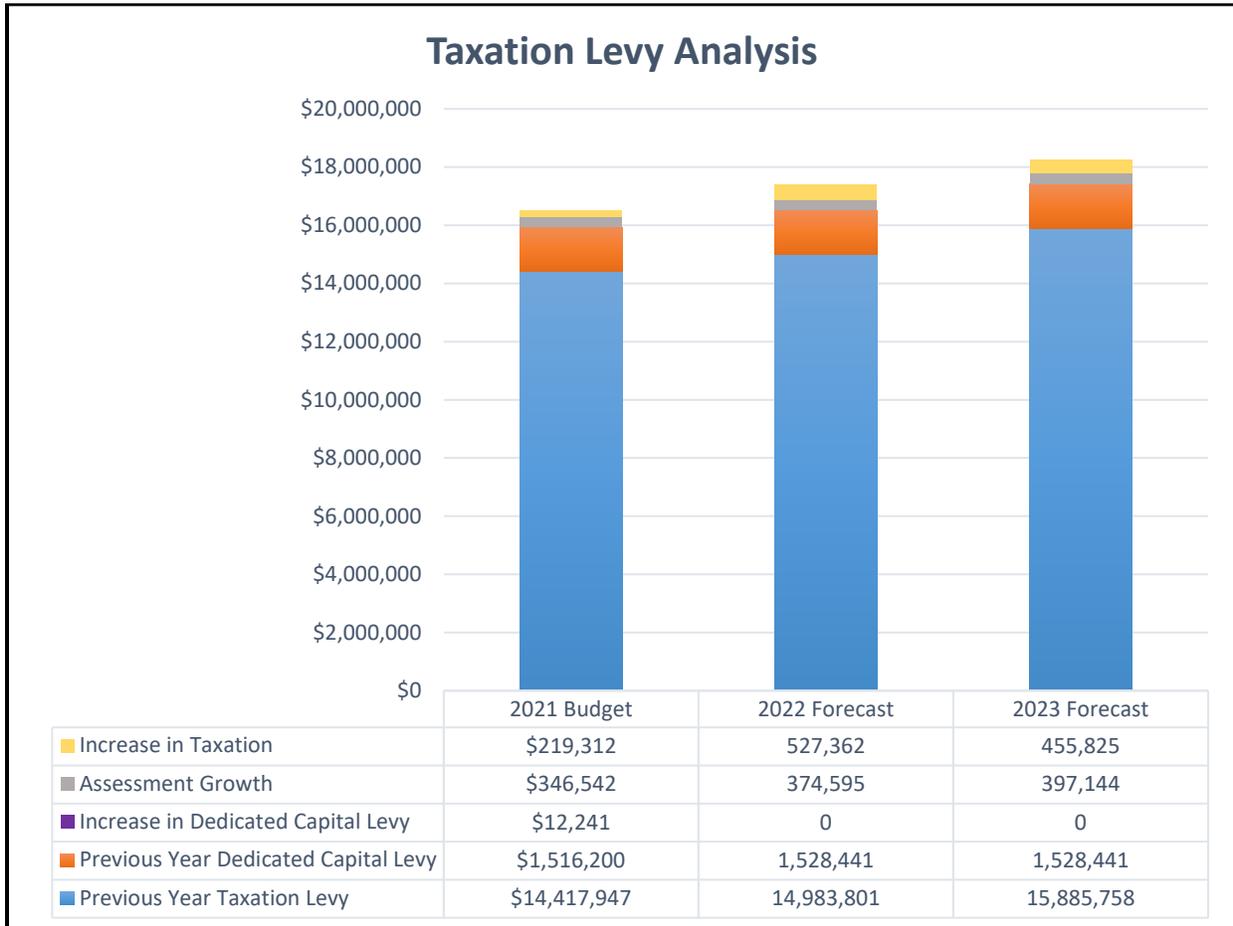
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	2.0%
Capital Inflation	3.0%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on estimated COLA
Assessment Growth	2.5% for 2022 and 2023
Insurance Premiums	8%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2021 budget (as shown earlier in the operating section) to the anticipated splits for 2022 and 2023.



The chart below illustrates the taxation levy for 2021, with anticipated taxation levies for 2022 and 2023.



Additional details and comments are provided directly in the 3-Year Operating Forecast.





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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>ADMINISTRATION</u></b>							
<b>Mayor and Council</b>							
Wages & Benefits	223,787	228,044	231,501	4,257	1.9%	3,457	1.5%
Conferences/Training/Communications	13,500	15,500	15,500	2,000	14.8%	-	0.0%
Administration	18,750	19,130	19,510	380	2.0%	380	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	256,037	262,674	266,511	6,637	2.6%	3,837	1.5%
<b>Youth Council</b>							
Wages & Benefits	4,700	4,790	4,890	90	1.9%	100	2.1%
Administration	900	920	940	20	2.2%	20	2.2%
Operations & Maintenance	5,000	5,100	5,200	100	2.0%	100	2.0%
Revenue	(10,600)	(10,810)	(11,030)	(210)	2.0%	(220)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Office of the CAO, Human Resources &amp; Communications</b>							
Wages & Benefits	735,268	806,470	829,850	71,202	9.7%	23,379	2.9%
Administration	27,817	28,370	28,940	553	2.0%	570	2.0%
Operations & Maintenance	28,100	28,660	29,230	560	2.0%	570	2.0%
Revenue	(50,800)	(53,250)	(56,430)	(2,450)	4.8%	(3,180)	6.0%
Net (Revenue)/Expenditure	740,385	810,250	831,590	69,865	9.4%	21,339	2.6%
<b>Emergency Operations Centre</b>							
Emergency Operations Centre Expenses	2,600	2,600	2,600	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	2,600	2,600	2,600	-	0.0%	-	0.0%
<b>TOTAL ADMINISTRATION</b>	<b>999,022</b>	<b>1,075,524</b>	<b>1,100,700</b>	<b>76,502</b>	<b>7.7%</b>	<b>25,176</b>	<b>2.3%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>CORPORATE SERVICES</u></b>							
<b>Legislative Services</b>							
Wages & Benefits	626,799	646,886	666,192	20,086	3.2%	19,306	3.0%
Administration	20,446	20,850	21,270	404	2.0%	420	2.0%
Operations & Maintenance	8,300	8,470	8,640	170	2.0%	170	2.0%
Transfers to Reserves	30,000	33,500	32,500	3,500	11.7%	(1,000)	-3.0%
Revenue	(48,600)	(49,570)	(50,560)	(970)	2.0%	(990)	2.0%
Net (Revenue)/Expenditure	636,945	660,136	678,042	23,190	3.6%	17,906	2.7%
<b>Financial Services</b>							
Wages & Benefits	1,039,968	1,156,387	1,183,445	116,419	11.2%	27,058	2.3%
Administration	34,267	34,950	35,650	683	2.0%	700	2.0%
Operations & Maintenance	42,000	42,840	43,700	840	2.0%	860	2.0%
Revenue	(134,950)	(138,531)	(143,178)	(3,581)	2.7%	(4,647)	3.4%
Net (Revenue)/Expenditure	981,285	1,095,646	1,119,617	114,361	11.7%	23,972	2.2%
<b>Information Technology and Services</b>							
Wages & Benefits	450,267	472,868	485,649	22,601	5.0%	12,781	2.7%
Administration	15,450	15,760	16,080	310	2.0%	320	2.0%
Corporate Support	419,200	451,780	465,330	32,580	7.8%	13,550	3.0%
Revenue	(38,000)	(38,760)	(39,540)	(760)	2.0%	(780)	2.0%
Net (Revenue)/Expenditure	846,917	901,648	927,519	54,731	6.5%	25,871	2.9%
<b>General Administration</b>							
Retiree Benefits	45,000	45,000	45,000	-	0.0%	-	0.0%
Administration	83,300	84,970	86,670	1,670	2.0%	1,700	2.0%
Operations & Maintenance	651,500	697,110	745,910	45,610	7.0%	48,800	7.0%
Transfers to Reserves	62,000	67,000	67,000	5,000	8.1%	-	0.0%
Cost Recovery	(921,296)	(988,601)	(1,020,818)	(67,305)	7.3%	(32,217)	3.3%
Revenue	(317,000)	(345,500)	(378,275)	(28,500)	9.0%	(32,775)	9.5%
Net (Revenue)/Expenditure	(396,496)	(440,021)	(454,513)	(43,525)	11.0%	(14,492)	3.3%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>By-law Enforcement</b>							
Wages & Benefits	106,229	107,310	209,096	1,080	1.0%	101,786	94.9%
Administration	6,200	6,320	6,450	120	1.9%	130	2.1%
Operations & Maintenance	5,500	5,610	5,720	110	2.0%	110	2.0%
Fleet Repair & Maintenance	2,450	2,520	2,600	70	2.9%	80	3.2%
Revenue	(7,000)	(7,000)	(7,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	113,379	114,760	216,866	1,380	1.2%	102,106	89.0%
<b>Stray Animal Control</b>							
Operations & Maintenance	153,600	156,670	159,800	3,070	2.0%	3,130	2.0%
Revenue	(91,900)	(91,900)	(91,900)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	61,700	64,770	67,900	3,070	5.0%	3,130	4.8%
<b>Livestock Act</b>							
Livestock Act Expenses	650	650	650	-	0.0%	-	0.0%
Revenue	(400)	(400)	(400)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	250	250	250	-	0.0%	-	0.0%
<b>Tile Drain Loans</b>							
Debt Payments	9,990	9,990	9,990	-	0.0%	-	0.0%
Debt Repayments	(9,990)	(9,990)	(9,990)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>TOTAL CORPORATE SERVICES</b>	<b>2,243,981</b>	<b>2,397,188</b>	<b>2,555,680</b>	<b>153,207</b>	<b>6.8%</b>	<b>158,493</b>	<b>6.6%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>INFRASTRUCTURE SERVICES</u></b>							
<b>Transportation Services - Administration</b>							
Wages & Benefits	763,185	792,896	815,282	29,711	3.9%	22,386	2.8%
Administration	44,913	45,810	46,730	897	2.0%	920	2.0%
Operations & Maintenance	410,500	435,027	461,371	24,527	6.0%	26,344	6.1%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,205,598	1,260,733	1,310,383	55,135	4.6%	49,650	3.9%
<b>Transportation Services - Operations</b>							
Fleet Repair & Maintenance	(312,125)	(312,224)	(312,064)	(99)	0.0%	161	-0.1%
Works Garages	135,780	138,329	140,949	2,549	1.9%	2,620	1.9%
Operations & Maintenance	3,857,800	3,983,184	4,115,976	125,384	3.3%	132,792	3.3%
Street Lighting	210,000	216,300	222,789	6,300	3.0%	6,489	3.0%
Revenue	(103,840)	(103,840)	(103,840)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	3,787,615	3,921,749	4,063,811	134,134	3.5%	142,062	3.6%
<b>Fergus Downtown - Maintenance</b>							
Fergus Downtown Operations & Maintenance	21,300	28,706	29,221	7,406	34.8%	515	1.8%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,300	28,706	29,221	7,406	34.8%	515	1.8%
<b>Elora Downtown - Maintenance</b>							
Elora Downtown Operations & Maintenance	35,950	43,577	44,316	7,627	21.2%	740	1.7%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	35,950	43,577	44,316	7,627	21.2%	740	1.7%
<b>Crossing Guards</b>							
Wages & Benefits	69,500	70,536	71,588	1,036	1.5%	1,052	1.5%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	69,500	70,536	71,588	1,036	1.5%	1,052	1.5%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Cemeteries</b>							
Operations & Maintenance	194,200	196,791	200,977	2,591	1.3%	4,186	2.1%
Revenue	(186,400)	(191,992)	(197,752)	(5,592)	3.0%	(5,760)	3.0%
Net (Revenue)/Expenditure	7,800	4,799	3,225	(3,001)	-38.5%	(1,574)	-32.8%
<b>TOTAL INFRASTRUCTURE SERVICES</b>	<b>5,127,763</b>	<b>5,330,098</b>	<b>5,522,544</b>	<b>202,336</b>	<b>3.9%</b>	<b>192,446</b>	<b>3.6%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.
2. Increase in materials for gravel resurfacing of \$50,000 per year in 2022 and 2023.



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>COMMUNITY SERVICES</u></b>							
<b>Fire</b>							
Wages & Benefits	1,483,258	1,519,864	1,604,080	36,606	2.5%	84,216	5.5%
Administration	34,500	35,190	35,890	690	2.0%	700	2.0%
Operations & Maintenance	94,300	96,190	98,110	1,890	2.0%	1,920	2.0%
Fleet Repair & Maintenance	86,925	89,530	92,220	2,605	3.0%	2,690	3.0%
Fire Stations	54,705	55,800	56,920	1,095	2.0%	1,120	2.0%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	(100,500)	(100,500)	(100,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,640,188	1,683,074	1,773,720	42,886	2.6%	90,646	5.4%
<b>Municipal FD Training Officer</b>							
Wages & Benefits	119,475	121,578	124,025	2,103	1.8%	2,447	2.0%
Administration	7,150	7,290	7,440	140	2.0%	150	2.1%
Fleet Repair & Maintenance	4,375	4,510	4,650	135	3.1%	140	3.1%
Transfers to Reserves	5,000	5,000	5,000	-	0.0%	-	0.0%
Cost Recovery	19,500	19,500	19,500	-	0.0%	-	0.0%
Revenue	(155,500)	(157,878)	(160,615)	(2,378)	1.5%	(2,737)	1.7%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Parks, Recreation and Culture Administration</b>							
Wages & Benefits	1,137,463	1,315,570	1,448,928	178,107	15.7%	133,358	10.1%
Administration	60,450	61,660	62,890	1,210	2.0%	1,230	2.0%
Operations & Maintenance	165,779	181,594	185,226	15,815	9.5%	3,632	2.0%
Fleet Repair & Maintenance	28,255	29,100	29,970	845	3.0%	870	3.0%
Revenue	(800)	(4,000)	(4,000)	(3,200)	400.0%	-	0.0%
Net (Revenue)/Expenditure	1,391,148	1,583,924	1,723,014	192,777	13.9%	139,090	8.8%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Centre Wellington Community Sportsplex</b>							
Operating Costs	783,870	814,337	830,624	30,467	3.9%	16,287	2.0%
Repairs & Maintenance	680,227	614,488	626,778	(65,739)	-9.7%	12,290	2.0%
Concessions	-	-	-	-	0.0%	-	0.0%
Halls	2,500	2,550	2,600	50	2.0%	50	2.0%
Aquatic Centre	692,167	754,382	769,469	62,214	9.0%	15,088	2.0%
House	13,097	13,358	13,626	262	2.0%	267	2.0%
Grounds	81,208	82,832	84,489	1,624	2.0%	1,657	2.0%
Fitness Program	38,860	50,932	51,950	12,071	31.1%	1,019	2.0%
Weight Room	28,736	34,895	35,593	6,159	21.4%	698	2.0%
Summer Program	50,984	45,425	46,333	(5,559)	-10.9%	908	2.0%
March Break Program	-	3,497	3,570	3,497	0.0%	73	2.1%
Programs - Other	3,000	3,060	3,120	60	2.0%	60	2.0%
Revenue	(1,008,364)	(1,626,196)	(1,658,720)	(617,832)	61.3%	(32,524)	2.0%
Net (Revenue)/Expenditure	1,366,285	793,559	809,432	(572,725)	-41.9%	15,873	1.9%
<b>Elora Community Centre</b>							
Operating Costs	233,315	290,639	296,452	57,324	24.6%	5,813	2.0%
Repairs & Maintenance	185,820	316,299	322,625	130,479	70.2%	6,326	2.0%
Concessions	-	-	-	-	0.0%	-	0.0%
Halls	1,000	1,020	1,040	20	2.0%	20	2.0%
Grounds	17,898	18,256	18,622	358	2.0%	365	2.0%
Revenue	(103,900)	(317,934)	(324,290)	(214,034)	206.0%	(6,356)	2.0%
Net (Revenue)/Expenditure	334,134	308,280	314,448	(25,854)	-7.7%	6,168	2.0%
<b>Belwood Hall</b>							
Operating Costs	23,640	24,113	24,595	473	2.0%	482	2.0%
Revenue	(2,500)	(6,300)	(6,300)	(3,800)	152.0%	-	0.0%
Net (Revenue)/Expenditure	21,140	17,813	18,295	(3,327)	-15.7%	482	2.7%
<b>Active Parks</b>							
Operations & Maintenance	180,036	183,636	195,158	3,601	2.0%	11,522	6.3%
Revenue	(20,460)	(34,629)	(35,322)	(14,169)	69.3%	(693)	2.0%
Net (Revenue)/Expenditure	159,576	149,007	159,837	(10,568)	-6.6%	10,829	7.3%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Passive Parks</b>							
Operations & Maintenance	240,557	245,369	250,276	4,811	2.0%	4,907	2.0%
Revenue	(4,000)	(4,500)	(4,500)	(500)	12.5%	-	0.0%
Net (Revenue)/Expenditure	236,557	240,869	245,776	4,311	1.8%	4,907	2.0%
<b>Urban Forestry</b>							
Urban Forestry	50,000	50,000	50,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	50,000	50,000	50,000	-	0.0%	-	0.0%
<b>Greenhouses</b>							
Operations & Maintenance	21,059	21,480	21,910	421	2.0%	430	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,059	21,480	21,910	421	2.0%	430	2.0%
<b>Parks and Recreation - Other Expenditures</b>							
Operations & Maintenance	-	-	-	-	0.0%	-	0.0%
Revenue	(420)	(1,260)	(1,260)	(840)	200.0%	-	0.0%
Net (Revenue)/Expenditure	(420)	(1,260)	(1,260)	(840)	200.0%	-	0.0%
<b>Victoria Park Seniors Centre</b>							
Wages & Benefits	245,684	257,775	262,654	12,091	4.9%	4,879	1.9%
Administration	11,420	11,087	11,309	(333)	-2.9%	222	2.0%
Operations & Maintenance	102,664	102,677	104,731	13	0.0%	2,054	2.0%
Programs	55,600	150,450	153,459	94,850	170.6%	3,009	2.0%
Transfers to Reserves	14,900	61,900	63,138	47,000	315.4%	1,238	2.0%
Revenue	(143,800)	(287,334)	(293,081)	(143,534)	99.8%	(5,747)	2.0%
Net (Revenue)/Expenditure	286,468	296,556	302,211	10,088	3.5%	5,655	1.9%
<b>Fergus Downtown - Beautification</b>							
Operations & Maintenance	38,158	38,921	39,700	763	2.0%	778	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	38,158	38,921	39,700	763	2.0%	778	2.0%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Elora Downtown - Beautification</b>							
Operations & Maintenance	44,558	45,449	46,358	891	2.0%	909	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	44,558	45,449	46,358	891	2.0%	909	2.0%
<b>Fergus Weigh Scale Building</b>							
Wages & Benefits	14,483	14,734	14,989	251	1.7%	255	1.7%
Operations & Maintenance	6,769	6,904	7,042	135	2.0%	138	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,253	21,638	22,032	386	1.8%	393	1.8%
<b>Elora Public Washrooms</b>							
Operations & Maintenance	17,240	17,585	17,936	345	2.0%	352	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	17,240	17,585	17,936	345	2.0%	352	2.0%
<b>Fergus Grand Theatre</b>							
Wages & Benefits	57,051	109,297	115,130	52,246	91.6%	5,833	5.3%
Administration	4,900	11,475	11,705	6,575	134.2%	230	2.0%
Operations & Maintenance	32,075	53,092	54,154	21,017	65.5%	1,062	2.0%
Transfers to Reserves	1,900	5,800	5,800	3,900	205.3%	-	0.0%
Revenue	(27,310)	(82,750)	(82,750)	(55,440)	203.0%	-	0.0%
Net (Revenue)/Expenditure	68,616	96,914	104,038	28,298	41.2%	7,124	7.4%
<b>Tourism</b>							
Wages & Benefits	161,983	179,856	184,415	17,873	11.0%	4,559	2.5%
Administration	26,955	26,729	27,264	(226)	-0.8%	535	2.0%
Operations & Maintenance	52,250	53,295	54,361	1,045	2.0%	1,066	2.0%
Revenue	(250)	(250)	(250)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	240,938	259,630	265,789	18,692	7.8%	6,159	2.4%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Celebrations</b>							
Canada Day Expenses	17,000	17,000	17,000	-	0.0%	-	0.0%
Victoria Day Expenses	3,000	3,000	3,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	20,000	20,000	20,000	-	0.0%	-	0.0%
<b>Grants to Community Groups - Specific Annual Grants</b>							
Specific Annual Grants	25,550	25,550	25,550	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	25,550	25,550	25,550	-	0.0%	-	0.0%
<b>Grants to Community Groups - Community Impact Grants</b>							
Community Impact Grants	44,450	44,450	44,450	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	44,450	44,450	44,450	-	0.0%	-	0.0%
<b>TOTAL COMMUNITY SERVICES</b>	<b>6,026,897</b>	<b>5,713,440</b>	<b>6,003,237</b>	<b>(313,455)</b>	<b>-5.2%</b>	<b>289,797</b>	<b>5.1%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.
2. The impacts of the COVID-19 pandemic on net revenues are reversed in the 2022 forecast year.



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>PLANNING &amp; DEVELOPMENT SERVICES</u></b>							
<b>Building</b>							
Wages & Benefits	971,186	1,010,400	1,049,708	39,213	4.0%	39,308	3.9%
Administration	30,660	31,270	31,900	610	2.0%	630	2.0%
Operations & Maintenance	9,450	9,640	9,830	190	2.0%	190	2.0%
Fleet Repair & Maintenance	16,725	17,230	17,750	505	3.0%	520	3.0%
Revenue	(1,198,800)	(1,242,734)	(1,286,866)	(43,934)	3.7%	(44,132)	3.6%
Net (Revenue)/Expenditure	(170,779)	(174,194)	(177,678)	(3,416)	2.0%	(3,484)	2.0%
<b>Planning</b>							
Wages & Benefits	727,221	764,581	783,036	37,360	5.1%	18,454	2.4%
Administration	10,910	11,130	11,350	220	2.0%	220	2.0%
Operations & Maintenance	40,000	40,000	40,000	-	0.0%	-	0.0%
Revenue	(356,100)	(383,255)	(387,090)	(27,155)	7.6%	(3,835)	1.0%
Net (Revenue)/Expenditure	422,031	432,456	447,296	10,425	2.5%	14,839	3.4%
<b>Economic Development</b>							
Wages & Benefits	115,993	118,097	120,547	2,105	1.8%	2,450	2.1%
Administration	7,600	7,750	7,910	150	2.0%	160	2.1%
Operations & Maintenance	104,900	100,700	100,700	(4,200)	-4.0%	-	0.0%
Transfers to Reserves	5,000	5,000	5,000	-	0.0%	-	0.0%
Revenue	(46,200)	(42,000)	(42,000)	4,200	-9.1%	-	0.0%
Net (Revenue)/Expenditure	187,293	189,547	192,157	2,255	1.2%	2,610	1.4%
<b>Committee of Adjustment</b>							
Wages & Benefits	2,800	2,800	2,800	-	0.0%	-	0.0%
Administration	850	850	850	-	0.0%	-	0.0%
Revenue	(15,500)	(15,500)	(15,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(11,850)	(11,850)	(11,850)	-	0.0%	-	0.0%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Heritage Centre Wellington</b>							
Administration	2,900	2,960	3,020	60	2.1%	60	2.0%
Operations & Maintenance	8,000	8,160	8,320	160	2.0%	160	2.0%
Transfers to Reserves	2,500	2,500	2,500	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	13,400	13,620	13,840	220	1.6%	220	1.6%
<b>TOTAL PLANNING &amp; DEVELOPMENT SERVICES</b>	<b>440,095</b>	<b>449,579</b>	<b>463,765</b>	<b>9,485</b>	<b>2.2%</b>	<b>14,185</b>	<b>3.2%</b>
<b>Notes:</b>							
1. See Staffing Strategy section for increases in staffing complement.							



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>OTHER SERVICES</u></b>							
<b>Grand River Conservation Authority</b>							
Capital & Operating Levy	110,257	112,460	114,710	2,203	2.0%	2,250	2.0%
Special Levy	(110,257)	(112,460)	(114,710)	(2,203)	2.0%	(2,250)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Other Health Services</b>							
Health Professional Recruitment Revenue	35,915 (20,000)	36,630 (20,000)	37,360 -	715 -	2.0% 0.0%	730 20,000	2.0% -100.0%
Net (Revenue)/Expenditure	15,915	16,630	37,360	715	4.5%	20,730	124.7%
<b>Health and Safety Committee</b>							
Administration Revenue	6,550 -	6,680 -	6,810 -	130 -	2.0% 0.0%	130 -	1.9% 0.0%
Net (Revenue)/Expenditure	6,550	6,680	6,810	130	2.0%	130	1.9%
<b>Contribution to Capital Fund</b>							
Contribution to General Capital Reserve	875,000	900,000	925,000	25,000	2.9%	25,000	2.8%
Transfer to Dedicated Capital Levy Reserve	1,528,441	1,528,441	1,528,441	-	0.0%	-	0.0%
Transfer to Vehicle Replacement Reserves	924,000	961,000	999,000	37,000	4.0%	38,000	4.0%
Transfer to Equipment Replacement Reserves	749,000	845,000	892,000	96,000	12.8%	47,000	5.6%
Transfer to Streetlight Reserve	89,000	89,000	89,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,165,441	4,323,441	4,433,441	158,000	3.8%	110,000	2.5%
<b>Ontario Non-Specific Grants</b>							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(231,000)	(196,350)	(166,900)	34,650	-15.0%	29,450	-15.0%
Net (Revenue)/Expenditure	(231,000)	(196,350)	(166,900)	34,650	-15.0%	29,450	-15.0%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Other Revenues and Expenses</b>							
Elora LCBO Expenditures	10,875	11,090	11,310	215	2.0%	220	2.0%
West Garafraxa Office Expenditures	9,275	9,460	9,650	185	2.0%	190	2.0%
Transfers to Reserves	3,915,641	4,765,641	4,765,641	850,000	21.7%	-	0.0%
Tax Interest/Penalties	(325,000)	(325,000)	(325,000)	-	0.0%	-	0.0%
Investment Earnings	(484,400)	(525,000)	(565,000)	(40,600)	8.4%	(40,000)	7.6%
Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0%	-	0.0%
OCIF Proceeds	(1,271,559)	(1,271,559)	(1,271,559)	-	0.0%	-	0.0%
Aggregate Resources	(130,000)	(130,000)	(130,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%	-	0.0%
OLGC Gaming Proceeds	(1,750,000)	(2,600,000)	(2,600,000)	(850,000)	48.6%	-	0.0%
Gas Tax Proceeds	(894,082)	(894,082)	(894,082)	-	0.0%	-	0.0%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Transfers from Reserves	(875,700)	(250,000)	(100,000)	625,700	-71.5%	150,000	-60.0%
Net (Revenue)/Expenditure	(2,229,480)	(1,643,980)	(1,533,570)	585,500	-26.3%	110,410	-6.7%
<b>Net Debt</b>							
Debt Payment	983,338	974,492	881,234	(8,846)	-0.9%	(93,258)	-9.6%
Transfer from Reserves	(566,279)	(558,043)	(558,043)	8,236	-1.5%	-	0.0%
Net (Revenue)/Expenditure	417,059	416,449	323,191	(610)	-0.1%	(93,258)	-22.4%
<b>Fergus BIA</b>							
BIA Levy Expense	65,000	65,000	65,000	-	0.0%	-	0.0%
BIA Levy Revenue	(65,000)	(65,000)	(65,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Elora BIA</b>							
BIA Levy Expense	62,583	62,583	62,583	-	0.0%	-	0.0%
BIA Levy Revenue	(62,583)	(62,583)	(62,583)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Taxation - Payments in Lieu</b>							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(225,000)	(229,500)	(234,090)	(4,500)	2.0%	(4,590)	2.0%
Net (Revenue)/Expenditure	(225,000)	(229,500)	(234,090)	(4,500)	2.0%	(4,590)	2.0%



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b>Taxation - Township Purposes</b>							
Tax Increment Equivalent Grant	35,000	35,000	35,000	-	0.0%	-	0.0%
Regular Taxation	(14,983,801)	(15,885,758)	(16,738,727)	(901,957)	6.0%	(852,969)	5.4%
Dedicated Capital Levy	(1,528,441)	(1,528,441)	(1,528,441)	-	0.0%	-	0.0%
Supps/Omits	(280,000)	(280,000)	(280,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(16,757,242)	(17,659,199)	(18,512,168)	(901,957)	5.4%	(852,969)	4.8%
<b>TOTAL OTHER SERVICES</b>	<b>(14,837,757)</b>	<b>(14,965,829)</b>	<b>(15,645,926)</b>	<b>(128,072)</b>	<b>0.9%</b>	<b>(680,097)</b>	<b>4.5%</b>
<b>Notes:</b>							
1. Increase in contribution to general capital reserve of \$25,000 per year for 2022 and 2023. 2. Funding from the COVID-19 Reserve has been reduced in the 2022 and 2023 forecast years.							



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

Description	Net Expenditures			Change 2021 / 2022		Change 2022 / 2023	
	2021 Budget	2022 Forecast	2023 Forecast	\$	%	\$	%
<b><u>CONSOLIDATED TAX SUPPORTED OPERATING</u></b>							
ADMINISTRATION	999,022	1,075,524	1,100,700	76,502	7.66%	25,176	2.34%
CORPORATE SERVICES	2,243,981	2,397,188	2,555,680	153,207	6.83%	158,493	6.61%
INFRASTRUCTURE SERVICES	5,127,763	5,330,098	5,522,544	202,336	3.95%	192,446	3.61%
COMMUNITY SERVICES	6,026,897	5,713,440	6,003,237	(313,457)	-5.2%	289,797	5.07%
PLANNING & DEVELOPMENT SERVICES	440,095	449,579	463,765	9,485	2.16%	14,185	3.16%
OTHER SERVICES	(14,837,757)	(14,965,829)	(15,645,926)	(128,072)	0.86%	(680,097)	4.54%
<b>NET (REVENUE)/EXPENDITURE</b>	-	-	-	-	-	-	-

**Notes:**

**Taxation Levy Impact Analysis**

	<u>2021 Budget</u>	<u>2022 Forecast</u>	<u>2023 Forecast</u>
Prior Year's Taxation Levy	14,417,947	14,983,801	15,885,758
Add: Assessment Growth	346,542	374,595	397,144
<b>Total Taxation Levy with Growth</b>	<b>14,764,489</b>	<b>15,358,396</b>	<b>16,282,902</b>
Total Taxation Requirements (per above)	14,983,801	15,885,758	16,738,727
<b>\$ Increase in Taxation</b>	<b>219,312</b>	<b>527,362</b>	<b>455,825</b>
<b>% Increase in Taxation (excl. DCL)</b>	<b>1.49%</b>	<b>3.43%</b>	<b>2.80%</b>
Dedicated Capital Levy % Decrease	-0.16%	0.00%	0.00%
<b>Total % Increase in Taxation</b>	<b>1.33%</b>	<b>3.43%</b>	<b>2.80%</b>



**WATERWORKS /  
WASTEWATER  
SUPPORTED  
OPERATING BUDGET**

**2021 BUDGET**



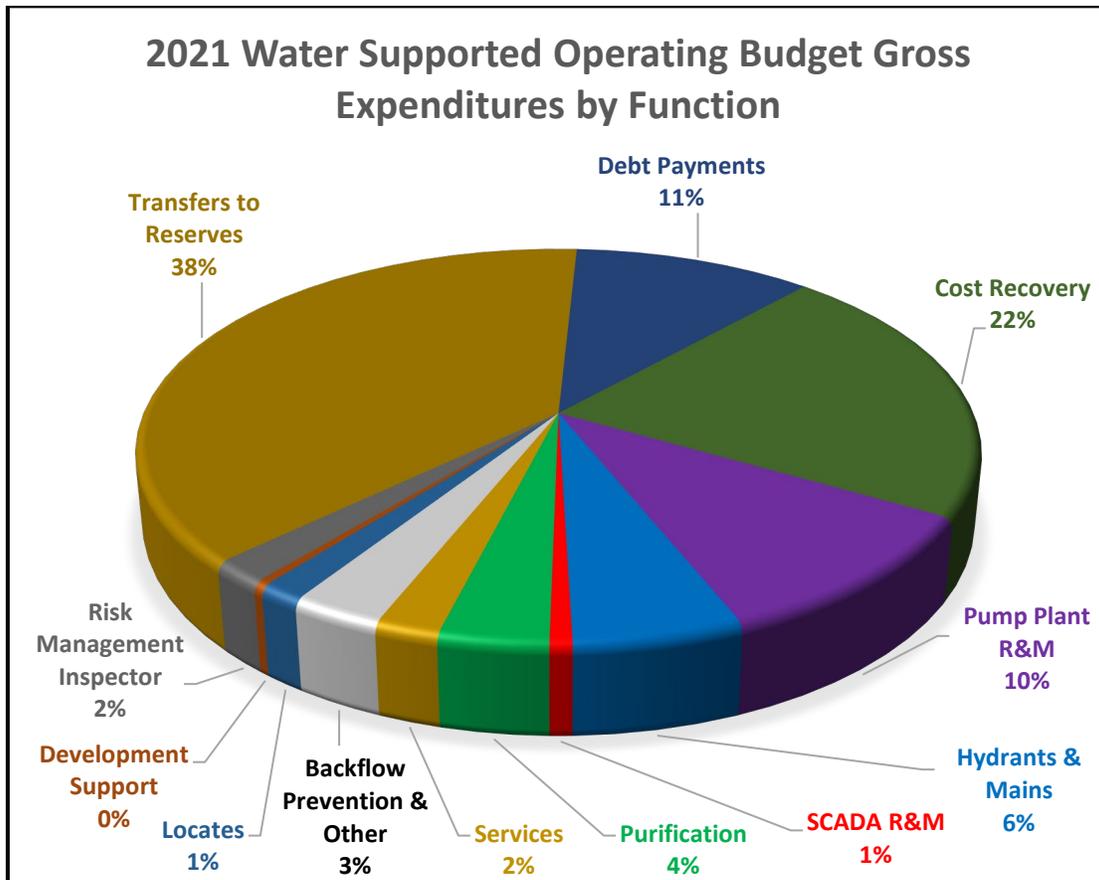
## Waterworks & Wastewater Supported Operating Summary

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

### 2021 Waterworks Supported Operating Budget

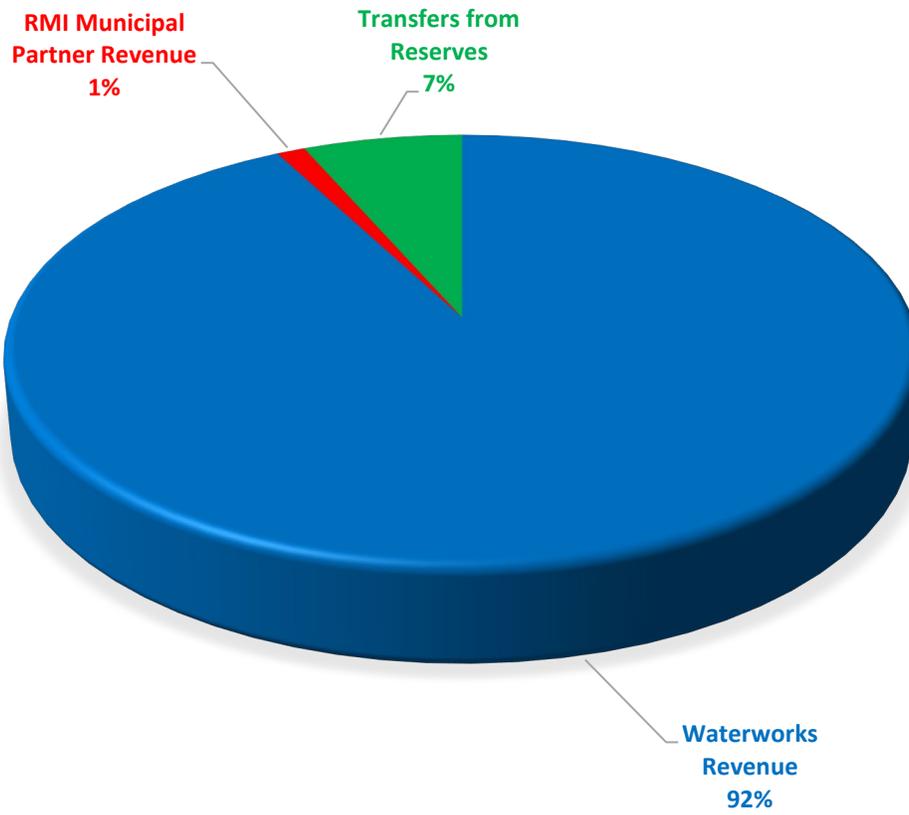
The 2021 waterworks supported operating budget totals \$5,554,415. After deducting other revenues, the net operating budget to be funded from water rates is \$5,126,200. A 0.9% increase in water rates is projected to be implemented effective January 1, 2021 as per the Fees and Charges By-law for 2021. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2021 water supported operating budget is broken down as follows:



From a gross revenue perspective, the 2021 water supported operating budget is broken down into the following revenue types:

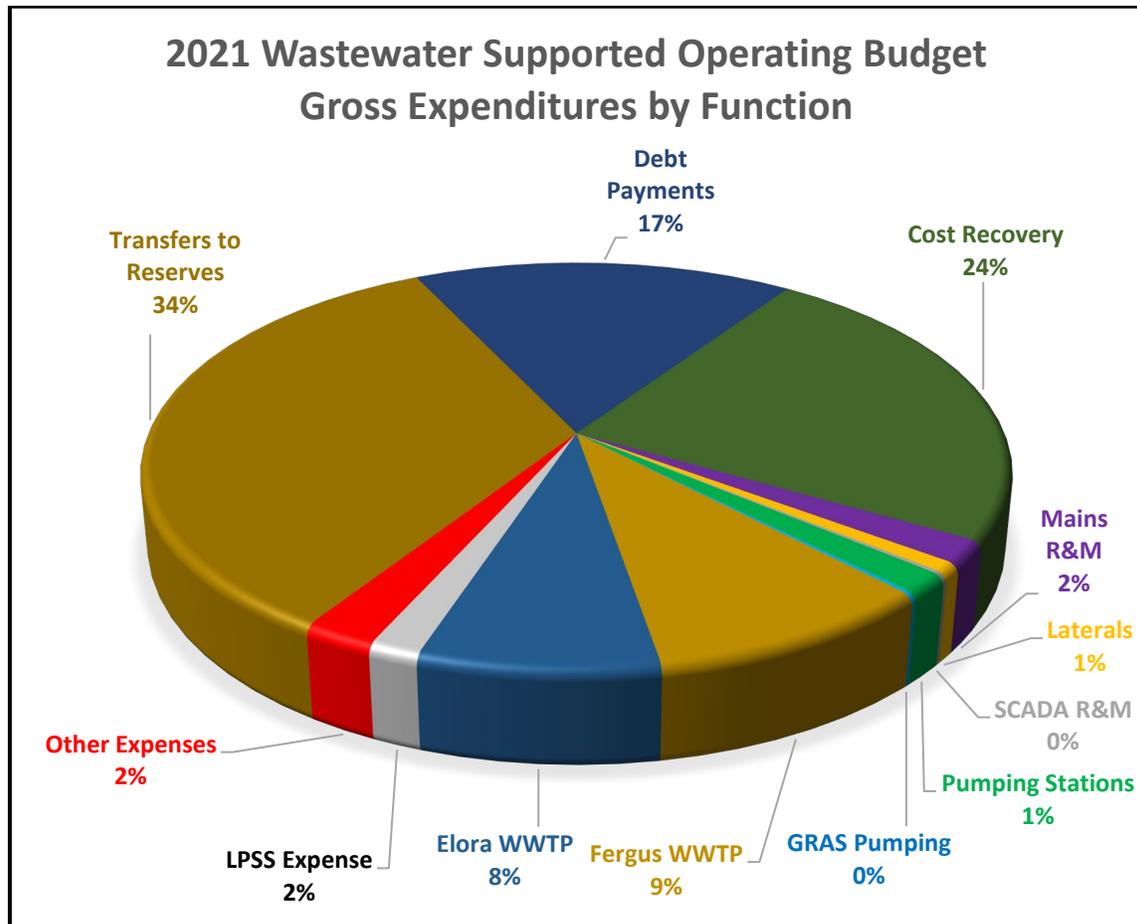
## 2021 Water Supported Operating Budget Gross Revenue by Function



## 2021 Wastewater Supported Operating Budget

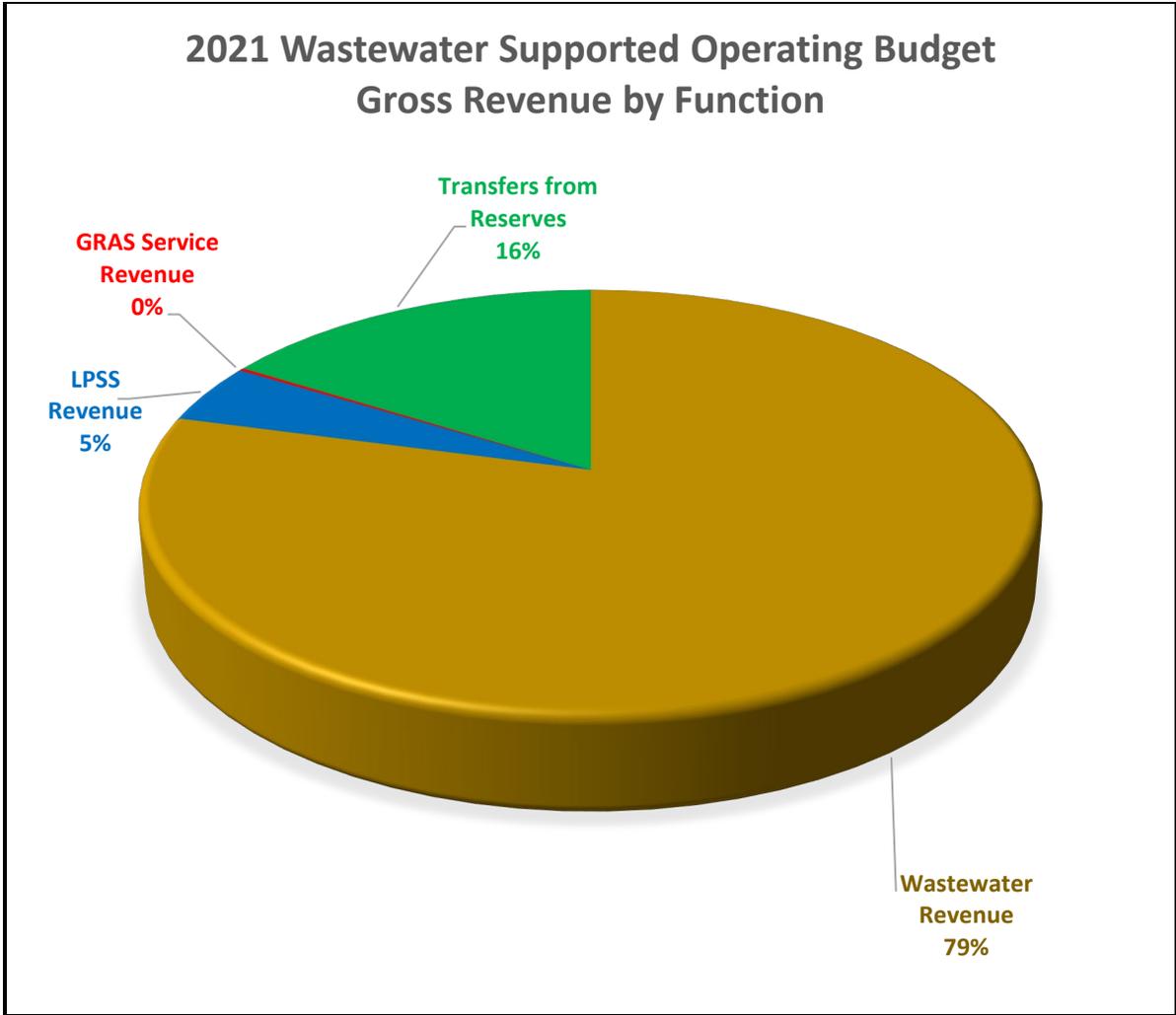
The 2021 wastewater supported operating budget totals \$6,971,800. After deducting other revenues, the net operating budget to be funded from wastewater rates is \$5,519,000. A 2.8% increase in wastewater rates is projected to be implemented effective January 1, 2021 as per the Fees and Charges By-law for 2021. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2021 wastewater supported operating budget is broken down as follows:



From a gross revenue perspective, the 2021 wastewater supported operating budget is broken down into the following revenue types:





2021 Municipal Risk Management Official

In addition to the waterworks and wastewater operating budgets, this budget area also includes the annual operating budget for the Municipal Risk Management Official. This position is shared with all municipalities within Wellington County.

The 2021 operating budget for this area totals \$299,700 and is funded by the County of Wellington.

More detailed operating budget information for waterworks, wastewater, and the Municipal Risk Management Official is provided below.





## Township of Centre Wellington 2021 Operating Budget Summary With 2020 Budget and Actual Results

### Environmental Services - Administration

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

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

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Environmental Services - Administration - Revenue	-	(436)	-	-	0.0 %
<i>Total Revenues</i>	-	(436)	-	-	0.0 %
<b><u>Expenses</u></b>					
Environmental Services - Administration - Wages & Benefits	1,143,952	1,061,248	1,250,126	106,174	9.3 %
Environmental Services - Administration - Administration	65,556	33,033	71,653	6,097	9.3 %
Environmental Services - Administration - Operations & Maintenance	1,543,796	1,511,020	1,619,223	75,427	4.9 %
Environmental Services - Administration - Fleet Repair & Maintenance	(78,075)	(13,270)	(75,900)	2,175	-2.8 %
Environmental Services - Administration - Cost Recovery	(2,675,229)	(2,591,595)	(2,865,102)	(189,873)	7.1 %
<i>Total Expenses</i>	-	436	-	-	0.0 %
<b><u>Net Budget Administration</u></b>	-	-	-	-	<b>0.0 %</b>

### Major Changes Impacting This Budget

1. Environmental Services cost recovery represents the allocation of environmental services administration costs to the waterworks and sanitary sewer system budgets.
2. The wages and benefits increase is partially due to movement of various staff in the salary grid. Furthermore, the wages line includes a new Water Conservation Coordinator position estimated to cost \$90,800 for a full year in 2021. Lastly, wages are reduced for Environmental Services due to a change in the allocation of a full time salaried staff between the Public Works and Environmental Services divisions of Infrastructure Services.
3. The increase in the administration line is mainly due to costs associated with additional cybersecurity backup of systems, and data plans for tablets to integrate with CityWide asset management and work order software.
4. The increase in operations and maintenance is due to the following:
  - a \$12,300 increase in the insurance premium for Environmental Services facilities;
  - a \$30,400 increase in the allocation of administrative costs from the tax supported operating budget;
  - a \$6,500 increase in the portion of the GRCA levy that is charged to the Environmental Services budget;
  - a \$24,100 increase in internet service charges from Centre Wellington Communications Inc. for 2021; and
  - a \$10,000 increase in professional fees for part-time contracted Overall Responsible Operator services.
5. The change in fleet repair and maintenance costs is mainly due to increased fleet insurance premiums.



**Township of Centre Wellington**  
**2021 Operating Budget Summary**  
**With 2020 Budget and Actual Results**

**Environmental Services - Waterworks**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Environmental Services - Waterworks - Revenue	(4,912,200)	(5,138,295)	(5,126,200)	(214,000)	4.36%
Environmental Services - Waterworks - RMI Municipal Partner	(63,700)	(62,828)	(64,700)	(1,000)	1.57%
Environmental Services - Waterworks - Transfers from Reserves	(363,500)	(363,500)	(363,515)	(15)	0.0%
<i>Total Revenues</i>	(5,339,400)	(5,564,623)	(5,554,415)	(215,015)	4.03%
<b><u>Expenses</u></b>					
Environmental Services - Waterworks - Pump Plant R&M	591,600	545,151	586,200	(5,400)	-0.91%
Environmental Services - Waterworks - Hydrants & Mains R&M	304,400	206,152	314,300	9,900	3.25%
Environmental Services - Waterworks - SCADA R&M	37,950	45,180	41,450	3,500	9.22%
Environmental Services - Waterworks - Purification	202,000	186,275	203,000	1,000	0.5%
Environmental Services - Waterworks - Services	136,200	75,092	119,400	(16,800)	-12.33%
Environmental Services - Waterworks - Backflow Prevention and	160,700	150,353	170,400	9,700	6.04%
Environmental Services - Waterworks - Locates	65,000	84,190	81,900	16,900	26.0%
Environmental Services - Waterworks - Development Support	33,050	7,969	20,900	(12,150)	-36.76%
Environmental Services - Waterworks - Risk Management Inspector	102,675	94,405	104,325	1,649	1.61%
Environmental Services - Waterworks - Transfers to Reserves	1,979,346	2,480,848	2,106,886	127,540	6.44%
Environmental Services - Waterworks - Debt Payments	602,883	600,536	602,311	(572)	-0.09%
Environmental Services - Waterworks - Cost Recovery Applied	1,123,596	1,088,470	1,203,343	79,747	7.1%
<i>Total Expenses</i>	5,339,400	5,564,623	5,554,415	215,014	4.03%
<b><i>Net Budget Waterworks</i></b>	<b>0</b>	<b>-</b>	<b>(0)</b>	<b>(1)</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the waterworks budget.
2. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 38% of the Risk Management Inspector (RMI) costs. As such, a corresponding RMI Municipal Partner Revenue line is included to reflect the recovery of 62% of the total RMI cost from participating municipalities.
3. The reduction in the services line is due to a decrease in labour costs allocated to this cost centre.
4. The increase in the locates lines is due to an increase in labour costs allocated to this cost centre.
5. The reduction in the development support line is due to a decrease in labour costs allocated to this cost centre.
6. The transfers to reserves line reflects an increase to the Waterworks General Capital Reserve transfer of \$118,390 and a \$9,150 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
7. 60.4% of waterworks debt is funded from development charges in 2021.



**Township of Centre Wellington**  
**2021 Operating Budget Summary**  
**With 2020 Budget and Actual Results**

**Environmental Services - Wastewater**

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Environmental Services - Wastewater - Revenue	(5,209,000)	(5,440,884)	(5,519,000)	(310,000)	5.95%
Environmental Services - Wastewater - LPSS Revenue	(309,000)	(308,483)	(316,000)	(7,000)	2.27%
Environmental Services - Wastewater - GRAS Service Revenue	(13,500)	(9,747)	(13,700)	(200)	1.48%
Environmental Services - Wastewater - Transfers from Reserves	(1,122,479)	(1,122,479)	(1,123,100)	(621)	0.06%
<i>Total Revenues</i>	(6,653,979)	(6,881,592)	(6,971,800)	(317,821)	4.78%
<b><u>Expenses</u></b>					
Environmental Services - Wastewater - Mains R&M	127,500	12,754	126,100	(1,400)	-1.1%
Environmental Services - Wastewater - Laterals	53,900	27,710	53,900	-	0.0%
Environmental Services - Wastewater - SCADA R&M	-	-	12,550	12,550	0.0%
Environmental Services - Wastewater - Pumping Stations	115,800	65,527	109,650	(6,150)	-5.31%
Environmental Services - Wastewater - GRAS Pumping Station	11,986	8,702	12,188	202	1.69%
Environmental Services - Wastewater - Fergus WWTP	642,000	769,081	659,900	17,900	2.79%
Environmental Services - Wastewater - Elora WWTP	559,700	527,105	544,900	(14,800)	-2.64%
Environmental Services - Wastewater - LPSS Expense	114,300	72,212	116,000	1,700	1.49%
Environmental Services - Wastewater - Other	163,100	164,204	165,200	2,100	1.29%
Environmental Services - Wastewater - Transfers to Reserves	2,156,486	2,611,646	2,353,131	196,645	9.12%
Environmental Services - Wastewater - Debt Payments	1,157,574	1,119,527	1,156,522	(1,052)	-0.09%
Environmental Services - Wastewater - Cost Recovery Applied	1,551,633	1,503,125	1,661,759	110,126	7.1%
<i>Total Expenses</i>	6,653,979	6,881,592	6,971,800	317,821	4.78%
<b><i>Net Budget Wastewater</i></b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the sanitary sewer budget.
2. The increase in the SCADA repairs and maintenance line is due to upgrades and programming costs to ensure the software is operating effectively.
3. A \$6,000 increase in utility costs and a \$10,000 increase in chemical costs accounts for the majority of the increase in the Fergus WWTP line.
4. Reductions to chemical costs (\$15,000) and biosolid management costs (\$10,000) are offset by a \$15,500 increase in utility costs which accounts for the majority of the decrease in the Elora WWTP line.
5. The transfers to reserves line reflects an increase to the Wastewater General Capital Reserve transfer of \$185,795 and a \$10,850 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
6. 97.1% of wastewater debt is funded from development charges in 2021.



**Township of Centre Wellington  
2021 Operating Budget Summary  
With 2020 Budget and Actual Results**

**Environmental Services - Municipal Risk Management Official**

The Municipal Risk Management Official is a shared services position supporting all municipalities within Wellington County. This cost centre is funded by the County of Wellington through their Planning Budget. The RMO and Risk Management Inspectors implement and enforce the Clean Water Act and source protection plans. The purpose of the Clean Water Act and the source protection program is to protect existing and future sources of municipal drinking water from quality and quantity threats.

	2020 Budget	2020 Actual	2021 Approved Budget	2020/2021 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Municipal RMO - Revenue	(277,400)	(211,320)	(299,700)	(22,300)	8.0 %
<i>Total Revenues</i>	(277,400)	(211,320)	(299,700)	(22,300)	8.0 %
<b><u>Expenses</u></b>					
Municipal RMO - Wages & Benefits	200,550	143,292	221,250	20,700	10.3 %
Municipal RMO - Administration	21,400	5,055	21,350	(50)	-0.2 %
Municipal RMO - Operations & Maintenance	24,900	34,021	26,400	1,500	6.0 %
Municipal RMO - Fleet Repair & Maintenance	3,050	1,452	3,200	150	4.9 %
Municipal RMO - Transfers to Reserves	5,000	5,000	5,000	-	0.0 %
Municipal RMO - Cost Recovery Applied	22,500	22,500	22,500	-	0.0 %
<i>Total Expenses</i>	277,400	211,320	299,700	22,300	8.0 %
<b><i>Net Budget Municipal Risk Management Official</i></b>	-	-	-	-	<b>0.0 %</b>

**Major Changes Impacting This Budget**

1. Cost recovery applied represents an estimate of administration expenses and Transportation Services division overhead costs allocated to the Municipal RMO division.
2. The transfer to reserves is for the future replacement of the Municipal RMO's vehicle.
3. The wages and benefits increase is due to the inclusion of the Source Protection Coordinator contract position for a full year in 2021 (9 months in 2020) and staff movement in the salary grid.
4. The increase in the operations and maintenance line is due to additional legal costs and expenditures related to various ongoing studies.



# CAPITAL BUDGET

2021 BUDGET

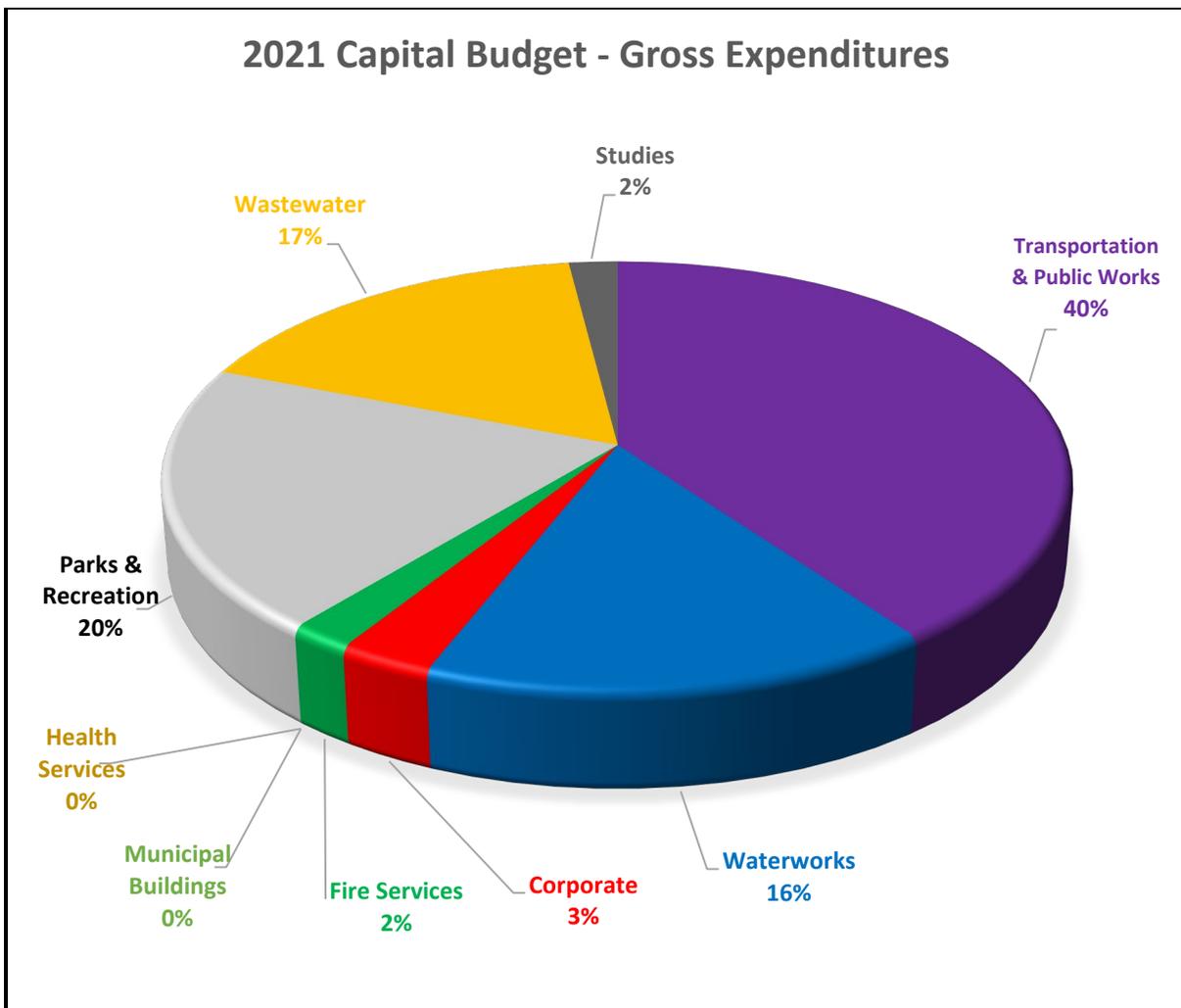


## Capital Budget Overview

Expenditures that are one-time costs in excess of \$5,000 are typically included in the annual capital budget. This can include costs that may be operating in nature, such as maintenance items or studies. In addition to the capital budget, the budget includes a 2 year capital forecast that is approved by Council, and an additional 7 year capital forecast that is provided for information purposes. Capital forecast information can be found in a later section.

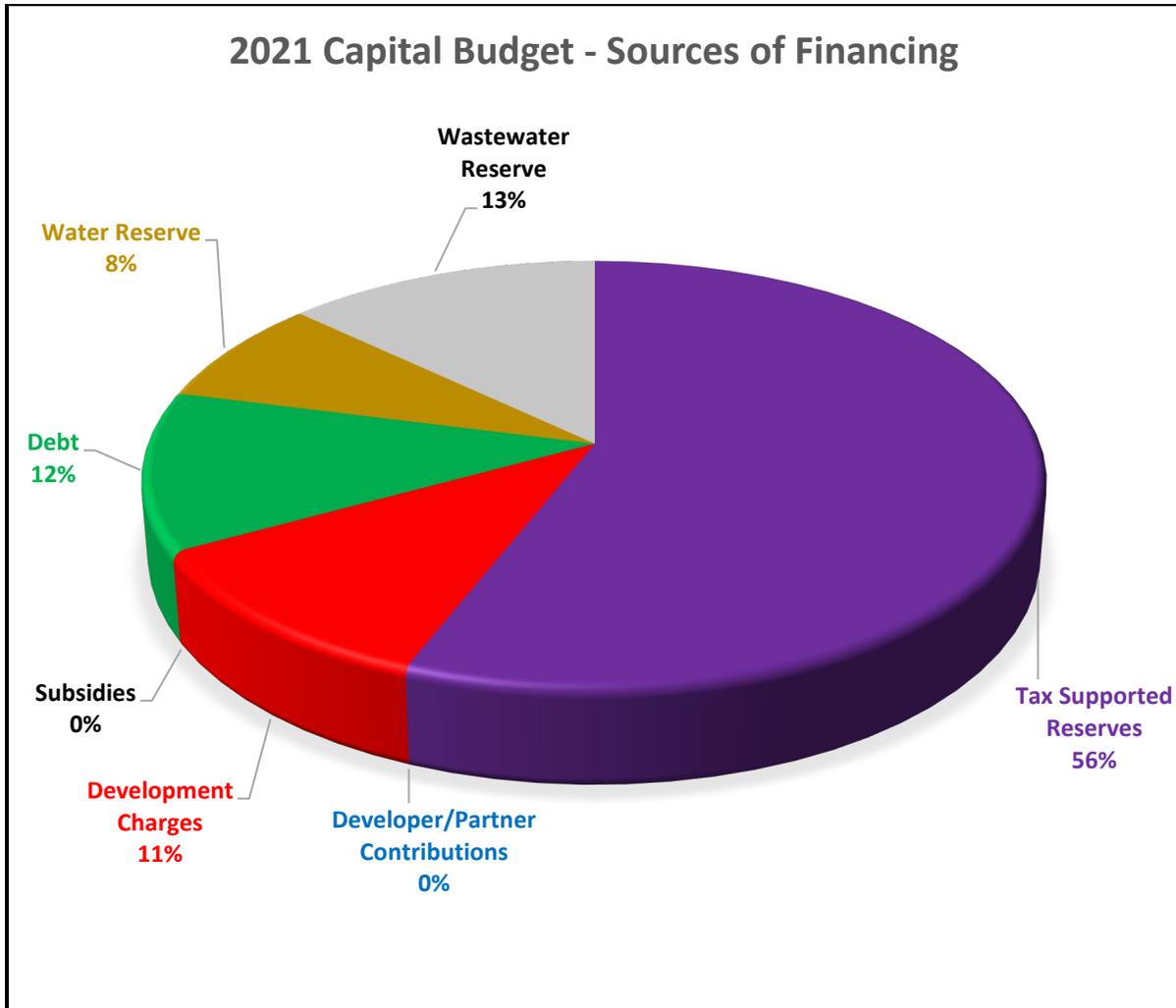
### 2021 Capital Budget

The 2021 capital budget totals \$15,116,400, and is broken down by area as follows:

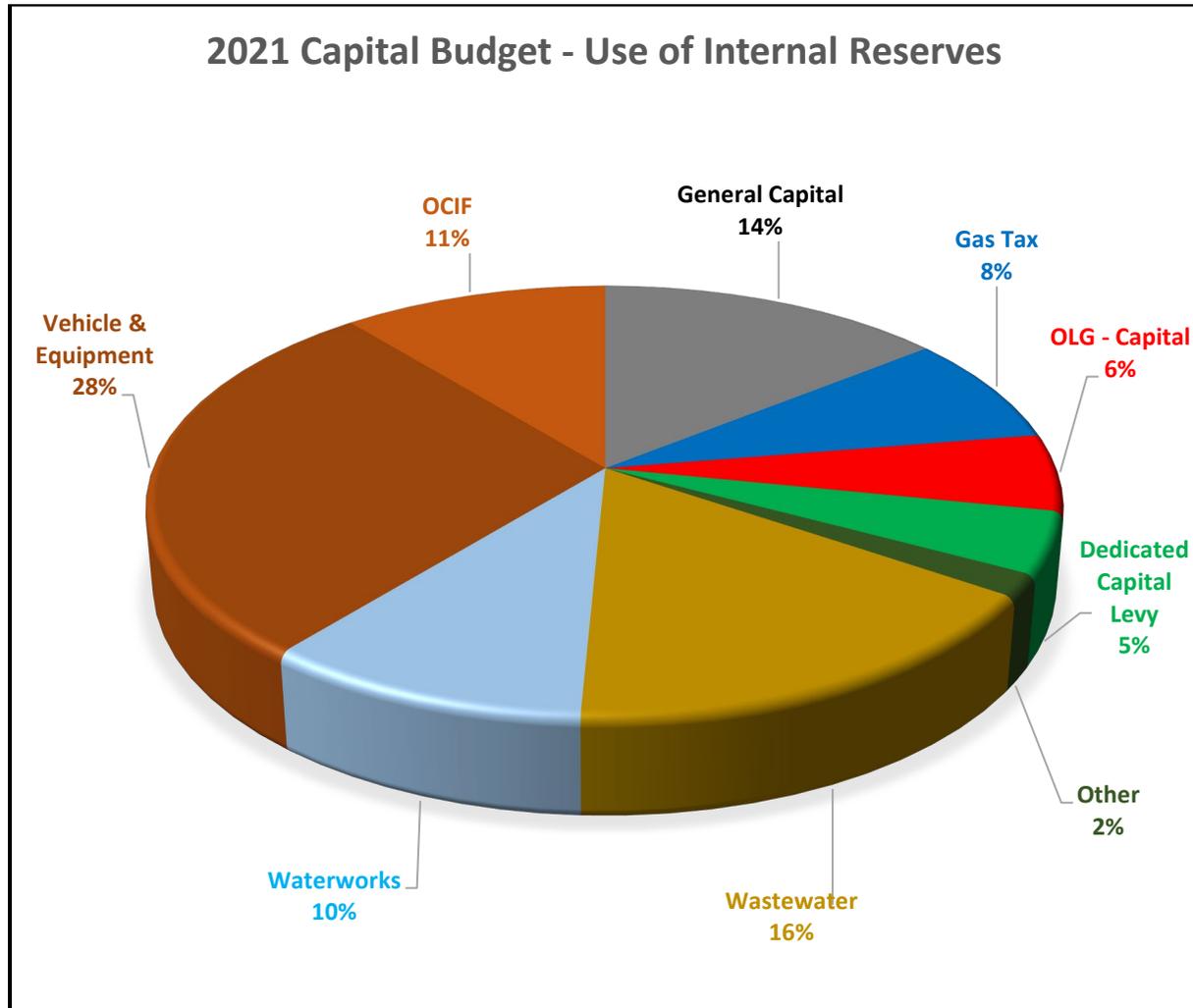


As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of financing used to

fund the 2021 capital budget. 77% of financing sources represent internal Township reserves, while 11% represent external sources (i.e. development charges, subsidies and developer/partner contributions). The remaining 12% represents debt financing.



Internal Township reserve financing of \$11,663,400 is being drawn from the following sources:



The use of development charges (DC) to fund 2021 capital projects totals \$1,640,000, and relate to projects associated with Fire, Public Works, Roads, Parks & Recreation, Water, Wastewater, and Corporate (Studies). The Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For 2021 (and future years in the capital forecast), an approximate target DC funding amount of \$1.5 million annually was used. This was determined based on anticipated DC proceeds received from developers annually (based on projected development), as well as the projected use of DCs to fund growth related debt.

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



For 2021, there is significant pressure to complete growth related capital projects, and use DC funding. It is recommended within the 2021 capital budget that \$1,748,000 in debt be incurred in 2021 to fund a critical water project and employment land servicing projects. More specifically, the water project relates to a recommendation in the Water Supply Master Plan, adopted by Council in July 2019, for additional capacity at Well F2. Furthermore, debt is proposed for the servicing of employment land on Dickson Drive in Fergus.

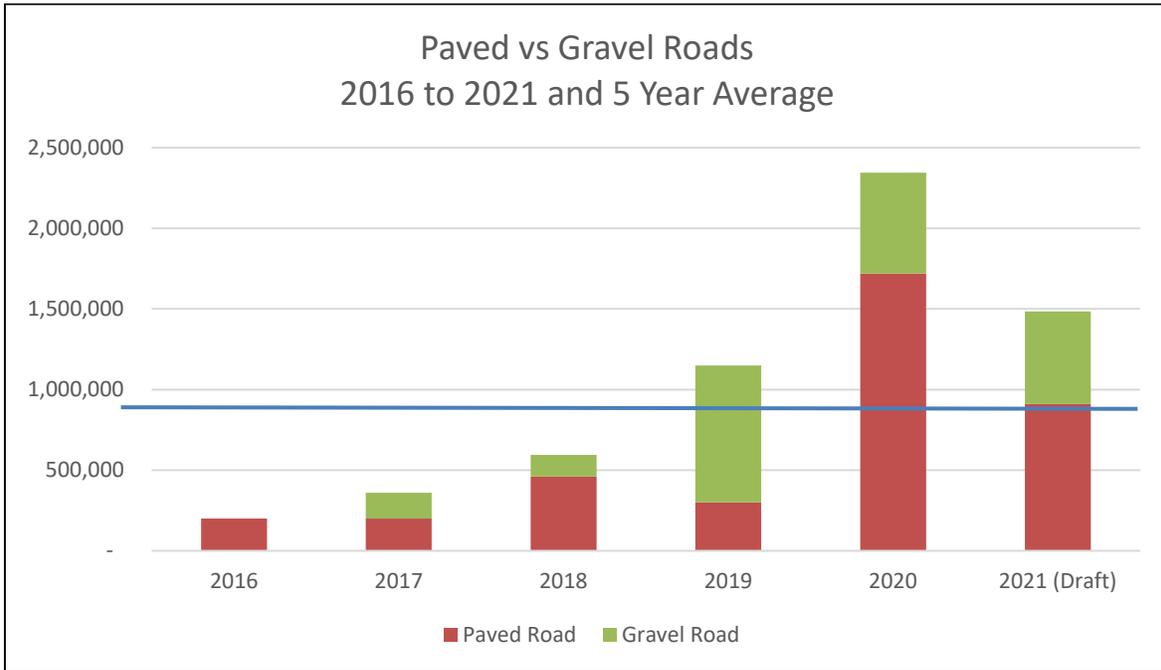
Highlights of the 2021 capital budget are provided below. Projects referenced with “OLG” and/or “Gas Tax” are projects that are either partially or fully funded by these sources.

### 2021 Capital Project Highlights

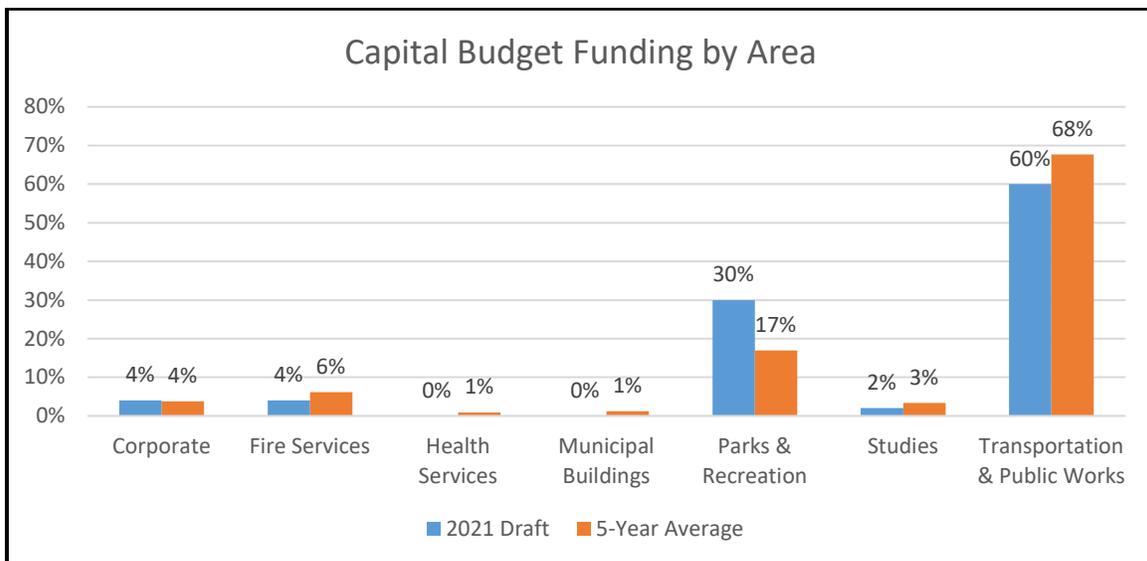
<b>Project</b>	<b>Amount</b>	<b>OLG/Gas Tax</b>
<b>Tar and Chip Resurfacing – Third Line – WR 19 to 1600m South of WR 19</b>	\$110,000	Gas Tax
<b>Replacement of Fifth Line culvert (structure 4-WG)</b>	1,350,000	
<b>Repaving of Eighth Line W from Middlebrook Rd to WR 18</b>	480,000	Gas Tax
<b>Paving of First Line from WR 19 to Sideroad 10</b>	320,000	Gas Tax
<b>Rural road rebuild – Sideroad 10 from WR 7 to Gerrie Rd</b>	200,000	Gas Tax
<b>Sidewalk and infrastructure improvements at WR 18 and Gerrie Rd</b>	200,000	
<b>Sidewalk and infrastructure improvements at Beatty Line and St Andrews St</b>	200,000	
<b>Replacement of the watermain on Hill St E (Fergus) from Gowrie St to Cameron St</b>	490,000	
<b>Additional water capacity for Well F2</b>	408,000	
<b>Replacement of the ice pad at the Elora Community Centre</b>	1,300,000	OLG
<b>Installation of a new outdoor basketball multi-use court at the Centre Wellington Sportsplex</b>	80,000	
<b>Installation of a play structure and landscaping at the Beatty Hollow Neighbourhood Park</b>	100,000	
<b>Continuation of the urban forestry program in the Township including ash tree removal, tree planting, and policy development</b>	150,000	
<b>Servicing employment lands on Dickson Drive in Fergus</b>	1,340,000	



The following graph depicts the Township's investment in rural roads since 2016. The chart further identifies the amount budgeted for gravel rural roads and funds planned for paving rural roads. The blue line in the graph represents the average spending on rural roads for the five year period 2016 to 2020. The chart excludes amounts budgeted for rural road gravel resurfacing that are included in the operating budget (the 2020 budget amount was \$466,300 and the 2021 budget amount is \$471,500).



The following graph compares the capital budget funding by area as per the 2021 capital budget to the five year average (2016 to 2020).





# TOWNSHIP OF CENTRE WELLINGTON

## 2021 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2021 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
<b><u>STUDIES</u></b>														
<u>Studies</u>														
1	2014-006	Stormwater Master Plan	150.0		120.0			30.0	30.0					
2	2019-095	Culture Action Plan Update	40.0					40.0	40.0					
3	810-0835	CIP Update	50.0	50.0										
	Total Studies		240.0	50.0	120.0	-	-	70.0	70.0	-	-	-	-	-
			<b>240.0</b>	<b>50.0</b>	<b>120.0</b>	-	-	<b>70.0</b>	<b>70.0</b>	-	-	-	-	-
<b><u>CORPORATE</u></b>														
<u>Corporate - Other</u>														
4	105-0626	By-Law Review and Enforcement	10.0					10.0	10.0					
5	105-0771	Asset Management Implementation	150.0					150.0	105.0			22.5	22.5	
6	2021-015	Termite Management Program	60.0					60.0	60.0					
7	2021-087	Implementation of Various Online Services	20.0					20.0	20.0					
	Total Corporate - Other		240.0	-	-	-	-	240.0	195.0	-	-	22.5	22.5	-
			<b>240.0</b>	-	-	-	-	<b>240.0</b>	<b>195.0</b>	-	-	<b>22.5</b>	<b>22.5</b>	-
<b><u>FIRE SERVICES</u></b>														
<u>Fire Services</u>														
8	2020-025	Two Thermal Imaging Cameras	28.0		28.0									
9	2021-010	Rescue Supply Line for Volunteer Firefighters SCBA	17.0					17.0	17.0					
10	2021-013	Fergus Fire Station Hose Tower Repair	15.0					15.0	15.0					
	Total Fire Services		60.0	-	28.0	-	-	32.0	32.0	-	-	-	-	-
			<b>60.0</b>	-	<b>28.0</b>	-	-	<b>32.0</b>	<b>32.0</b>	-	-	-	-	-
<b><u>TRANSPORTATION &amp; PUBLIC WORKS</u></b>														
<u>Capital Levy/OCIF Funded Projects</u>														
11	2021-001	Bridge Repairs and Remediation - 2021	90.0					90.0	90.0					
12	2021-002	Pre-Engineering - Bridges - 2021	190.0					190.0	190.0					
13	301-0830	First Line Bridge - 24-WG	200.0		20.0			180.0	180.0					
14	301-0831	Fifth Line Bridge - 4-WG	1,350.0					1,350.0	1,350.0					
	Total Capital Levy/OCIF Funded Projects		1,830.0	-	20.0	-	-	1,810.0	1,810.0	-	-	-	-	-



# TOWNSHIP OF CENTRE WELLINGTON

## 2021 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2021 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
		<u>Public Works - Other</u>												
15	2010-031	Single Axle Truck (with dump/plow/sander/wing)	300.0		300.0									
16	2021-003	Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2021	100.0				100.0	40.0				30.0	30.0	
17	2021-008	Road Condition Assessment - 2021	50.0				50.0	50.0						
18	2021-044	Sidewalk Snow Plow	50.0		50.0									
19	2021-071	Sanitary and Storm Sewer Condition Assessments (2021)	200.0				200.0	40.0				160.0		
20	301-0664	Redside Dace Monitoring Program Implementation	5.0				5.0	5.0						
		<b>Total Public Works - Other</b>	<b>705.0</b>	<b>-</b>	<b>350.0</b>	<b>-</b>	<b>355.0</b>	<b>135.0</b>	<b>-</b>	<b>-</b>	<b>190.0</b>	<b>30.0</b>	<b>-</b>	<b>-</b>
		<u>Roadways - Rural</u>												
21	2012-066	Eighth Line W – Middlebrook Rd to WR 18	480.0				480.0	480.0						
22	2018-024	Tar and Chip Resurfacing - Third Line - WR19 to 1600m South of WR19	110.0				110.0	110.0						
23	2018-025	First Line - WR 19 to Sideroad 10 Paving	320.0		288.0		32.0	32.0						
24	2021-004	Rural Road Upgrades - Maintenance Gravel - 2021	375.0				375.0	375.0						
25	2021-007	Rural Road Rebuild - Sideroad 10 - WR7 to Gerrie Rd	200.0				200.0	200.0						
		<b>Total Roadways - Rural</b>	<b>1,485.0</b>	<b>-</b>	<b>288.0</b>	<b>-</b>	<b>1,197.0</b>	<b>1,197.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
		<u>Roadways - Urban</u>												
26	2019-017	Sidewalk and infrastructure improvements - WR 18 and Gerrie Rd	200.0		200.0									
27	2019-018	Sidewalk and Infrastructure Improvements - Beatty Line and St. Andrews Street	200.0		200.0									
28	2021-005	Sidewalk Repairs and Replacement - 2021	90.0				90.0	90.0						
29	2021-021	AODA Audibles - Tower St and McQueen Blvd Intersection	25.0				25.0	25.0						
30	2021-043	St Andrew St - Tower St to Breadalbane Streetlight Electrical Repairs	70.0				70.0	70.0						
31	2021-055	Dickson Drive Employment Land Servicing - Phase 1	820.0				820.0			820.0				
		<b>Total Roadways - Urban</b>	<b>1,405.0</b>	<b>-</b>	<b>400.0</b>	<b>-</b>	<b>1,005.0</b>	<b>185.0</b>	<b>-</b>	<b>820.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 2021 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2021 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
<u>Storm Drainage</u>														
32	2021-006	Catch Basin Rebuilds - 2021	40.0					40.0	40.0					
33	2021-074	Rennie Blvd Cul-de-Sac Drainage Improvements	50.0					50.0	50.0					
34	302-0596	Trunk Storm - Moir St. to the Gorge	85.0					85.0	85.0					
		Total Storm Drainage	175.0	-	-	-	-	175.0	175.0	-	-	-	-	-
			<b>5,600.0</b>	-	<b>1,058.0</b>	-	-	<b>4,542.0</b>	<b>3,502.0</b>	-	<b>820.0</b>	<b>190.0</b>	<b>30.0</b>	-
<b>WASTEWATER</b>														
<u>Wastewater System</u>														
35	2019-059	Wastewater Collections Truck	40.0		40.0									
36	2020-054	St George St W - Fergus Curling Club to Provost Lane	315.0					315.0				315.0		
37	2021-046	Sewer Relining and Repairs	100.0					100.0				100.0		
38	2021-056	Dickson Drive Employment Land Servicing - Phase 1	235.0					235.0						235.0
39	2021-062	Fergus WWTP Secondary Digester Clean Out - 2021	100.0					100.0				100.0		
40	2021-065	Clyde St Sewage Pumping Station Jockey Pump	20.0					20.0				20.0		
41	2021-066	Elora WWTP Odour Treatment System Media Replacement	225.0					225.0				225.0		
42	2021-077	Wastewater SCADA Upgrades	50.0					50.0				50.0		
43	2021-078	Elora WWTP Lighting Repairs	30.0					30.0				30.0		
44	2021-079	Fergus WWTP Headworks Pump Replacement	30.0					30.0				30.0		
45	2021-080	Fergus WWTP Sludge Storage Transfer Pump	40.0					40.0				40.0		
46	360-0254	St David St N - St Andrew St to Garafraxa St	50.0					50.0				50.0		
47	360-0356	Highway 6 - Sideroad 19 to Sideroad 18	360.0					360.0				360.0		
48	360-0734	Fergus WWTP - Digester Roof Replacement	330.0					330.0				330.0		
49	360-9650	LPS Grinder Pumps	35.0					35.0				35.0		
		Total Wastewater System	1,960.0	-	40.0	-	-	1,920.0	-	-	-	1,685.0	-	235.0
			<b>1,960.0</b>	-	<b>40.0</b>	-	-	<b>1,920.0</b>	-	-	-	<b>1,685.0</b>	-	<b>235.0</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 2021 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2021 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
<b>WATERWORKS</b>														
<u>Waterworks System</u>														
50	2017-028	Hill St E (Fergus) - Gowrie St to Cameron St	490.0					490.0					490.0	
51	2021-045	Gartshore Water Tower - Exterior Tank Cleaning	20.0					20.0					20.0	
52	2021-057	Dickson Drive Employment Land Servicing - Phase 1	285.0					285.0						285.0
53	330-0157	Wells - Fergus Well F7 Filtration	350.0		87.5			262.5					262.5	
54	330-0254	St David St N - St Andrew St to Garafraxa St	50.0					50.0					50.0	
55	330-0356	Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	160.0					160.0					160.0	
56	330-0726	Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	35.0		35.0									
57	330-0727	Water Taking Permit/Licence Renewal	150.0					150.0					150.0	
58	330-0806	F2 Well Additional Capacity	408.0					408.0						408.0
		Total Waterworks System	1,948.0	-	122.5	-	-	1,825.5	-	-	-	-	1,132.5	693.0
			<b>1,948.0</b>	<b>-</b>	<b>122.5</b>	<b>-</b>	<b>-</b>	<b>1,825.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,132.5</b>	<b>693.0</b>
<b>PARKS &amp; RECREATION</b>														
<u>Facilities - Elora Community Centre</u>														
59	2014-064	Elora Community Centre Ice Pad Replacement	1,300.0					1,300.0	1,300.0					
		Total Facilities - Elora Community Centre	1,300.0	-	-	-	-	1,300.0	1,300.0	-	-	-	-	-
<u>Grounds - CW Community Sportsplex</u>														
60	2019-077	Outdoor Basketball Multi-Use Court (Sportsplex)	80.0		80.0									
		Total Grounds - CW Community Sportsplex	80.0	-	80.0	-	-	-	-	-	-	-	-	-
<u>Parks</u>														
61	2014-016	Beatty Hollow Neighbourhood Park	100.0		100.0									
62	2021-014	Trestle Bridge Trail Ditch Improvement	30.0					30.0	30.0					
63	550-0450	Park Identification - All Parks	5.0					5.0	5.0					
64	550-0815	Forfar Park - Play Equipment, Landscaping and Trail Development	65.0		41.5		15.0	8.5	8.5					
		Total Parks	200.0	-	141.5	-	15.0	43.5	43.5	-	-	-	-	-



# TOWNSHIP OF CENTRE WELLINGTON

## 2021 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2021 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
<u>Parks and Recreation - Other</u>														
65	2010-161	Water Trailer	10.0		10.0									
66	2021-016	Parks Truck	40.0		40.0									
67	505-0453	Urban Forestry	150.0					150.0	150.0					
	Total Parks and Recreation - Other		200.0	-	50.0	-	-	150.0	150.0	-	-	-	-	-
			<b>1,780.0</b>	-	<b>271.5</b>	-	<b>15.0</b>	<b>1,493.5</b>	<b>1,493.5</b>	-	-	-	-	-
<b><u>VEHICLE REPLACEMENT</u></b>														
68	205-9500	Fire Vehicle Replacement	196.0					196.0	196.0					
69	505-9500	P&R Vehicle Replacement	170.0					170.0	170.0					
70	303-9500	Public Works Vehicle Replacement	621.0					621.0	621.0					
71	360-9500	Wastewater Vehicle Replacement	345.0					345.0				345.0		
72	330-9500	Water Vehicle Replacement	330.0					330.0					330.0	
			<b>1,662.0</b>	-	-	-	-	<b>1,662.0</b>	<b>987.0</b>	-	-	<b>345.0</b>	<b>330.0</b>	-
<b><u>EQUIPMENT REPLACEMENT</u></b>														
73	205-9600	Fire Equipment Replacement	118.3					118.3	118.3					
74	105-9601	IT&S Hardware Equipment Replacement	218.2					218.2	218.2					
75	505-9600	P&R Facilities Equipment Replacement	538.9					538.9	538.9					
76	505-9700	P&R Parks Equipment Replacement	498.9					498.9	498.9					
77	303-9600	Public Works Equipment Replacement	76.9					76.9	76.9					
78	360-9600	Wastewater Equipment Replacement	124.8					124.8				124.8		
79	330-9600	Water Equipment Replacement	50.5					50.5					50.5	
			<b>1,626.4</b>	-	-	-	-	<b>1,626.4</b>	<b>1,451.2</b>	-	-	<b>124.8</b>	<b>50.5</b>	-
		<b>GRAND TOTAL</b>	<b>15,116.4</b>	<b>50.0</b>	<b>1,640.0</b>	<b>0.0</b>	<b>15.0</b>	<b>13,411.4</b>	<b>7,730.7</b>	<b>0.0</b>	<b>820.0</b>	<b>2,367.3</b>	<b>1,565.5</b>	<b>928.0</b>



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

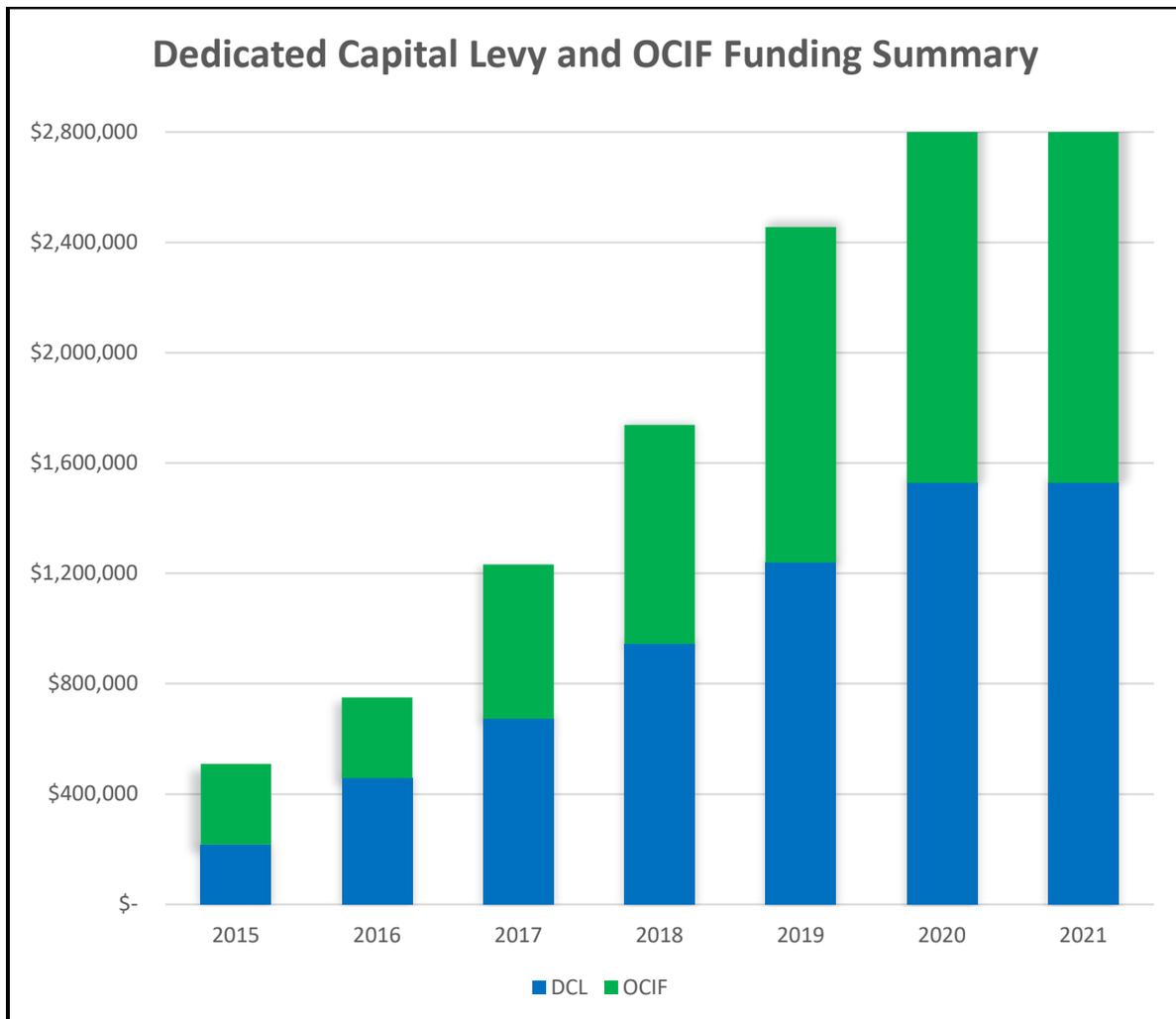
**2021 BUDGET**



## Bridges and Major Culverts Forecast Summary

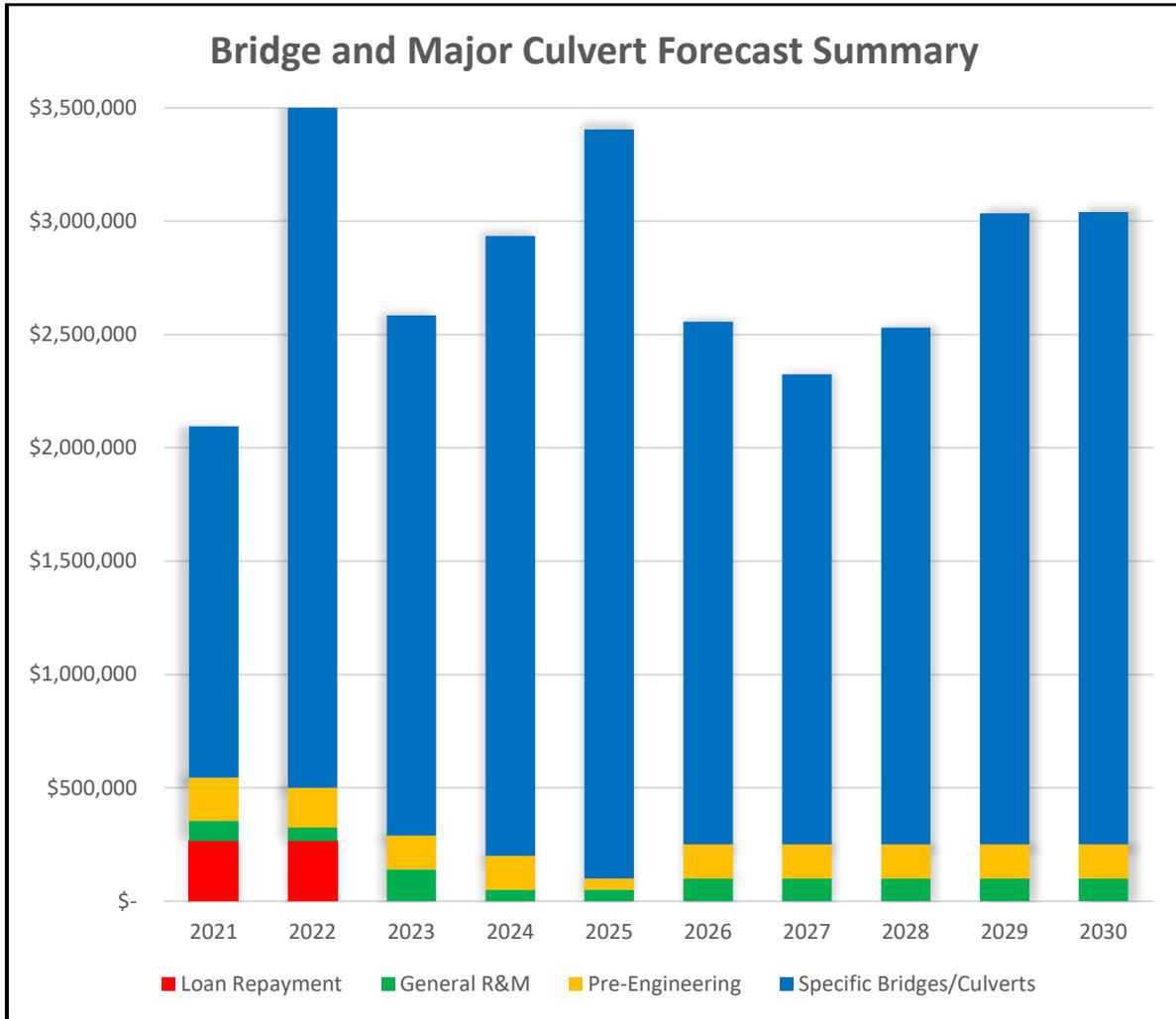
The Township's bridges and major culvert (i.e. structures) budget and forecast is funded from a dedicated capital levy as well as the Township's allocation of Ontario Community Infrastructure Funding (OCIF), provided by the province.

The dedicated capital levy (DCL) was introduced in 2015, based on recommendations for funding increases within the Township's Asset Management Plan. Combined with OCIF funding, the DCL is a funding source for bridge and major culvert rehabilitation and replacement. A summary of these funding sources since 2015 is provided below.



As shown above, by 2021 the combined DCL and OCIF annual funding will reach \$2.8 million, the annual funding objective for bridges and major culverts.

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



The loan repayment in 2021 to 2022 represents the loan taken from reserves to fund structure 27-WG. The loan totalled \$1,250,000 and is being repaid over 5 years with interest, starting in 2018.

General repairs and maintenance represents minor repairs to be done on various structures. The 2021 minor repairs proposed includes:

Structure	Description	Cost
Washington St Pedestrian Bridge (12-N)	Wingwall/retaining wall replacement	\$ 90,000
<b>Total</b>		<b>\$ 90,000</b>



Pre-engineering represents the costs associated with preparing for the rehabilitation and replacement of structures in future years. This includes costs such as environmental assessments and design. The 2021 pre-engineering proposed includes:

<b>Structure</b>	<b>Description</b>	<b>Cost</b>
Fifth Line Bridge over Irvine Creek (16-WG)	Pre-engineering	\$ 100,000
Middlebrook Road Culvert (18-P)	Pre-engineering	10,000
Middlebrook Place Boundary Road Culvert - 170160	Pre-engineering	50,000
Third Line Bridge Repairs (8-E)	Pre-engineering	15,000
Fourth Line Bridge Repairs (11-P)	Pre-engineering	15,000
<b>Total</b>		<b>\$ 190,000</b>





## Bridges and Major Culverts 10-Year Plan Dedicated Capital Levy and OCIF Funding

Change From Prior Year Budget	Project	Project #	Project Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
	Repayment of Loan from General Capital Reserve			265,275	265,275	-	-	-	-	-	-	-	-	530,550
	Bridge Repairs and Remediation	2021-001, 2019-006		90,000	60,000	140,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000	890,000
	Pre-Engineering	2021-002, 2019-087		190,000	175,000	150,000	150,000	50,000	150,000	150,000	150,000	150,000	150,000	1,465,000
No Change	Structure 4-WG (Fifth Line)	301-0831	Culvert Replacement	1,350,000										1,350,000
-1	Structure 24-WG (First Line Bridge over Irvine Creek)	301-0830	Bridge Replacement	200,000	2,700,000									2,900,000
No Change	Structure 14-P (Sideroad 4)	2018-047	Bridge Rehabilitation		170,000									170,000
No Change	Structure 4-E (Fifth Line)	301-0711	Bridge Rehabilitation		190,000									190,000
-1	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Replacement		300,000									300,000
-1	Structure 16-WG (Fifth Line Bridge over Irvine Creek)	2014-040	Bridge Replacement		100,000	1,300,000								1,400,000
No Change	Structure 4-F (Pedestrian Bridge behind Fergus Grand Theatre)	2019-089	Bridge Rehabilitation			135,000								135,000
-1	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation			370,000								370,000
-1	East West Garafraxa Townline Culvert - 0016	2020-058	Culvert Replacement			300,000								300,000
1	Structure 18-P (Middlebrook Road)	2019-088	Culvert Rehabilitation			90,000								90,000
-1	Structure 32-P & 33-P (Noah Road)	2016-049	Culvert Replacements			100,000	2,100,000							2,200,000
No Change	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement				635,000							635,000
No Change	Structure 5-E (Fourth Line)	2014-073	Culvert Replacement					1,300,000						1,300,000
-1	Structure 30-WG (Sideroad 15 - Queen Mary)	2010-076	Bridge Replacement					2,005,000						2,005,000
No Change	Structure 3-N (Beatty Line Bridge)	2015-056	Bridge Replacement						2,025,000					2,025,000
-3	Structure 11-WG (Sideroad 25)	2017-084	Bridge Rehabilitation						131,000					131,000
-3	Structure 8-E (Third Line)	2017-085	Bridge Rehabilitation						150,000					150,000
No Change	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement							2,000,000				2,000,000
No Change	Structure 1-E (Seventh Line) [6]	2017-082	Bridge Rehabilitation							75,000				75,000
No Change	Structure 29-WG (Sideroad 15)	2017-089	Bridge Replacement								1,800,000			1,800,000
-2	Structure 30-P (Sideroad 5)	2016-060	Culvert Replacement								480,000			480,000
No Change	Structure 21-WG (First Line) [2]	2016-064	Bridge Replacement										1,310,000	1,310,000
New	Middlebrook Place Boundary Bridge Removal - 180160	2021-070	Bridge Removal										350,000	350,000
-1	Structure 28-P (Sideroad 11)	2011-043	Culvert Replacement										1,125,000	1,125,000
-1	Structure 3-E (Sixth Line) [2]	2016-063	Bridge Replacement										1,315,000	1,315,000
-3	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements										320,000	320,000
-5	Structure 1-P (Sideroad 5)	2016-061	Culvert Replacement										1,155,000	1,155,000
	<b>Total</b>			<b>2,095,275</b>	<b>3,960,275</b>	<b>2,585,000</b>	<b>2,935,000</b>	<b>3,405,000</b>	<b>2,556,000</b>	<b>2,325,000</b>	<b>2,530,000</b>	<b>3,035,000</b>	<b>3,040,000</b>	<b>28,466,550</b>
	Opening Balance			572,170	1,296,895	406,620	621,620	486,620	82,120	326,120	801,120	1,071,120	836,120	
	Add: Dedicated Capital Levy Allocation			1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	1,528,441	
	Add: OCIF Funding Allocation			1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	
	Add: Development Charges Allocation (10% Growth)			20,000	270,000	-	-	200,500	-	-	-	-	-	
	Less: Transfer to Capital			(2,095,275)	(3,960,275)	(2,585,000)	(2,935,000)	(3,405,000)	(2,556,000)	(2,325,000)	(2,530,000)	(3,035,000)	(3,040,000)	
	<b>Ending Balance</b>			<b>1,296,895</b>	<b>406,620</b>	<b>621,620</b>	<b>486,620</b>	<b>82,120</b>	<b>326,120</b>	<b>801,120</b>	<b>1,071,120</b>	<b>836,120</b>	<b>596,120</b>	

Factors on the Bridge Rehabilitation and Replacement Program

Annual financial constraints

Construction scheduling efficiencies (e.g.: rehab while road is closed)

Review of structure condition and monitoring previous repairs

Notes

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



# **VEHICLE AND EQUIPMENT REPLACEMENT FORECAST**

**2021 BUDGET**



# Vehicle and Equipment Replacement Forecast Summary

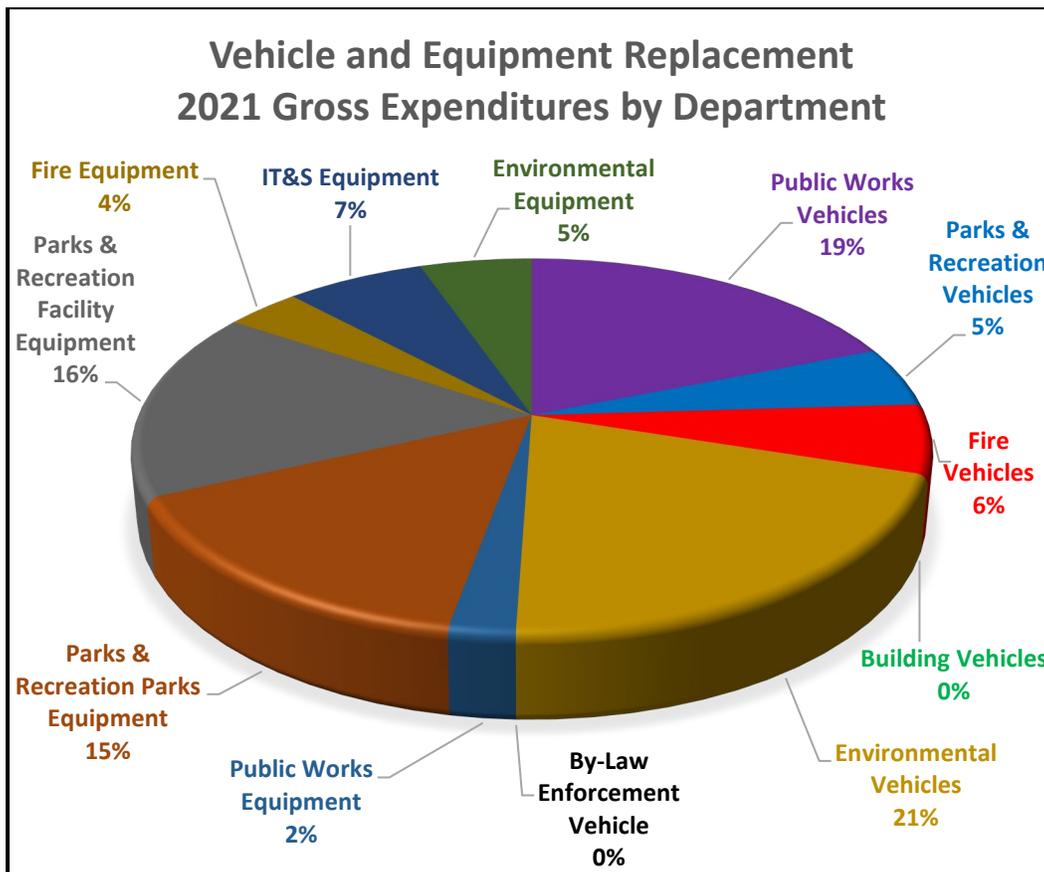
The Township maintains vehicle and equipment replacement schedules that show a 10-year forecast of replacement needs for each area. Replacement schedules are in place for the following areas:

Vehicles:

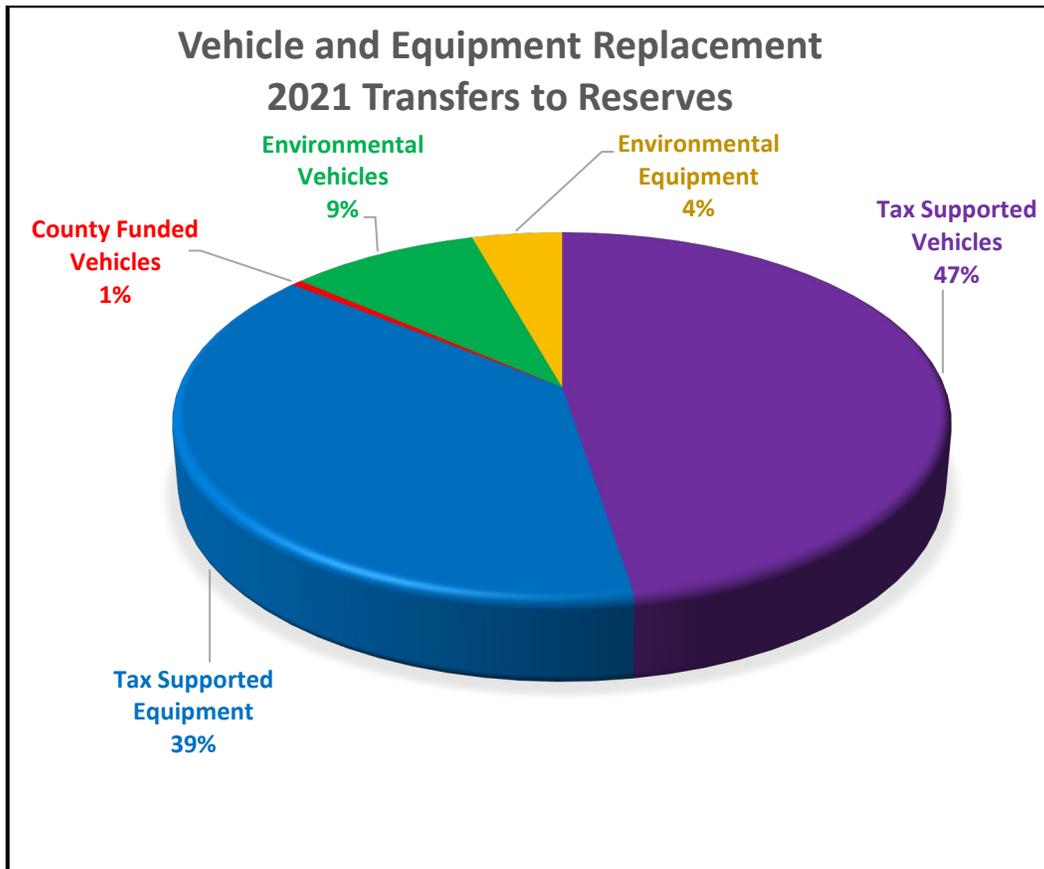
- ✓ Public Works
- ✓ Parks & Recreation
- ✓ Fire Services
- ✓ Building
- ✓ By-Law Enforcement
- ✓ Environmental Services
- ✓ Municipal FD Training Officer
- ✓ Municipal Risk Management Official

Equipment:

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



2021 activity within these replacement schedules is approved as part of the 2021 budget. A breakdown of the gross vehicle/equipment replacement costs for each department within the 2021 budget are shown in the graph above, totalling \$3,288,400. Contributions to the vehicle/equipment replacement reserves in 2021 are shown in the graph below, totalling \$1,948,000.



Vehicle and equipment replacement schedules are funded through replacement reserves that are funded through annual contributions from the operating budget. For 2021, budgeted use of replacement funds exceeds budgeted contributions of funds by \$1,215,400 (after taking into account proceeds on disposal). This fluctuates every year given the demands on the replacement schedules in comparison to the recommended transfers into the reserves. By design, these schedules are fully funded within the 10-year forecast and beyond to 20 years for asset management purposes.

Most of the replacement reserves are Township tax supported reserves, except for:

- The replacement of County funded vehicles which are funded 100% by the County of Wellington; and



- Environmental Services vehicles and equipment, which are funded from water and wastewater rates, split based on specific use of vehicles and equipment between water and wastewater.

Detailed replacement schedules are provided on the following pages for the 10-year forecast period.





**TAX SUPPORTED  
VEHICLE  
REPLACEMENT  
FORECAST**

**2021 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
FUNDING SUMMARY - TAX SUPPORTED  
2021 - 2030**

Vehicle Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works	621,000	806,900	962,300	790,500	546,600	485,700	1,092,300	1,206,100	574,200	962,000
Parks & Recreation	170,000	137,700	41,600	91,200	-	27,600	-	103,400	105,500	-
Fire	196,000	147,900	728,300	60,000	649,500	1,214,500	20,300	20,700	820,200	216,400
Building	-	35,700	36,400	37,100	-	38,600	39,400	-	-	41,800
By-Law Enforcement	-	-	-	-	-	38,600	-	-	-	-
<b>Total Tax Supported Vehicle Replacement</b>	<b>987,000</b>	<b>1,128,200</b>	<b>1,768,600</b>	<b>978,800</b>	<b>1,196,100</b>	<b>1,805,000</b>	<b>1,152,000</b>	<b>1,330,200</b>	<b>1,499,900</b>	<b>1,220,200</b>
<b><i>Reserve Forecast</i></b>										
<b>January 1 Reserve Balance</b>	<b>1,057,604</b>	<b>1,069,604</b>	<b>1,032,404</b>	<b>373,304</b>	<b>520,504</b>	<b>495,404</b>	<b>59,904</b>	<b>207,904</b>	<b>234,204</b>	<b>66,804</b>
<b>Less: Vehicle replacements</b>	<b>(987,000)</b>	<b>(1,128,200)</b>	<b>(1,768,600)</b>	<b>(978,800)</b>	<b>(1,196,100)</b>	<b>(1,805,000)</b>	<b>(1,152,000)</b>	<b>(1,330,200)</b>	<b>(1,499,900)</b>	<b>(1,220,200)</b>
<b>Add: Revenues from sale of vehicles</b>	<b>75,000</b>	<b>130,000</b>	<b>110,500</b>	<b>87,000</b>	<b>90,000</b>	<b>155,500</b>	<b>131,000</b>	<b>140,500</b>	<b>67,500</b>	<b>116,000</b>
<b>Add: Operating budget contribution</b>	<b>924,000</b>	<b>961,000</b>	<b>999,000</b>	<b>1,039,000</b>	<b>1,081,000</b>	<b>1,124,000</b>	<b>1,169,000</b>	<b>1,216,000</b>	<b>1,265,000</b>	<b>1,316,000</b>
<b>Add: Transfer from Structural Fire Revenue Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>December 31 Reserve Balance</b>	<b>1,069,604</b>	<b>1,032,404</b>	<b>373,304</b>	<b>520,504</b>	<b>495,404</b>	<b>59,904</b>	<b>207,904</b>	<b>234,204</b>	<b>66,804</b>	<b>278,604</b>



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PUBLIC WORKS  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>SMALL TRUCKS</b>												
1 12-31 Dodge Ram Pick-up (Elora)	40,000	40,000								45,900		
2 16-03 Chev Silverado Pick-up (Rosso) - 2016	40,000				42,400							
3 19-05 Chev Silverado Pick-up (Swift) - 2019	40,000								45,000			
4 19-06 Chevrolet Equinox (Baker) - 2018	35,000						38,600					
5 15-04 Chev Pick-up (Heseltine) - 2015	40,000			41,600								
6 16-27 Chev Silverado Pick-up (Fergus) - 2016	40,000				42,400							
7 12-37 Ford F350 1 1/2 ton	83,000		84,700									
8 11-83 Chev 4X4 1 1/2 ton (Elora Shop Truck)	83,000	83,000										
9 12-36 Ford F350 1 1/2 ton	83,000		84,700									
10 11-75 4x4 Chev 1 1/2 ton	83,000	83,000										
11 16-47 Chev Silverado (Fergus) - 2016	40,000				42,400							
12 1 1/2 ton: Sander/Front Plow Attachments (2 each)	7,500	30,000								35,200		
13 20-73 Ford F550 4x4	110,000											131,500
<b>HEAVY EQUIPMENT</b>												
1 18-10 John Deere Grader - 2018	460,000									528,400		
2 11-15 John Deere 870G Grader	460,000										539,000	
3 08-32 Volvo 960 Grader - retire	460,000											
4 17-77 John Deere Grader	460,000								518,000			
5 12-35 John Deere Rubber Tire Loader	250,000		255,000									
6 17-81 Case 580 Backhoe	150,000								168,900			
7 18-16 Case 450 Backhoe - 2018	150,000									172,300		
8 15-38 Case Backhoe 4WD - 2015	150,000						162,400					
9 08-30 John Deere Backhoe SJ 4WD - retire	150,000											
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	220,000			228,900								
11 09-20 Pelican Sweeper (Elora)	220,000		224,400									
12 Backhoe: Snow Blade (1)	15,000	15,000										
13 Backhoe: Hammer and Packer Attachments (1 each)	22,500	45,000										
<b>DUMP TRUCKS &amp; SNOW PLOWS</b>												
1 05-98 International Single Axle - retire	300,000											
2 12-33 International Single Axle	300,000	300,000										
3 15-68 International Single Axle - 2014	300,000					318,400						



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PUBLIC WORKS  
2021 - 2030**

Vehicle Description	Inflation Factor = 2% 2021 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
4 15-79 International Single Axle - 2014	300,000				318,400						
5 16-85 International Single Axle - 2015	300,000					324,700					
6 17-82 International Single Axle - 2016	300,000						331,200				
7 17-42 International 7600 Tandem - 2016	320,000							360,400			
8 21-63 International 7300 Tandem	320,000										382,400
9 14-71 International 7600 Tandem - 2013	320,000			332,900							
10 14-72 International 7600 Tandem - 2013	320,000			332,900							
11 17-99 International 7600 Tandem -2016	320,000								367,600		
12 21-66 International 7600 Tandem	320,000										382,400
13 One Way Sow Plow Blades	25,000	25,000	25,500	26,000							
<b><u>SIDEWALK &amp; GRASS</u></b>											
1 20-64 Kubota Sidewalk Machine	55,000										65,700
2 10-51 Kubota 3080 - retire	25,000										
3 12-34 Kubota 3080 Mower - retire	25,000										
4 20-62 Kubota Mower	25,000								28,700		
5 16-29 Kubota Zero Turn Mower (Fergus) - 2016	25,000				26,500						
6 12-07 3748 Kubota Tractor	130,000		132,600								
7 17-25 Kubota Sidewalk Machine - 2018	55,000						60,700				
8 14-40 Trackless - 2014 (Note 1)	55,000					59,500					
9 18-22 Kubota Zero Turn Mower (Fergus) - 2018	25,000						27,600				
10 18-88 Kubota Zero Turn Mower (Elora) - 2018	25,000						27,600				
11 18-52 Kubota Sidewalk Machine - 2018	55,000								63,200		
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>8,137,000</b>	<b>621,000</b>	<b>806,900</b>	<b>962,300</b>	<b>790,500</b>	<b>546,600</b>	<b>485,700</b>	<b>1,092,300</b>	<b>1,206,100</b>	<b>574,200</b>	<b>962,000</b>

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

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>SMALL TRUCKS</b>												
1 E06-48 - Blue Dodge 4X4 truck (2006 - Parks & Watering)	40,000	40,000										
2 E13-53 - Blue Chev truck (2013 - Mgr P&FO)	40,000				42,400							
3 E20-51 - Ford Landscape Truck with Box (2020 - Parks)	60,000											
4 E06-07 - Blue Dodge truck with cap (2006 - Horticulturist)	40,000	40,000										
5 E18-50 - Chev Silverado (2018 - Parks)	40,000											
6 E11-52 - Blue Ford Ranger 4X4 truck (2011 - Sportsplex)	40,000			41,600							46,900	
7 E17-54 - Ford 550 Multipurpose	180,000											
8 E20-95 - Ford Landscape Truck with Box (2020 - Parks)	60,000											
<b>TRACTORS &amp; MOWERS</b>												
1 EGF1801 - Kubota Tractor/Mower (2019)	25,000											
2 EM5030 - Kubota Tractor FE Loader (1999)	40,000		40,800									
3 E16-03 GTM - Gang Turf Mower (2016)	90,000									103,400		
4 E08-43 - John Deere Tractor FE Loader (2009)	46,000					48,800						
5 EF2690 - Kubota Tractor KK5651 Mower (2017)	25,000										29,300	
6 E09-36GTM - Gang Turf Mower (2009)	90,000	90,000										
7 EF2691 - Kubota Tractor KK5652 Mower (2017)	25,000										29,300	
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000							27,600				
9 EF2692 - Kubota Mower (2019)	25,000											
<b>ICE RESURFACERS</b>												
1 P&R68347 - CWCS Olympia (2012)	95,000		96,900									
2 E68348 - Elora Olympia (2016)	95,000											
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,081,000</b>	<b>170,000</b>	<b>137,700</b>	<b>41,600</b>	<b>91,200</b>	<b>-</b>	<b>27,600</b>	<b>-</b>	<b>103,400</b>	<b>105,500</b>	<b>-</b>	<b>-</b>

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
FIRE DEPARTMENT  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>FERGUS STATION</b>												
1 E1 Pumper Rescue-41 - 2005 (Note 1)	700,000			728,300	60,000							
2 Timberwolf Mini Pumper - 2007	600,000					649,500						
3 Tanker-47 (2021 International, Model 7500)	550,000											
4 Rescue-45 (KME) - 2017	650,000											
5 Boat - B49 - 2012	18,000							20,300				
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000											41,800
7 Truck-45B (2007 Dodge Ram)	48,000	48,000										57,400
<b>ELORA STATION</b>												
1 Pump/Rescue-61 (KME) - 2011	700,000										820,200	
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,100,000	100,000					1,214,500					
3 Tanker-67 (2014 International 7500) KME	550,000											
4 Rescue-65 (KME) - 2017	650,000											
5 Boat - B69 - 2013	18,000								20,700			
6 Truck-65B (2003 Silverado)	48,000	48,000										57,400
<b>ADMINISTRATION</b>												
1 2012 Dodge Ram (T. Mulvey) ECAR3 - 2012	50,000		51,000									
2 2013 Expedition (B. Patton) ECAR1 - 2012	50,000		51,000									
3 2012 Dodge Caravan (C. Paluch) ECAR4 - 2012	45,000		45,900									
4 2019 Chevrolet Tahoe (J. Karn) ECAR2 - 2019	50,000											59,800
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>5,862,000</b>	<b>196,000</b>	<b>147,900</b>	<b>728,300</b>	<b>60,000</b>	<b>649,500</b>	<b>1,214,500</b>	<b>20,300</b>	<b>20,700</b>	<b>820,200</b>	<b>216,400</b>	

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

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

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

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
BUILDING  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1 19-01 Chevrolet Equinox - 2019	35,000							39,400				
2 14-02 Jeep Cherokee - 2014	35,000		35,700									41,800
3 15-04 Chevrolet Equinox - 2015	35,000			36,400								
4 16-03 Chevrolet Equinox - 2016	35,000				37,100							
5 19-05 Chevrolet Equinox - 2018	35,000						38,600					
<b>TOTAL VEHICLE REPLACEMENT</b>	175,000	-	35,700	36,400	37,100	-	38,600	39,400	-	-	41,800	

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON  
 VEHICLE REPLACEMENT FORECAST  
 BY-LAW ENFORCEMENT  
 2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1 19-21 Chevrolet Equinox - 2018	35,000						38,600				
<b>TOTAL VEHICLE REPLACEMENT</b>	35,000	-	-	-	-	-	38,600	-	-	-	-

Estimated Useful Life	
SUV	8 yrs.



**ENVIRONMENTAL  
SUPPORTED VEHICLE  
REPLACEMENT  
FORECAST**

**2021 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>SMALL TRUCKS</b>												
1 14-44 Dodge 2500 Pick-up with snow plow - Water - 2014	50,000		51,000									59,800
2 16-09 Chev 4X4 Crew Pick-up with lift gate - Water - 2016	47,500				50,400							
3 19-02 Chev Silverado (Chilton) - Water - 2019	40,000							45,000				
4 10-14 Dodge Ram 3500 1 1/2 Ton Dump Box - Water - 2010	85,000		86,700									
5 20-86 Chev Pick-up - Water - 2011	40,000							45,000				
6 16-87 Chev 4X4 Crew Pick-up (Wasilka) - Wastewater - 2016	40,000				42,400							
7 13-06 Dodge Grand Caravan - Water - 2013	40,000	40,000								45,900		
8 20-46 Chev Silverado 1/2 ton - Waste Water - 2020	40,000									45,900		
9 20-08 Chev Silverado 3/4 ton with plow - Waste Water - 2020	50,000									57,400		
10 15-41 Chev Silverado WT 1500 Pick-up - Water - 2015	40,000			41,600								
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	40,000							44,200				
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	40,000							44,200				
13 19-23 - Chev Pick-up - (Mullen) - Water - 2018	40,000							44,200				
<b>OTHER</b>												
1 14-80 Vactor Flusher Truck - Waste Water - 2013	580,000			603,400								
2 10-17 Vactor Flusher Truck - Water - 2010	580,000	580,000										
3 04-28 GMC Camera Truck - Waste Water - 2004	55,000	55,000										
4 14-61 Kubota Mower - Waste Water - 2014	30,000				31,800							
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000				47,800							
6 E78-100 3600 Ford Tractor with Cab & Loader - retire	80,000											
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,962,500</b>	<b>675,000</b>	<b>137,700</b>	<b>645,000</b>	<b>172,400</b>	<b>-</b>	<b>132,600</b>	<b>90,000</b>	<b>149,200</b>	<b>-</b>	<b>59,800</b>	
<b>Reserve Forecast</b>												
January 1 Reserve Balance		733,400	288,400	380,700	20,700	105,300	345,300	467,700	627,700	733,500	973,500	
Less: Vehicle replacements		(675,000)	(137,700)	(645,000)	(172,400)	-	(132,600)	(90,000)	(149,200)	-	(59,800)	
Add: Revenues from sale of vehicles		50,000	15,000	45,000	17,000	-	15,000	10,000	15,000	-	5,000	
Add: Operating budget contribution		180,000	215,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	
December 31 Reserve Balance		288,400	380,700	20,700	105,300	345,300	467,700	627,700	733,500	973,500	1,158,700	

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



# **OTHER VEHICLE REPLACEMENT FORECAST**

**2021 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
MUNICIPAL FD TRAINING OFFICER  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1 2020 Chevy Silverado (Hamilton) 1500 4X4 4 door Crew Cab	40,000						44,200					
<b>TOTAL VEHICLE REPLACEMENT</b>	40,000	-	-	-	-	-	44,200	-	-	-	-	-
<b><i>Reserve Forecast</i></b>												
January 1 Reserve Balance		18,700	23,700	28,700	33,700	38,700	43,700	9,500	15,500	21,500	27,500	
Less: Vehicle replacements		-	-	-	-	-	(44,200)	-	-	-	-	-
Add: Revenues from sale of vehicles		-	-	-	-	-	5,000	-	-	-	-	-
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	6,000	6,000	6,000	6,000	
December 31 Reserve Balance		23,700	28,700	33,700	38,700	43,700	9,500	15,500	21,500	27,500	33,500	

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
MUNICIPAL RISK MANAGEMENT OFFICIAL  
2021 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2021 COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1 E14-28 - 2014 Jeep Cherokee - 2014	35,000		35,700									41,800
<b>TOTAL VEHICLE REPLACEMENT</b>	35,000	-	35,700	-	-	-	-	-	-	-	-	41,800
<b><i>Reserve Forecast</i></b>												
January 1 Reserve Balance		36,000	41,000	13,300	18,300	23,300	28,300	33,300	38,300	43,300	48,300	
Less: Vehicle replacements		-	(35,700)	-	-	-	-	-	-	-	-	(41,800)
Add: Revenues from sale of vehicles		-	3,000	-	-	-	-	-	-	-	-	3,000
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
December 31 Reserve Balance		41,000	13,300	18,300	23,300	28,300	33,300	38,300	43,300	48,300	14,500	

Estimated Useful Life	
SUV	8 yrs.



# **TAX SUPPORTED EQUIPMENT REPLACEMENT FORECAST**

**2021 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
FUNDING SUMMARY - TAX SUPPORTED  
2021- 2030**

Equipment Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Information Technology & Services	218,200	170,500	160,700	104,500	111,300	67,400	229,300	137,300	152,900
Public Works	76,900	72,900	23,400	61,300	113,100	55,200	36,100	13,000	126,900	88,700
Parks & Recreation - Facilities	538,850	321,200	270,200	276,200	293,300	383,600	353,400	364,981	355,000	315,400
Parks & Recreation - Parks	498,900	338,200	365,600	379,300	315,100	365,100	323,600	451,600	380,300	371,700
Fire	118,300	98,532	68,562	78,529	401,474	170,470	108,112	121,646	149,738	83,895
<b>Total</b>	<b>1,451,150</b>	<b>1,001,332</b>	<b>888,462</b>	<b>899,829</b>	<b>1,234,274</b>	<b>1,041,770</b>	<b>1,050,512</b>	<b>1,088,527</b>	<b>1,164,838</b>	<b>920,195</b>
<b><u>Reserve Forecast</u></b>										
<b>January 1 Reserve Balance</b>	<b>1,166,312</b>	<b>464,162</b>	<b>307,830</b>	<b>311,368</b>	<b>353,539</b>	<b>114,265</b>	<b>123,495</b>	<b>182,983</b>	<b>257,456</b>	<b>310,618</b>
<b>Less: Equipment replacements</b>	<b>(1,451,150)</b>	<b>(1,001,332)</b>	<b>(888,462)</b>	<b>(899,829)</b>	<b>(1,234,274)</b>	<b>(1,041,770)</b>	<b>(1,050,512)</b>	<b>(1,088,527)</b>	<b>(1,164,838)</b>	<b>(920,195)</b>
<b>Add: Revenues from sale of equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Add: Operating budget contribution</b>	<b>699,000</b>	<b>741,000</b>	<b>785,000</b>	<b>832,000</b>	<b>882,000</b>	<b>935,000</b>	<b>991,000</b>	<b>1,041,000</b>	<b>1,093,000</b>	<b>1,148,000</b>
<b>Add: User Fee Contribution (Recreation Facilities)</b>	<b>50,000</b>	<b>104,000</b>	<b>107,000</b>	<b>110,000</b>	<b>113,000</b>	<b>116,000</b>	<b>119,000</b>	<b>122,000</b>	<b>125,000</b>	<b>128,000</b>
<b>December 31 Reserve Balance</b>	<b>464,162</b>	<b>307,830</b>	<b>311,368</b>	<b>353,539</b>	<b>114,265</b>	<b>123,495</b>	<b>182,983</b>	<b>257,456</b>	<b>310,618</b>	<b>666,423</b>



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
INFORMATION TECHNOLOGY & SERVICES  
2021 - 2030**

Description of Equipment	2021 Cost	Units	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Inflation factor = 0%			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Workstations</b>												
Desktops - 4 Years	1,200	34	8,400	6,000	18,000	8,400	8,400	6,000	18,000	8,400	8,400	6,000
Laptops - 4 Years	1,800	82	30,600	41,400	25,200	50,400	30,600	41,400	25,200	50,400	30,600	41,400
Council Tablets - 4 years	900	6	0	4,800	0	0	0	4,800	0	0	0	4,800
Tablets (replace as needed)	900	4	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Monitors (replace as needed)	210	4	800	800	800	800	800	800	800	800	800	800
Boardroom Audio Equipment Cycle - 8 Years	3,500	2	7,000							7,000		
GIS Printer / Plotter - 7 Years	10,000	1	10,000							10,000		
<b>Servers &amp; Storage</b>												
Primary Server 1	21,000	1		21,000					21,000			
Primary Server 2	21,000	1		21,000					21,000			
Continuity Server 1	17,000	1			17,000					17,000		
Continuity Server 2	17,000	1			17,000					17,000		
Primary Storage Area Network (SAN)	50,000	1		50,000					50,000			
Continuity / Backup Storage	35,000	1				35,000					35,000	
<b>Network Devices</b>												
Core Switches	16,000	4					64,000					
Corporate Access Switches 48-Port	4,500	6			27,000							
Corporate Access Switches 24-Port	2,200	14			30,800							
SCADA Access Switches	1,300	40	52,000								52,000	
Fibre Distribution Switches	15,000	3							45,000			
SFP - Corporate	300	40							12,000			
SFP - Corporate 10G - Fergus/Elora Connect	800	6							4,800			
SFP - Environmental	300	80							24,000			
<b>Wireless Devices</b>												
802.1 Corporate Wireless Access Points	1,300	32	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
802.1 Outdoor Wireless Access Points	2,700	6			16,200						16,200	
802.1 Wireless Controller	4,500	1	4,500					4,500				
<b>Uninterruptible Power Supply Devices (UPS)</b>												
Primary UPS	18,000	1								18,000		
Continuity / Recovery UPS	18,000	1		18,000								
Sportsplex	1,200	1			1,200					1,200		
Fergus Wastewater	1,200	1				1,200					1,200	
Fire Fergus / Elora	1,200	2	2,400					2,400				
Elora Wastewater	1,200	1				1,200					1,200	
<b>Phones</b>												
Telephone Replacement	415	180	95,000									
<b>TOTAL IT EQUIPMENT REPLACEMENT</b>			218,200	170,500	160,700	104,500	111,300	67,400	229,300	137,300	152,900	60,500

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



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
PUBLIC WORKS  
2021 - 2030**

Equipment Description	Inflation Factor = 2% 2021 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Hand Equipment</b>											
Hedge Trimmer - Gas (1)	1,200					1,300					
Weed Eaters (9)	1,500	3,000	3,000	3,200	3,200	3,200	3,400	3,400	3,400	3,600	3,600
Chain Saws (6)	800	1,600	1,600	1,600	1,600	1,800	1,800	1,800	1,800	1,800	2,000
Quick Cut Saws (2)	2,000			2,100		2,200			2,300		2,400
Push Mowers (1)	500	500					600				
<b>Small Equipment</b>											
Hydraulic Water Pump (2)	12,000		12,200	12,500							14,300
Roadside Mower - Colvoy (1) - 2016	23,000		23,500					25,900			
Water Tanks (2)	25,000									58,600	
Compactor (Jumping Jack) (1)	5,000	5,000					5,500				
Sidewalk Sanders (1)	6,500				6,900					7,600	
2008 Bandit Wood Chipper - retire	50,000										
Linemarker Paint Machine	8,000		8,200								9,600
Plate Tamper (1)	4,000	5,800					5,800				
Pressure Washer (2)	17,500				18,600	18,900				20,500	20,900
Utility Trailers (4)	5,000	5,000									
Float Trailer	27,500	27,500									
Grader Packers (4)	25,000	25,000			26,500	27,100				29,300	29,900
Kubota Tractor Snow Blower (2016)	20,000						22,100				
Asphalt Hot Box (2016)	50,000					54,100					
Paving Roller	10,000						11,000				
Gravel Retriever	20,000		20,400								
Provision for Miscellaneous Equipment		3,500	4,000	4,000	4,500	4,500	5,000	5,000	5,500	5,500	6,000
<b>TOTAL EQUIPMENT REPLACEMENT</b>	<b>314,500</b>	<b>76,900</b>	<b>72,900</b>	<b>23,400</b>	<b>61,300</b>	<b>113,100</b>	<b>55,200</b>	<b>36,100</b>	<b>13,000</b>	<b>126,900</b>	<b>88,700</b>



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
FIRE SERVICES  
2021 - 2030**

Equipment Description	Inflation Factor = 2% (1.000)  2021 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>RESCUE &amp; MEDICAL EQUIPMENT</b>											
1 Gas Resuscitators & Detectors	N/A	8,000	-	11,028	-	-	8,833	-	12,176	5,858	-
2 Hydraulic Equipment	N/A	62,500	-	-	10,612	82,265	-	-	-	15,232	-
3 Rescue Equipment	N/A	-	-	3,121	-	12,123	-	31,533	10,798	-	3,585
4 Other	N/A	7,000	14,280	14,982	-	32,473	-	-	11,946	-	12,548
<b>SUPPRESSION EQUIPMENT</b>											
5 Portable Pumps	N/A	12,200	3,774	7,699	-	-	-	-	-	-	-
6 Exhaust Fans	N/A	-	7,140	-	-	3,789	-	-	4,020	-	-
7 Hoses	N/A	-	19,890	4,162	-	24,355	-	4,505	26,420	-	4,780
8 Nozzles	N/A	-	4,488	-	-	19,484	2,650	-	2,297	-	2,868
9 Generators	N/A	-	15,300	6,242	8,490	-	-	-	6,892	-	-
10 Ladders	N/A	-	2,040	2,081	2,122	3,247	-	-	-	-	-
11 Other	N/A	8,600	19,380	6,763	-	16,453	30,914	-	-	7,381	45,772
12 Station Supplies	N/A	14,000	6,120	6,242	-	10,824	6,624	6,757	-	-	7,171
<b>FIREFIGHTER PERSONNEL EQUIPMENT</b>											
13 Radios	N/A	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
15 S.C.B.A. & Cylinders	N/A	-	-	-	9,551	-	-	-	10,338	-	-
16 Bunker Gear	N/A	-	-	-	17,510	80,371	48,580	24,776	12,636	48,331	-
17 Personal Protective Equipment	N/A	-	-	-	23,877	109,596	66,245	33,785	17,230	65,906	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>		<b>118,300</b>	<b>98,532</b>	<b>68,562</b>	<b>78,529</b>	<b>401,474</b>	<b>170,470</b>	<b>108,112</b>	<b>121,646</b>	<b>149,738</b>	<b>83,895</b>



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2021 - 2030**

ITEM	STATION	QTY	2021 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>RESCUE &amp; MEDICAL</b>														
<b>GAS RESUSCITATORS &amp; DETECTORS</b>														
Multi Gas Detector	Elora	2	4,000	5	4,000		4,162			4,416		4,595		
Multi Gas Detector	Fergus	2	4,000	5	4,000		4,162			4,416		4,595		
First-Aid Mannequins		1	5,000	10									5,858	
Rescue litter	Elora	2	1,300	10			1,353					1,493		
Rescue litter	Fergus	2	1,300	10			1,353					1,493		
					8,000	-	11,028	-	-	8,833	-	12,176	5,858	-
<b>HYDRAULIC EQUIPMENT</b>														
Hydraulic Small Power Pack	Elora	1	10,000	15				10,612						
Hydraulic Cutter	Elora	1	18,500	10	18,500									
Hydraulic Spreader	Elora	1	17,000	10	17,000									
Hydraulic Ram - Large	Elora	1	14,000	10	14,000									
Hydraulic Ram - Small	Elora	1	13,000	10	13,000									
Hurst E-Tool Spreader	Fergus	1	16,000	10					17,319					
Hurst E-Tool Cutter	Fergus	1	15,000	10					16,236					
Hurst E-Tool Ram	Fergus	1	13,000	10					14,072					
Hurst E-Tool Combi	Fergus	1	16,000	10					17,319					
Hurst E-Tool Combi	Elora	1	16,000	10					17,319					
Rescue Jack	Fergus	1	6,500	10									7,616	
Rescue Jack	Elora	1	6,500	10									7,616	
					62,500	-	-	10,612	82,265	-	-	-	15,232	-
<b>RESCUE EQUIPMENT</b>														
Full Body Rescue Harnesses	Elora	8	700	10					6,062					
Full Body Rescue Harnesses	Fergus	8	700	10					6,062					
Ice Water Personal Protective Equipment	Elora	5	2,500	8							14,077			
Ice Water Personal Protective Equipment	Fergus	5	2,500	8							14,077			
Marsar Boards	Elora	1	4,700	10								5,399		
Marsar Boards	Fergus	1	4,700	10								5,399		
Personal Floatation Device	Elora	15	400	15										
Personal Floatation Device	Fergus	15	400	15										
Rechargeable Scene Lights	Elora	4	1,500	7			1,561				1,689			1,793
Rechargeable Scene Lights	Fergus	4	1,500	7			1,561				1,689			1,793
					-	-	3,121	-	12,123	-	31,533	10,798	-	3,585



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2021 - 2030**

ITEM	STATION	QTY	2021 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
OTHER															
Air Chisels	Elora	1	2,000	15			2,081								
Air Chisels	Fergus	1	2,000	15			2,081								
Cribbing	Elora	1	7,000	15											
Cribbing	Fergus	1	7,000	15											
Defib	Elora	4	3,500	7	3,500		3,641					4,020		4,183	
Defib	Fergus	4	3,500	7	3,500		3,641					4,020		4,183	
High Pressure Air Bag Set	Elora	1	7,000	10			7,140								
High Pressure Air Bag Set	Fergus	1	7,000	10			7,140								
High Angle Stretcher	Elora	2	1,700	10				1,769					1,953		
High Angle Stretcher	Fergus	2	1,700	10				1,769					1,953		
Vehicle Stabilization Kit	Elora	1	10,000	10					10,824						
Vehicle Stabilization Kit	Fergus	1	10,000	10					10,824						
Drone - DJI Maverick 1	Fergus	1	3,500	5					3,789					4,183	
Drone - DJI Maverick 2	Fergus	1	3,500	5					3,789						
Command Table	Elora	1	1,500	10					1,624						
Command Table	Fergus	1	1,500	10					1,624						
						7,000	14,280	14,982	-	32,473	-	-	11,946	-	12,548
<b>TOTAL RESCUE &amp; MEDICAL</b>						<b>77,500</b>	<b>14,280</b>	<b>29,131</b>	<b>10,612</b>	<b>126,861</b>	<b>8,833</b>	<b>31,533</b>	<b>34,920</b>	<b>21,090</b>	<b>16,134</b>
<b>SUPPRESSION EQUIPMENT</b>															
PORTABLE PUMPS															
Portable Pumps (20hp)	Elora	1	4,800	15	4,800										
Portable Pumps (20hp)	Fergus	1	4,800	15											
Portable Pumps (11hp)	Elora	1	3,700	15				3,849							
Portable Pumps (11hp)	Fergus	2	3,700	15			3,774	3,849							
Wildland Pump	Elora	1	2,500	10	2,500										
Wildland Pump	Fergus	1	2,500	10	2,500										
Salvage Pump	Elora	1	1,200	10	1,200										
Salvage Pump	Fergus	1	1,200	10	1,200										
						12,200	3,774	7,699	-	-	-	-	-	-	-
EXHAUST FANS															
Positive Pressure Fan	Elora	1	3,500	10									4,020		
Positive Pressure Fan	Fergus	2	3,500	10					3,789						
Electronic-Pressure Fan	Elora	2	3,500	15				3,570							
Electronic-Pressure Fan	Fergus	2	3,500	15				3,570							
						-	7,140	-	-	3,789	-	-	4,020	-	-



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2021 - 2030**

ITEM	STATION	QTY	2021 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>HOSES</b>															
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	350	15		1,785			1,894			4,020			
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	350	15		1,785			1,894			4,020			
Fire Hose 2 1/2" 1,000' - 50' lengths	Elora	20	400	15		4,080			4,330			4,595			
Fire Hose 2 1/2" 1,000' - 50' lengths	Fergus	20	400	15		4,080			4,330			4,595			
Fire Hose 4" 1,800' - 100' lengths	Elora	18	800	15		4,080			4,330			4,595			
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15		4,080			4,330			4,595			
Suction Hose	Elora	6	1,000	15			2,081				2,252			2,390	
Suction Hose	Fergus	6	1,000	15			2,081				2,252			2,390	
4" Y Clapper Valve	Elora	1	1,500	15					1,624						
4" Y Clapper Valve	Fergus	1	1,500	15					1,624						
						-	19,890	4,162	-	24,355	-	4,505	26,420	-	4,780
<b>NOZZLES</b>															
Nozzles 1 1/2"	Elora	12	1,000	20		1,020			1,082			1,149			
Nozzles 1 1/2"	Fergus	12	1,000	20		1,020			1,082			1,149			
Nozzles 2 1/2"	Elora	6	1,200	20		1,224				1,325				1,434	
Nozzles 2 1/2"	Fergus	6	1,200	20		1,224				1,325				1,434	
Deck Gun 4"	Elora	1	3,000	15					3,247						
Deck Gun 4"	Fergus	1	3,000	15					3,247						
Blitz Fire	Elora	1	5,000	15					5,412						
Blitz Fire	Fergus	1	5,000	15					5,412						
						-	4,488	-	-	19,484	2,650	-	2,297	-	2,868
<b>GENERATORS</b>															
Portable Generator (6500wt)	Elora	1	7,500	10		7,650									
Portable Generator (6500wt)	Fergus	1	7,500	10		7,650									
Portable Generator (3500wt)	Elora	1	4,000	10				4,245							
Portable Generator (3500wt)	Fergus	1	4,000	10				4,245							
Portable Generator (1500wt)	Elora	2	3,000	10			3,121					3,446			
Portable Generator (1500wt)	Fergus	2	3,000	10			3,121					3,446			
						-	15,300	6,242	8,490	-	-	-	6,892	-	-
<b>LADDERS</b>															
Ladders 36'	Elora	2	1,500	20					1,624						
Ladders 36'	Fergus	1	1,500	20					1,624						
Ladders 24'	Elora	2	1,000	20			1,040								
Ladders 24'	Fergus	2	1,000	20			1,040								
Roof Ladder	Elora	2	1,000	20				1,061							
Roof Ladder	Fergus	2	1,000	20				1,061							
Attic Ladder	Elora	2	1,000	20			1,020								
Attic Ladder	Fergus	2	1,000	20			1,020								
						-	2,040	2,081	2,122	3,247	-	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2021 - 2030**

ITEM	STATION	QTY	2021 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>OTHER</b>														
Chain Saw Vent Master	Elora	1	3,600	10	3,600									4,302
Chain Saw Vent Master	Fergus	1	3,600	10									4,218	
Rescue Circular Saw	Elora	2	2,700	10					2,923					3,227
Rescue Circular Saw	Fergus	1	2,700	10									3,163	
Port-A-Tank (2000 gal)	Elora	1	2,500	15					8,118					
Port-A-Tank (2000 gal)	Fergus	2	2,500	15			2,601							
Pressure Washer	Elora	1	4,000	10		4,080								4,780
Pressure Washer	Fergus	1	4,000	10			4,162							
Air Compressor	Elora	1	5,000	15					5,412					
Air Compressor	Fergus	1	5,000	15	5,000									
Thermal Imaging Camera	Elora	2	14,000	10						15,457				16,731
Thermal Imaging Camera	Fergus	2	14,000	10						15,457				16,731
Fire Safety Trailer (Shared)	Fergus	1	15,000	15			15,300							
					8,600	19,380	6,763	-	16,453	30,914	-	-	7,381	45,772
<b>STATION SUPPLIES</b>														
Snow Blower	Fergus	1	2,000	10	2,000									
Riding Lawnmower	Fergus	1	2,000	10	2,000									
Bunker Gear Washing Machine	Elora	1	10,000	15	10,000									
Bunker Gear Washing Machine	Fergus	1	10,000	15					10,824					
Bunker Gear Dryer	Elora	2	6,000	8			6,120			6,624				7,171
Bunker Gear Dryer	Fergus	2	6,000	8			6,242				6,757			
					14,000	6,120	6,242	-	10,824	6,624	6,757	-	-	7,171
<b>TOTAL SUPPRESSION EQUIPMENT</b>					<b>34,800</b>	<b>78,132</b>	<b>33,189</b>	<b>10,612</b>	<b>78,152</b>	<b>40,189</b>	<b>11,262</b>	<b>39,630</b>	<b>7,381</b>	<b>60,591</b>



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2021 - 2030**

ITEM	STATION	QTY	2021 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>FIREFIGHTER PERSONNEL EQUIPMENT</b>														
<b>RADIOS</b>														
Portable Radios	Elora	15	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Portable Radios	Fergus	19	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
					6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
<b>S.C.B.A. &amp; CYLINDERS</b>														
Self Contain Breathing Apparatus	Elora	17	7,000	15										
Self Contain Breathing Apparatus	Fergus	21	7,000	15										
SCBA Masks	Fergus/Elora	76	900	10				9,551				10,338		
SCBA Cylinders	Elora	17	1,500	15										
SCBA Cylinders	Fergus	21	1,500	15										
SCBA Air Compressor 10hp	Fergus	1	34,000	20										
SCBA Fill Station (3 cylinders)	Fergus	1	12,000	20										
SCBA Cascade (4 cylinders)	Fergus	1	12,000	20										
					-	-	-	9,551	-	-	-	10,338	-	-
<b>BUNKER GEAR</b>														
Bunker Gear	Elora	33	2,750	10				2,918	59,534	12,145	15,485		19,332	
Bunker Gear	Fergus	36	2,750	10				14,592	20,837	36,435	9,291	12,636	28,999	
					-	-	-	17,510	80,371	48,580	24,776	12,636	48,331	-
<b>PERSONAL PROTECTIVE EQUIPMENT</b>														
Personal Protective Equipment	Elora	33	3,750	10				3,980	81,182	16,561	21,116		26,362	
Personal Protective Equipment	Fergus	36	3,750	10				19,898	28,414	49,684	12,669	17,230	39,544	
Boots	CW	8	500	Note 1										
Helmet	CW	29	450	Note 1										
Coveralls	CW	25	330	Note 1										
					-	-	-	23,877	109,596	66,245	33,785	17,230	65,906	-
<b>TOTAL PERSONNEL EQUIPMENT</b>					<b>6,000</b>	<b>6,120</b>	<b>6,242</b>	<b>57,305</b>	<b>196,461</b>	<b>121,449</b>	<b>65,317</b>	<b>47,096</b>	<b>121,267</b>	<b>7,171</b>
<b>GRAND TOTAL - FIRE EQUIPMENT</b>					<b>118,300</b>	<b>98,532</b>	<b>68,562</b>	<b>78,529</b>	<b>401,474</b>	<b>170,470</b>	<b>108,112</b>	<b>121,646</b>	<b>149,738</b>	<b>83,895</b>



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>ELORA COMMUNITY CENTRE</b>													
<b>Site works</b>													
Parking Lot (line painting)													
Sidewalks					20,000								
				-	20,000	-	-	-	-	-	-	-	-
<b>Building Exterior</b>													
Roofing Systems (Facility Capital)									100,000				
Eaves Troughs													
Soffit & Fascia													
Caulking					3,600								
Exterior Walls												50,000	
Windows													
Doors				3,600	2,500								15,000
				3,600	6,100	-	-	-	100,000	-	-	50,000	15,000
<b>Building Interior</b>													
Walls - common and service areas (painting & protective netting)				40,000									
Floors- common and service areas (vinyl & skate tiles)												75,000	
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas													
Appliances - Other													
Concession equipment (small, large & vending machines)													
Cabinetry											29,000		
				40,000	-	-	-	-	-	-	29,000	75,000	-
<b>Electrical Systems</b>													
Distribution Panel - Main/intermediate				4,250									
Transformer				12,000									
Fire Alarm - Panel													
Emergency Lighting					10,000								
Exterior Lighting System													
				16,250	10,000	-	-	-	-	-	-	-	-
<b>Mechanical Systems</b>													
Heating System - common and service areas				7,000									
Exhaust Systems													
Arena Exhaust Fans													
Ice Making System				7,200									
Compressor						48,400		50,000					
Ice Rink De-humidification													75,000
Domestic Water Shut-off Valves and Mains													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Inflation Factor = 2%			(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2021 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic Water - Risers and Laterals			13,200									
Domestic Water - Hot water Boilers and Tanks												
Domestic Water Recirculating System												
Storm Water including Roof Drains				3,700								
Chiller												
Condenser										77,681		
			<b>27,400</b>	<b>3,700</b>	<b>48,400</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>77,681</b>	<b>-</b>	<b>75,000</b>
<b>Various Arena Equipment</b>												
Hockey Nets	2 set	15 years	3,000		3,100							3,600
Lacrosse Nets	2 set	15 years	1,500		1,500							1,800
Ice Surface Edger (propane)	1	5 years	6,000				6,500					7,200
Score Clock	1	15 years	20,000									
30 Second Clocks	2	15 years	4,000									
Power Electrical Box (for shows)	1	20 years	10,000		10,200							
P.A. System- speakers	3	10 years	2,400			7,500						
P.A. System- amplifier	1	10 years	10,000			10,600						
Oscillating Fans	3	15 years	2,000				6,500					
				<b>-</b>	<b>14,800</b>	<b>-</b>	<b>18,100</b>	<b>13,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,600</b>
<b>Lobby Equipment</b>												
Display Case	1	40 years	5,000									
Benches	3	20 years	2,500									
				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Hall Equipment</b>												
Tables 6' rectangle)	50	5 years	125		1,000		1,000		1,000	1,000	1,000	
Tables - round	25	5 years	200		1,000		1,000		1,000	1,000	1,000	
Chairs	300	5 years	50		3,000		3,000		3,000	3,000	3,000	
Sound System	1	10 years	3,000					3,300				
Speakers	2	10 years	1,000					1,100				
Acoustic Tiles	24	10 years	5,000	5,000								
Projector	1	5 years	1,000			1,000				1,100		
Bar Freezer	1	10 years	1,000	1,000				1,100				
Dishwasher	1	10 years	25,000		25,500							
Double Door Fridge	1	10 years	5,000									
Beer Fridge	1	10 years	7,000		7,100							
				<b>6,000</b>	<b>37,600</b>	<b>1,000</b>	<b>5,000</b>	<b>-</b>	<b>7,500</b>	<b>5,000</b>	<b>6,100</b>	<b>-</b>
<b>Cleaning Equipment</b>												
Floor Scrubbers	1	5 years	7,500					8,300				
Snow blower	1	5 years	1,000		1,000				1,100			
Carpet Cleaner	1	7 years	1,000				1,100					



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Floor polisher	1	10 years	2,000	-	1,000	-	-	1,100	8,300	1,100	-	-	-
<b>ELORA COMMUNITY CENTRE SUB-TOTAL</b>				<b>93,250</b>	<b>93,200</b>	<b>49,400</b>	<b>23,100</b>	<b>64,100</b>	<b>115,800</b>	<b>6,100</b>	<b>112,781</b>	<b>125,000</b>	<b>102,600</b>
<b>CENTRE WELLINGTON COMMUNITY SPORTSPLEX</b>													
<b>Building Exterior</b>													
Caulking													
Front Entrance Roof Painting												58,600	
Windows													
Doors					3,300								
				-	3,300	-	-	-	-	-	-	58,600	-
<b>Building Interior</b>													
Ceilings-common and service areas													
Mezzanine upgrades									8,300				
Community hall washroom upgrades													
Fitness change rooms upgrades													
Walls - common and service areas													
Community hall folding door covering repairs													
Floors- common and service areas					24,000	14,000							
Interior Doors - common and service areas				1,800	5,000								
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas					5,000	5,000	5,000						
T.V. Monitor Program						11,000							
Vending Machine							5,100						
Pool Windows											114,900		
Lighting for Streetscape													
Plumbing for Cross Connections													
Floor Scrubber								14,000					
Concession equipment (small, large & vending machines)													
Cabinetry													
Storage Lockers					10,000								
				1,800	44,000	30,000	10,100	14,000	8,300	-	114,900	-	-
<b>Electrical Systems</b>													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel													
Emergency Lighting													
Exterior Lighting System													
Pad B Lighting								54,000					
Door System/Entry System													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Security Surveillance				-	-	-	-	54,000	-	60,000	-	-	-
<b>Mechanical system</b>													
Heating system													
replace pad A arena gas heating													
Dehumidifier - Pad A								71,300					
Exhaust Systems													
Olympia Room Water Heater									20,000				
Unity Hall HVAC													
Pool Office HVAC												35,100	
Domestic Water - Hot Water Boilers and Tanks										33,100			
Domestic Water Recirculating System					1,700								
Condenser Replacement Pad A and Pad B				80,000		83,200							
Compressor Replacement							139,400			168,900			
Domestic Water Treatment System													
Fire Hoses Cabinets													
Sanitary Waste Removal System													
Storm Water including Roof Drains													
				<b>80,000</b>	<b>1,700</b>	<b>83,200</b>	<b>139,400</b>	<b>71,300</b>	<b>53,100</b>	<b>168,900</b>	<b>-</b>	<b>35,100</b>	<b>-</b>
<b>Pad A Arena, Dressing Room Equipment</b>													
Hockey Nets	2 sets	15 years	6,000										
Lacrosse Nets	2 sets	15 years	1,500			1,600					1,700		
Ice Surface Edger	1	5 years	6,000				6,400						
Sound System													
Score Clocks	1	15 years	20,000										
30 Second Clocks	1	15 years	2,000										
Oscillating fan	2	15 years	2,000			2,100							
				-	-	<b>3,700</b>	<b>6,400</b>	-	-	-	<b>1,700</b>	-	-
<b>Pad B Arena, Dressing Room Equipment</b>													
Hockey Nets	2 sets	15 years	3,000	3,000									
Lacrosse Nets	2 sets	15 years	1,500	1,500									
Score Clocks	1	15 years	20,000										
30 Second Clocks	1	15 years	2,000			2,000							
				<b>4,500</b>	<b>2,000</b>	-	-	-	-	-	-	-	-
<b>Aquatic Centre</b>													
Water Slide	1	20 years	25,000				26,500						
Pool Boiler	1	15 years	65,000	65,000									
				<b>65,000</b>	-	-	<b>26,500</b>	-	-	-	-	-	-
<b>Pool Equipment</b>													
Various Pool Toys		varies	250	300			300	300		300		300	



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

			Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2021 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Lifeguard Equipment		varies	750	800			800	800		800		900	
Various Pool Equipment		varies	5,500	5,500			5,800	6,000		6,200		6,400	
Aquafit Equipment		varies	575	600			600	600		600		700	
Pool Maintenance Equipment		varies	5,000	5,000			5,300	5,400		5,600		5,900	
				<b>12,200</b>	-	-	<b>12,800</b>	<b>13,100</b>	-	<b>13,500</b>	-	<b>14,200</b>	-
<b>Hall Equipment</b>													
Tables - 8' rectangle	50	5 years	130	1,000	1,000	1,000		1,000		1,000		2,000	
Tables - round	35	5 years	200	1,400	1,400	1,400		1,400		1,400		1,400	
Chairs	500	5 years	50	2,500	2,500	2,500		2,500		2,500		2,500	
Sound System	1	10 years	3,000									3,500	15,000
Speakers	4	10 years	500										15,000
Flooring VCT	921 sq.m	15 years	60,000		61,200								
Dishwasher	1	10 years	50,000										
Convection Ovens	1	10 years	7,000				7,400						
Stovetop Ovens	1	10 years	21,000			21,800							
Double Door Fridge	3	10 years	5,000										
Freezers	2	10 years	3,500										
Dividing Wall	1	30 years	75,000						82,800				
				<b>4,900</b>	<b>66,100</b>	<b>26,700</b>	<b>7,400</b>	<b>4,900</b>	<b>82,800</b>	<b>4,900</b>	-	<b>9,400</b>	<b>30,000</b>
<b>Cleaning Equipment</b>													
Snow blower	1	5 years	1,000					1,100					
Floor Scrubber - Small	1	5 years	13,000			13,500							13,100
Floor Scrubber - 20"	1	5 years	9,000				9,600					10,500	
Floor Scrubber - 28"	1	5 years	11,000				11,700					12,900	
				-	-	<b>13,500</b>	<b>21,300</b>	<b>1,100</b>	-	-	-	<b>23,400</b>	<b>13,100</b>
<b>Weight Room / Fitness Equipment</b>													
Weight Equipment		varies	15,000	15,000				16,200			17,200		17,900
Women's Sauna	1	7 years	5,000					5,400					
Men's Sauna	1	7 years	5,000			5,200							
Cardio Equipment		varies	35,000	35,000	35,700				38,600		40,200		
				<b>50,000</b>	<b>35,700</b>	<b>5,200</b>	-	<b>21,600</b>	<b>38,600</b>	-	<b>57,400</b>	-	<b>17,900</b>
Digital Signs for Sportsplex	2	10 years	110,000	110,000									
<b>CWCS SUB-TOTAL</b>													
				<b>328,400</b>	<b>152,800</b>	<b>162,300</b>	<b>223,900</b>	<b>180,000</b>	<b>182,800</b>	<b>247,300</b>	<b>174,000</b>	<b>140,700</b>	<b>61,000</b>
<b>VICTORIA PARK SENIOR CENTRE</b>													
<b>Site Works</b>													
Sidewalks				6,000									15,000
				<b>6,000</b>	-	-	-	-	-	-	-	-	<b>15,000</b>



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

		Inflation Factor = 2%	(1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>Building Exterior</b>													
Re-roof with shingles and flat roofs		35 years											
Eaves Troughs		20 years											
Soffit & Fascia		35 years											
Exterior Walls													
			-	-	-	-	-	-	-	-	-	-	-
<b>Building Interior</b>													
Ceilings-common and service areas													
Walls - common and service areas													
Floors- common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas					5,000								
Appliances - Other											50,000		
Cabinetry													40,000
Countertops													15,000
			-	-	5,000	-	-	-	-	-	50,000	55,000	
<b>Electrical System</b>													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel					5,000								
Fire Alarm System - Pull stations													
Emergency Lighting													
Exterior Lighting System											10,000		
Door System/Entry System													
Security Surveillance				2,100									
			-	2,100	5,000	-	-	-	-	-	10,000	-	
<b>Mechanical Systems</b>													
Air Make-up Systems													
Domestic Water Shut-off Valves and Mains			3,600										
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks				1,200					10,000				
Domestic Water Recirculating System				1,100									
Domestic Water Treatment System													
Air conditioning unit													
Other (Sump Pumps)													
			3,600	2,300	-	-	-	10,000	-	-	-	-	
<b>VICTORIA PARK SENIOR CENTRE SUB-TOTAL</b>													
			9,600	4,400	10,000	-	-	10,000	-	-	60,000	70,000	
<b>FERGUS GRAND THEATRE</b>													
<b>Site Work</b>													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Inflation Factor = 2%			(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2021 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Sidewalks				-	-	-	-	-	-	-	-	-	-
<b>Building Exterior</b>													
Roof system													
front metal canopy		25 years											
main & secondary roof (EPDM)		25 years											
Caulking													
Eaves		30 years											
Exterior Walls													
Windows													
Doors				3,600					10,000				
				<b>3,600</b>	-	-	-	-	<b>10,000</b>	-	-	-	-
<b>Building Interior</b>													
Ceilings-common and service areas		10 years						15,000					
Walls - common and service areas		5 years											
Floors- common and service areas		5 years	30,000					4,200			34,500		
Plumbing Fixtures - common and service areas				4,800									
				<b>4,800</b>	-	-	-	<b>19,200</b>	-	-	<b>34,500</b>	-	-
<b>Electrical Systems</b>													
Distribution Panel - Main/intermediate													
Emergency Lighting													
Exterior Lighting System													
				-	-	-	-	-	-	-	-	-	-
<b>Mechanical Systems</b>													
Heating System - common and service areas			95,000						50,000	50,000			
Domestic Water Shut-off Valves and Mains				2,400									
Domestic Water - Risers and Laterals				4,600									
Domestic Water - Hot water Boilers and Tanks			1,200	1,200							1,400		
Storm Water including Roof Drains													
				<b>8,200</b>	-	-	-	-	<b>50,000</b>	<b>50,000</b>	<b>1,400</b>	-	-
<b>Lighting</b>													
SL 15/32's	5	10 years	2,000		10,200								
SL 23/50's	10	10 years	2,000	20,000									
Source 4 Jr Zooms	18	10 years	2,000		36,700								
6" Rama Fresnels	10	10 years	1,500		15,300								
S4 PARnels	12	10 years	1,500			18,700							
8" Fresnels	6	10 years	1,500			9,400							
Acclaim 18-34 zooms	2	10 years	2,000				4,200						
V-bar LED's	12	10 years	2,000										



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description			Inflation Factor = 2%										
			(1.000) 2021 UNIT COST	(1.000) 2021	(1.020) 2022	(1.040) 2023	(1.061) 2024	(1.082) 2025	(1.104) 2026	(1.126) 2027	(1.149) 2028	(1.172) 2029	(1.195) 2030
QTY	LIFE												
Fogger/Hazer	10 years	1,000										1,200	
CD80 Dimmer Rack, dimmers	10 years	10,000											
				<b>20,000</b>	<b>62,200</b>	<b>28,100</b>	<b>4,200</b>	-	-	-	-	<b>1,200</b>	
<b>A/V</b>													
Digital Projector	10 years	10,000			10,400								
DVD Player	10 years	500										600	
Large Screen	30 years	15,000											
Small Screen	30 years	1,500											
				-	-	<b>10,400</b>	-	-	-	-	-	<b>600</b>	
<b>Sound</b>													
Digital Snake													
Fan Snake	10 years												
Sound Board	5 years												
Lav Packs/receivers	2	5 years	1,000	2,000									
Wireless SM 58 kit		5 years	4,000		4,100								
Amp Rack													
Digital Crossover	10 years												
EV ELX 15" Monitors	2	10 years	1,000		2,000								
EV ZLX Powered Monitors	2	10 years	1,000							1,100			
SM 58 Mics	9	10 years	400	3,600									
SM 57 Mics	6	10 years	400	2,400									
Drum mic kit		10 years	1,500										
QSC K10 Speakers		10 years	1,000										
				<b>8,000</b>	<b>6,100</b>	-	-	-	-	-	<b>1,100</b>	-	
<b>Communications</b>													
Clear-com main stn		10 years	2,500										
Headsets	8	5 years	500	4,000									
Belt packs	6	5 years	500	3,000									
Wireless batteries/charger		5 years	200										
Wireless belt packs	2	5 years	1,000	2,000									
Wireless headsets	4	5 years	1,000	4,000									
House Manager's Clear-com		10 years	500										
				<b>13,000</b>	-	-	-	-	-	-	-	-	
<b>Ladders</b>													
FOH A-Frame Ladder		5 years	1,500	-	-	-	-	-	-	-	-	-	



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>FERGUS GRAND THEATRE SUB-TOTAL</b>					<b>57,600</b>	<b>68,300</b>	<b>38,500</b>	<b>4,200</b>	<b>19,200</b>	<b>60,000</b>	<b>50,000</b>	<b>37,000</b>	<b>-</b>	<b>1,800</b>
<b>BELWOOD HALL</b>														
<b>Site Work</b>														
Sidewalks					-	-	-	-	-	-	-	-	-	-
<b>Building Exterior</b>														
Paint siding														
Replace metal roof on entire building (\$22,500 in 2007)					25,000								29,300	
Eaves trough - Soffit & Fascia (\$3,500 in 2007)														18,000
Windows (\$16,800 in 2007)					20,000									
Siding board & batten (\$17,750 in 2007)					20,000									
Caulking														
Doors												17,200		
					<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,200</b>	<b>29,300</b>	<b>18,000</b>
<b>Building Interior</b>														
Ceilings - common and services areas														
Floors - common and service areas					5,000			25,000	30,000					
Lighting Fixtures - common and service areas							10,000							
Plumbing Fixtures - common and service areas						2,500								
Stage Curtains														9,000
Double Door Fridge					5,000									8,000
Appliances - Other												1,000		
					<b>10,000</b>	<b>2,500</b>	<b>10,000</b>	<b>25,000</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>17,000</b>
<b>Electrical System</b>														
Distribution Panel - Main/intermediate														
Emergency Lighting														
					<b>-</b>									
<b>Mechanical System</b>														
Heating System - common and service areas										15,000				
Domestic Water Supply and Distribution														
Domestic Water - Risers and Laterals														
Domestic Water Treatment System														
Sanitary Waste Removal System											50,000			
					<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BELWOOD HALL SUB-TOTAL</b>					<b>50,000</b>	<b>2,500</b>	<b>10,000</b>	<b>25,000</b>	<b>30,000</b>	<b>15,000</b>	<b>50,000</b>	<b>18,200</b>	<b>29,300</b>	<b>35,000</b>



**TOWNSHIP OF CENTRE WELLINGTON  
 FACILITIES EQUIPMENT REPLACEMENT FORECAST  
 PARKS & RECREATION  
 2021 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>CWCS CAMPGROUND WASHROOM</b>													
<b>Building Exterior</b>													
Roof systems													30,000
Soffit and fascia													15,000
<b>Building Interior</b>													
Walls - common and service areas											23,000		
				-	-	-	-	-	-	-	23,000	-	45,000
<b>CWCS CAMPGROUND SUB-TOTAL</b>				-	-	-	-	-	-	-	23,000	-	45,000
<b>TOTAL EQUIPMENT REPLACEMENT</b>				538,850	321,200	270,200	276,200	293,300	383,600	353,400	364,981	355,000	315,400



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% (1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>GENERAL PARK</b>														
<b>Bleachers</b>														
CWSC Grounds (80 seat unit)	30	old	10 years	26,000				27,600	56,200				29,900	
Elora CC Diamonds (40 seat unit)	5	old	10 years	3,000	3,000					3,300	3,400	3,400		
Elora Lion's Park (40 seat unit)	3	old	10 years	3,000	3,000					3,300				
Forfar Park (60 seat ut) - <b>DO NOT REPLACE</b>	2	old	10 years	3,000										
Highland Park - Tye (80 seat unit)	6	old	10 years	8,000	8,000					8,800		9,200		
Highland Park - (40 seat unit)	4	old	10 years	3,000		3,100					3,400			
Belwood Ball Diamond (80 seat unit)	3	old	10 years	8,000										
St Mary's School (40 seat unit)	2	old	10 years	3,000										
					14,000	3,100	-	27,600	56,200	15,400	6,800	42,500	-	-
<b>Benches &amp; Tables</b>														
Picnic Tables (various locations)	50	old	10 years	500	10,000				2,000	1,200		4,800		
Park Benches	25	old	10 years	600	600					700				
Garbage Cans (with Lids)	160	old	2 years	30	5,000		5,000		5,000		5,000		5,000	
					15,600	-	5,000	-	7,000	1,900	5,000	4,800	5,000	-
<b>Fencing</b>														
Fencing					-	-	-	-	-	-	-	-	-	-
<b>Tennis Courts</b>														
Tower Street Tennis Courts (TSTC) - fencing		1999	20 years	25,000				26,500						
TSTC - Re-colour coat surface		2010	10 years	25,000										
TSTC - Re-asphalt & colour surface			15 years	32,000			32,600							
TSTC - Replace lights		old	15 years	45,000			45,900							
CWSCS - fencing		2009	20 years	25,000										
CWSCS - re-colour coat surface		2009	5 years	7,500				8,000					8,800	
CWSCS - Re-asphalt & re-colour coat		2009	15 years	65,000	65,000									
CWSCS - replace lights		2009	15 years	45,000								51,700		
					65,000	78,500	-	34,500	-	-	-	51,700	8,800	-
<b>Light Towers</b>														
ECC Diamonds - "A"		old	2018	100,000							112,600			
ECC Diamonds - "B"		old	2019	100,000					108,200					
CWSC - Hardball		old	2013	80,000										
Victoria Park Soccer		2003	2020	120,000									137,800	
Victoria Park Rugby/Soccer		2003	2020	40,000									45,900	
Tye/Highland Park Diamonds		old	2015	100,000				106,100						
Belwood Ball Diamond		1997	2021	100,000							112,600			
					-	-	-	106,100	108,200	-	225,200	183,700	-	-



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%		(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
<b>Shelters (25 years)</b>																
Elora Community Centre	1	1990	25 years	50,000					52,000							
CWSC Centre	1	old		40,000					42,400							
Bissell Park	1	1995	25 years	40,000										45,900		
Hoffer Park	1	old	25 years	20,000				20,400								
Confederation Park	1	old	25 years	10,000		10,000										
Veteran's Park (Salem) - <b>DO NOT REPLACE</b>	1	old	25 years	35,000												
Maple Park (Belwood)	1	old	10 years	50,000												
						10,000		20,400	52,000	42,400	-	-	-	45,900	-	-
<b>Playground Equipment</b>																
Belwood - Douglas Park (swings, spring toy, structure & slide)			15 years	50,000		50,000										
Belwood - Maple Park (swings & slide)	1	2014	15 years	75,000												
ECC - play equipment	1		15 years	200,000							220,800					
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	15 years	75,000												
Elora - O'Brien Park ( <b>rubber flooring - \$90,000</b> )	1		15 years	100,000		190,000										
Elora - Keating Park - play equipment	1	2015	15 years	45,000												
Elora - Drimmie Park - play equipment	1		15 years	100,000												119,500
Elora - Foote Park - play equipment	1		15 years	50,000					52,000							
Elora - Southridge - play equipment	1	2014	15 years	200,000												
CWCS - play equipment	1		15 years	150,000				120,000								
Fergus - Strathallan park - play equipment	1		15 years	75,000									84,500			
Fergus- Victoria Park (play structure)	1		15 years	150,000					159,200							
Fergus - Tait Park - play equipment	1	2019	15 years	50,000												
Fergus- Stait Park - play equipment	1		15 years	200,000												239,000
Fergus- Graham Park	1		15 years	50,000		50,000										
Fergus- Ferrier Park (play structure)	1		15 years	75,000		75,000										
Fergus- Wilkie Park (play structure)	1		15 years	75,000										100,000		
Fergus- Confederation Park (play structure)	1		15 years	50,000												
Fergus - Webster Park - play equipment	1	2008	15 years	50,000								55,200				
Fergus - Webster park - arch climber	1		15 years	4,000					4,200							
Fergus - Beatty Park - play equipment	1	2008	15 years	75,000				78,000								
Fergus - Holman Park - play equipment	1	2008	15 years	50,000						54,100						
Fergus - Strathlea - play equipment	1	2015	15 years	150,000												
Fergus - Westminster - play equipment	1	2015	15 years	200,000												
Salem - Veteran's Park - play equipment & swings	1	2018	15 years	50,000												
Elora - Elora Meadows Park - play equip	1	2018	15 years	140,000												
Fergus - Gibbons Drive Park - play equip	1	2019	15 years	75,000												
Fergus - Revell Park - play equip	1	2019	15 years	60,000												
						365,000		120,000	130,000	163,400	54,100	276,000	84,500	100,000	-	358,500



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%	(1.000) 2021 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
						2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>SPORT SPECIFIC EQUIPMENT</b>															
<b>Backstops (Baseball)</b>															
Forfar Park Diamond - DO NOT REPLACE	1		not replace												
Tye/Highland Park Diamond	1	old	15 years		50,000			52,000							
Highland Park - small dia.	2	2002	15 years		5,000		10,200								
Webster Park	1	old													
St. Mary's School Diamond	1	2000	15 years		10,000										12,000
Belwood Diamond - DO NOT REPLACE	1	old	15 years		50,000										
ECC Diamonds A	1	old	15 years		50,000					54,100					
ECC Diamond B	1	old	15 years		50,000			52,000							
FCC Diamond	1	old	15 years		50,000						55,200				
						-	10,200	104,000	-	54,100	55,200	-	-	-	12,000
<b>Portable/Permanent Uprights (Soccer/Rugby/Basketball)</b>															
Soccer- Victoria Park North	1	set	2002 10 years		7,000		7,100								
Soccer- Victoria Park South	1	set	2002 10 years		7,000									8,200	
Soccer- Victoria Park West	1	set	2003 10 years		7,000		7,100								
Soccer- Strathallan Park	1	set	old 10 years		3,000					3,200					
Soccer- CWCS Grounds	2	set	old 10 years		5,000					5,400					
Basketball- Belwood Ball Diam	1	net	old 10 years		4,000						4,400				
Basketball - Douglas Park	1	net	old 10 years		4,000					4,300					
Basketball- Elora CC	2	nets	old 10 years		8,000					8,700					
						-	14,200	-	-	21,600	4,400	-	-	8,200	-
<b>Ramps &amp; Other Equipment (Skateboard)</b>															
CWCS Skateboard park	1	old	15 years		80,000	-	81,600	-	-	-	-	-	-	-	-
ECC Skateboard park	1	2019	30 Years		400,000	-	81,600	-	-	-	-	-	-	-	-
						-	81,600	-	-	-	-	-	-	-	-
<b>Splash Pads</b>															
Elora - O'Brien Park	1	2020	15 years		315,000										
Fergus - Milburn Park	1	2014	15 years		300,000									351,500	
						-	-	-	-	-	-	-	-	351,500	-



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2021 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2021 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
<b>REPAIR &amp; MAINTENANCE EQUIPMENT</b>															
<b>Lawn Mowers &amp; Weed Eaters</b>															
Weedeaters (2 per 2 years)	4	vary	4 years	500	1,000			1,000			1,200	1,200			1,200
Hand Mowers (1 per 4 years)	2	old	4 years	800	800			800		900		900		900	
Large Aerator	1	2015	10 yrs	12,000						13,000					
Aerator	1	old	5 years	2,000							2,200				
Lawn Roller	1	old	5 years	5,000				5,300						5,900	
FCC Ball Groomer	1	old	5 years	10,000				10,400					11,500		
ECC Ball Groomer	1	old	5 years	10,000				10,400					11,500		
					1,800	-		22,600	5,300	13,900	3,400	2,100	23,000	6,800	1,200
<b>Greenhouses</b>															
Polyhouse	2	2006	10 years	6,000	12,000										
Poly for Greenhouse				8,000	8,000						8,800				
Benches				10,000			10,200								
Heaters	5	2006	10 years	1,500	7,500						8,800				
					27,500	10,200	-	-	-	-	8,800	-	-	-	-
<b>Signage</b>															
Parks By-Laws		Operating Budget													
Park Identification		Capital Budget													
<b>TOTAL EQUIPMENT REPLACEMENT</b>					<b>498,900</b>	<b>338,200</b>	<b>365,600</b>	<b>379,300</b>	<b>315,100</b>	<b>365,100</b>	<b>323,600</b>	<b>451,600</b>	<b>380,300</b>	<b>371,700</b>	



**ENVIRONMENTAL  
SUPPORTED EQUIPMENT  
REPLACEMENT  
FORECAST**

**2021 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2021 - 2030**

Equipment Description	Qty	2021 COST	Inflation Factor = 2%									
			(1.000) 2021	(1.020) 2022	(1.040) 2023	(1.061) 2024	(1.082) 2025	(1.104) 2026	(1.126) 2027	(1.149) 2028	(1.172) 2029	(1.195) 2030
<b>WATER SERVICES</b>												
Quick Cut Saw (1)	1	1,500	1,500					1,600				1,800
Asphalt Saw (1)	1	700				700					800	
Tapping Machine (1)	1	3,000							3,300			
Large Generator (2)	2	80,000		163,200								
Locator Equipment	1	5,000				5,300					5,900	
Leak Detection System	1	25,000			26,000							
Small Generators (4)	4	1,500				6,400					7,200	
Watermain Flushing Meter (2) - 2015	2	2,200		2,200				2,400		2,500		2,600
Hydrant Transmitters (3) - 2015	3	10,000	30,000			31,800				33,900		36,000
Valve Turner - 2011	1	35,000			36,400							
Compactor (Jumping Jack)	1	7,000				7,400					8,200	
<b>WATER - SPCS</b>												
Locator Equipment (Hetek) - 2015	1	5,000	5,000						5,500			
Uninterruptible Power Supply Batteries - Water	14	250				4,200					4,200	
Uninterruptible Power Supply Devices (14) - Water	14	1,400				21,000						
Handheld - Water Meter Reader - 2015 (R900 Belt Clip with Tablet)	1	6,000	6,000									
Handheld - Water Meter Reader - CW Hydro - retire	1	6,000										
Handheld - Water Meter Reader - SPCS Backup	1	6,000						6,600				
2" Backflow Device (2)	2	1,500	1,500					1,700				
Backflow Testing Device	1	3,000						3,300				
MRX-920 Mobile Data Collector	1	20,000										23,900
2 Inch Water Meters with Pit Meter Heads (4)	4	1,250					1,400					1,500
Water Bottle Fill Stations (5)	5	3,500										
Provision for Miscellaneous Equipment			6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500
<b>TOTAL - WATER</b>			50,500	172,400	69,400	83,800	12,900	27,900	44,400	12,200	30,600	74,300
<b>WASTEWATER SERVICES</b>												
Sewer Machine - Flex Rods (Electric) (1)	1	2,000										2,400
Small Generator (3)	3	1,500					4,900					5,400
Lateral Hand Sewer Camera (1)	1	10,000	10,000					11,000				
Mainline Sewer Camera (1)	1	90,000			93,600							
Uninterruptible Power Supply Batteries - Wastewater	24	250	7,200				7,200				7,200	
Uninterruptible Power Supply Devices - Wastewater	24	1,300	31,200								36,000	
Weed Eater (2)	2	2,000		2,000			2,200		2,300			2,400
Hydraulic Ram Set	1	2,500										
Large Generator - Lift Station (1)	1	50,000						55,200				
Truck Snow Blade - 2015	1	8,500								9,800		
2 x 4" Pumps with Hoses, Control Box and Cord (1 Fergus & 1 Elora)	2	7,500						16,600				
Quickcut and Trolley	1	2,000								2,300		
"Big Blue" Trailer Pump and Hose- all 6"	1	70,000				74,300						
Vactor Heads/Guns/Accessories/Spares	1	20,000					21,600					
Welders	2	5,000	5,000		5,200							6,000

Equipment Description	Qty	2021 COST	Inflation Factor = 2%									
			(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Motorized Pipe Vise and Threading Tools	1	7,000		7,100								
Davit Arms and Chainfalls/Spec Chain	1	15,000	5,000	5,100	5,200	5,300	5,400	5,533	5,633	5,733	5,867	5,967
Appliances Fridges/Stoves/Microwaves	1	1,500	150	150	160	160	160	170	170	170	180	180
2" Pumps x 3 and Hoses	3	1,700	1,700				1,800	1,900				2,000
Spare Submersible Pumps from Lift Stations	1	26,000										
Sewer Push Camera	1	5,500								6,300		
Line Locators/Equipment	1	11,000	11,000									
Chem pump-LPS	1	2,000					2,200					
Snowblowers (1 Elora, 1 Fergus)	2	2,250			2,300		2,400					2,700
Portable Gensets/Inverters	5	2,000	2,000		2,100		2,200		2,300		2,300	
Air Compressor - Large (Fergus)	1	4,000	4,000								600	600
Air Compressor - Small (Elora & Spills Trailer)	2	500	500			500	500			600	600	
Provision for Miscellaneous Equipment			6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500
<b>WASTE WATER TREATMENT PLANTS</b>												
Fergus A-frame	1	15,000					16,200					
Elora A-frame	1	15,000										
Various Utility Hoists	6	3,000	3,000		3,100		3,200		3,400		3,500	
Utility Hoist - 2 Ton	1	8,000	8,000									
3 Lab Quality Microscopes	3	2,500		2,600						2,900		
Education Trailer Contents	1	10,000										
Lab Equipment	1	30,000	3,000	3,060	3,120	3,180	3,250	3,310	3,380	3,450	3,510	3,590
Hoses- 1",2",2.5",3",4"	1	2,000	2,000					2,200				
Engine Hoist	1	1,500					1,600					
UV/FE Testing Equip/Units	1	6,000						6,600				
Composite Samplers - Final Effluent x 2	2	8,000	8,000		8,300						9,400	
Composite Samplers x 4	4	4,000	4,000				4,300				4,700	
Trailers x 2 (1 spills, 1 education)	2	10,000			10,400				11,000			
Trailer - Landscape	1	6,000				6,400						
Flammable Cabinet	2	4,500	4,500					5,000				
Washer and Dryer	1	2,500				2,700						3,000
Bug Zapper Lamps - 3x Fergus, 3 x Elora	6	1,000					6,600					
Provision for Miscellaneous Equipment			8,000	9,000	9,000	9,000	10,000	10,000	10,000	10,500	10,500	10,500
<b>TOTAL - WASTEWATER</b>			124,750	36,010	149,480	108,540	103,210	136,013	35,183	49,753	92,257	52,637
<b>TOTAL EQUIPMENT REPLACEMENT</b>			175,250	208,410	218,880	192,340	116,110	163,913	79,583	61,953	122,857	126,937
<b>Reserve Forecast</b>												
January 1 Reserve Balance			702,200	611,950	493,540	369,660	278,320	269,210	218,297	258,713	323,760	335,903
Less: Equipment replacements			(175,250)	(208,410)	(218,880)	(192,340)	(116,110)	(163,913)	(79,583)	(61,953)	(122,857)	(126,937)
Less: WWTP equipment replacements included in capital budget			-	-	-	-	-	-	-	-	-	-
Add: Revenues from sale of equipment			-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution			85,000	90,000	95,000	101,000	107,000	113,000	120,000	127,000	135,000	143,000
December 31 Reserve Balance			611,950	493,540	369,660	278,320	269,210	218,297	258,713	323,760	335,903	351,967



# **10-YEAR CAPITAL FORECAST**

**2021 BUDGET**



## 10-Year Capital Forecast Summary

In addition to the capital budget, the Township prepares a 10-year capital forecast for inclusion in the annual budget process. Staff obtains approval for the first three years of the capital forecast. This means that 2021 capital projects are approved by Council, and 2022/2023 capital projects have preliminary approval. Priority capital projects can move forward with design and tendering prior to the year of construction to take advantage of favourable construction pricing. In addition, since capital projects often impact future operating budgets, any potential operating impacts are reflected in the 3-year operating forecast.

The development of a 10-year capital forecast is sound financial planning, as it provides:

- A roadmap for future capital projects;
- Identifies areas of opportunity and risk;
- Communicates the direction to the community;
- Takes advantage of favourable construction prices; and
- Stimulates discussion concerning the long-term impact of decisions made today on future services as well as operational challenges moving forward.

The 10-year capital forecast is a living document that changes due to many uncontrollable and diverse factors, including:

- New information (i.e. recent studies and master plans);
- Grant opportunities;
- New legislation/regulations;
- Economic conditions;
- Development/Growth;
- Environmental factors (i.e. climate change); and
- Political support.

### Determining Capital Priorities

As discussed in the asset management introduction section, there is a calculation of asset risk/criticality within the asset management plan that assists staff in determining capital priorities for inclusion within the capital forecast. In addition to this calculation, other factors that assist in determining capital priorities include:

- Priorities included within the Township's Strategic Plan;
- Financing restrictions (see below);
- Determination if the project is mandatory;

- Project criticality due to health and safety or service disruption reasons;
- Potential future efficiencies or cost savings; and
- Normal lifecycle replacement.

### Master Plans/Studies

The Township has numerous master plans and other studies that provide invaluable information regarding capital needs.

- Strategic Plan;
- Development Charges Background Study;
- Asset Management Plan;
- Condition Assessments (i.e. roads and bridges);
- Fire Master Plan;
- Parks, Recreation, & Culture Master Plan;
- Trails Master Plan;
- Culture Action Plan;
- Transportation Master Plan; and
- Long-term Water Supply Master Plan.

The recommendations in these master plans/studies span, at a minimum, 10 years and in some cases, over 20 years. The recommendations affecting the 2021 to 2030 period have been incorporated into the capital forecast.

### Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast have been fully funded. From a tax supported capital perspective, this is based on minimum expected funding available of approximately \$4 million per year (from taxation, gas tax, and OLG funding). However due to COVID-19, the 2021 and 2022 forecasted amounts for OLG funding available (and therefore the minimum funding available) have been reduced accordingly for those years. For waterworks and wastewater, the first 9 years are funded through water and wastewater capital reserves. The tenth year in the forecast is not fundable, as it is used as a “holding year” for future projects identified by staff.

### Development Related Infrastructure

The anticipated timing of specific development within the Township was discussed by staff early in the creation of the 2021 budget. This is important as there is development related infrastructure within the capital forecast that has both a cash flow and financial impact on the Township. Most projects have been positioned in the tenth year of the 10-year capital forecast, and their descriptions in the capital budget are followed by



“{SFA}”. Given the substantial cost required to fund these development related projects, it has been assumed that all growth-related costs associated with these projects will be 100% front-end funded through a service financing agreement (SFA) with the applicable developer(s). If/when applicable developers are approved to initiate their development, SFA discussions will take place and applicable capital projects will be re-positioned in the 10-year capital forecast according to the terms of the agreement.

Development Charges (DC) Forecast

As discussed in the 2021 capital budget section, the Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For each year in the 10-year capital forecast, a maximum target DC funding available of \$1.5 million annually was used. This was determined based on anticipated DC proceeds received from developers annually (based on projected development), as well as the projected use of DCs to fund growth related debt.

2022 and 2023 Project Highlights

The following represents project highlights for years 2022 and 2023. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2021.

**2022 Capital Project Highlights**

<b>Project</b>	<b>Amount</b>
Replacement of First Line bridge over the Irvine Creek (structure 24-WG)	\$2,700,000
Replacement of the Middlebrook Place Boundary Road Culvert (structure 170160)	300,000
Rehabilitation of Sideroad 4 bridge (structure 14-P)	170,000
Rehabilitation of Fifth Line bridge (structure 4-E)	190,000
Paving Eighth Line E from WR 21 to Sideroad 10	600,000
Reconstruction of St George St E from Herrick St to Gartshore St in Fergus	2,115,000
Construction of a washroom in Hoffer Park (Elora)	150,000
Two multi-use courts in Elora	160,000
Upgrades to various Community Services’ facilities for barrier free path of travel	245,000

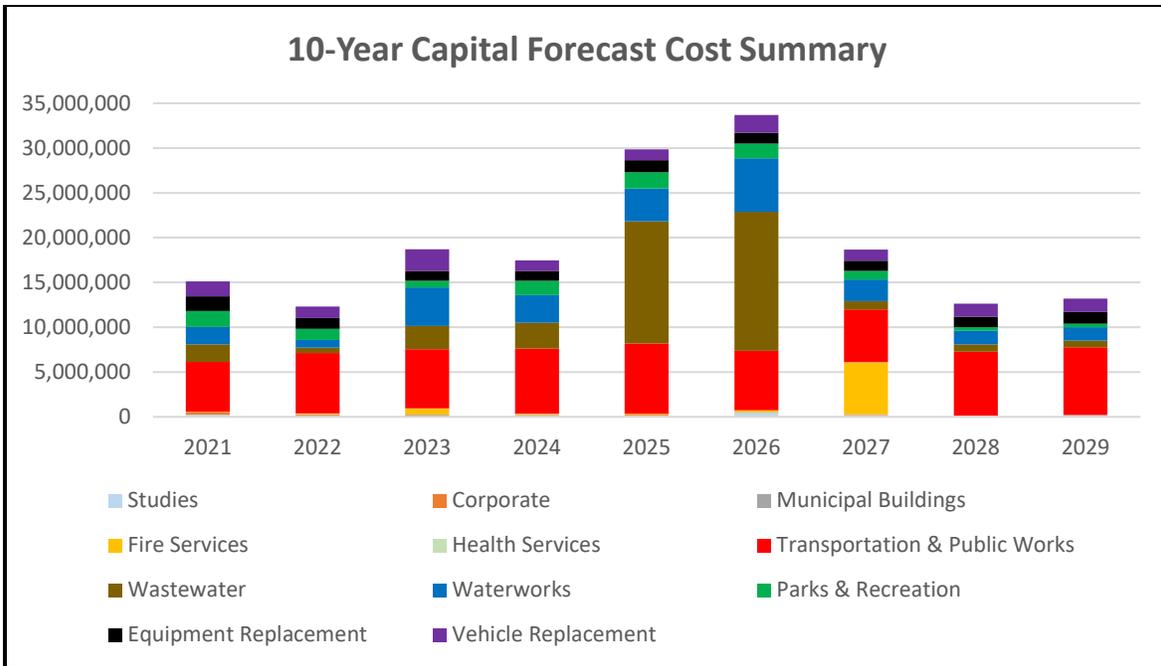


## 2023 Capital Project Highlights

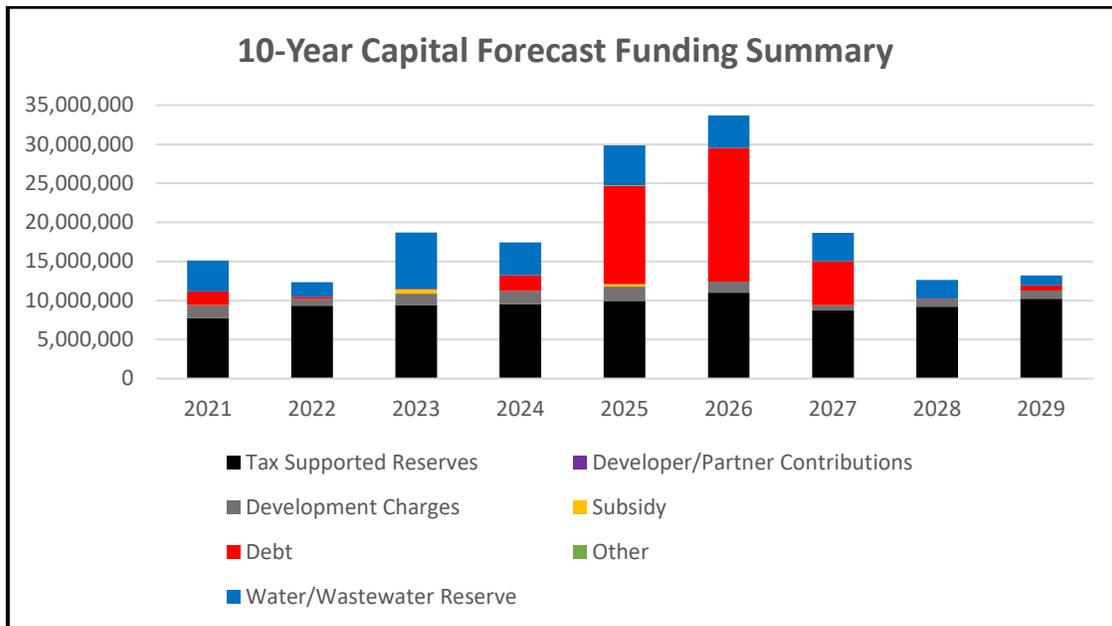
Project	Amount
Replacement of Fifth Line bridge over the Irvine Creek (structure 16-WG)	\$1,300,000
Rehabilitation of the pedestrian bridge behind the Fergus Grand Theatre (structure 4-F)	135,000
Rehabilitation of Fourth Line bridge (structure 3-WG)	370,000
Replacement of East West Garafraxa Townline Culvert (structure 0016)	300,000
Rehabilitation of Middlebrook Rd bridge (structure 18-P)	90,000
Rehabilitation of Fifth Line bridge (structure 4-E)	190,000
Paving Eighth Line E from Sideroad 14 to Sideroad 10	680,000
Rural road upgrades - application of additional maintenance gravel	325,000
Reconstruction and upgrades to Carlton Place from Metcalfe St to Victoria St in Elora	762,500
Reconstruction of Hill St E from Herrick St to Gartshore St in Fergus	1,740,000
Reconstruction of St David St N from St Andrew St to Garafraxa St in Fergus	1,830,000
Redesign of soccer field, and parking lot development at Strathallan Park in Fergus	140,000
Watermain replacement on McNab St from High St to Bridge St in Elora	1,120,000

The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2030) has been removed because it is not fundable, as it is used as a “holding year” for future projects identified by staff.





The graph below shows the distribution of project funding by category/department over the forecast period. Again, year 10 (i.e. 2030) has been removed because it is not fundable, as it is used as a “holding year” for future projects identified by staff.



In years of significant capital (i.e. 2025 and 2026), additional capital is possible due to anticipated proposed debt financing. For more analysis on debt (both current and proposed debt), please refer to the “other information” at the end of this document.

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





# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>STUDIES</b>											
Studies											
2013-019 - Update to Growth Strategy - 2026	0	0	0	0	0	100,000	0	0	0	0	100,000
2014-006 - Stormwater Master Plan	150,000	0	0	0	0	0	0	0	0	0	150,000
2014-038 - Update Corporate Strategic Action Plan - 2022	0	40,000	0	0	0	0	0	0	0	0	40,000
2015-054 - Development Charges Study - 2025	0	0	0	0	75,000	0	0	0	0	0	75,000
2016-012 - Water and Wastewater Rate Study - 2025	0	0	0	0	60,000	0	0	0	0	0	60,000
2016-013 - Township Wide Job Evaluation Study - 2024	0	0	0	50,000	0	0	0	0	0	0	50,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	0	0	0	40,000	0	0	0	0	40,000
2018-006 - Development Charges Study - 2030	0	0	0	0	0	0	0	0	0	75,000	75,000
2019-038 - Transportation Plan Update	0	0	0	0	0	230,000	0	0	0	0	230,000
2019-039 - Trails Master Plan Study Update	0	0	0	0	0	71,500	0	0	0	0	71,500
2019-040 - Parks, Recreation & Culture Master Plan Update	0	0	0	0	0	0	0	85,000	0	0	85,000
2019-041 - Fire Master Plan Update	0	0	0	0	0	0	60,000	0	0	0	60,000
2019-095 - Culture Action Plan Update	40,000	0	0	0	0	0	0	0	0	0	40,000
2020-056 - Township Wide Job Evaluation Study - 2029	0	0	0	0	0	0	0	0	50,000	0	50,000
2021-042 - Water Supply Master Plan Update	0	0	0	0	0	0	0	0	150,000	0	150,000
2021-047 - Update Corporate Strategic Action Plan - 2030	0	0	0	0	0	0	0	0	0	40,000	40,000
2021-048 - Water and Wastewater Rate Study - 2030	0	0	0	0	0	0	0	0	0	60,000	60,000
2021-049 - Cultural Heritage Landscape Study - Phase 2	0	50,000	0	0	0	0	0	0	0	0	50,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2021-050 - Cultural Heritage Landscape Study - Phase 3	0	0	0	50,000	0	0	0	0	0	0	50,000
2021-051 - Cultural Heritage Landscape Study - Phase 4	0	0	0	0	0	50,000	0	0	0	0	50,000
2021-052 - Cultural Heritage Landscape Study - Phase 5	0	0	0	0	0	0	0	50,000	0	0	50,000
2021-053 - Cultural Heritage Landscape Study - Phase 6	0	0	0	0	0	0	0	0	0	50,000	50,000
2021-054 - Municipal Building Audit Update	0	0	0	0	0	0	150,000	0	0	0	150,000
810-0835 - CIP Update	50,000	0	0	0	0	0	0	0	0	0	50,000
<b>Total for Studies</b>	<b>240,000</b>	<b>90,000</b>	<b>0</b>	<b>100,000</b>	<b>135,000</b>	<b>491,500</b>	<b>210,000</b>	<b>135,000</b>	<b>200,000</b>	<b>225,000</b>	<b>1,826,500</b>
<b>TOTAL STUDIES</b>	<b>240,000</b>	<b>90,000</b>	<b>0</b>	<b>100,000</b>	<b>135,000</b>	<b>491,500</b>	<b>210,000</b>	<b>135,000</b>	<b>200,000</b>	<b>225,000</b>	<b>1,826,500</b>
<b>CORPORATE</b>											
Corporate - IT&S											
2016-015 - New Photocopiers - 2022	0	50,000	0	0	0	0	0	0	0	0	50,000
2019-048 - New Photocopiers - 2027	0	0	0	0	0	0	50,000	0	0	0	50,000
2020-041 - Purchase Order System	0	0	0	0	0	0	0	0	0	100,000	100,000
2020-042 - Records Management System	0	0	75,000	30,000	30,000	0	0	0	0	0	135,000
<b>Total for Corporate - IT&amp;S</b>	<b>0</b>	<b>50,000</b>	<b>75,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>335,000</b>
Corporate - Other											
105-0626 - By-Law Review and Enforcement	10,000	0	0	0	0	0	0	0	0	0	10,000
105-0771 - Asset Management Implementation	150,000	50,000	0	0	0	0	0	0	0	0	200,000
2021-015 - Termite Management Program	60,000	60,000	60,000	60,000	60,000	0	0	0	0	0	300,000
2021-087 - Implementation of Various Online Services	20,000	0	0	0	0	0	0	0	0	0	20,000
<b>Total for Corporate - Other</b>	<b>240,000</b>	<b>110,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530,000</b>
<b>TOTAL CORPORATE</b>	<b>240,000</b>	<b>160,000</b>	<b>135,000</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>865,000</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b><u>MUNICIPAL BUILDINGS</u></b>											
Municipal Buildings											
2016-036 - Council Chambers - Audio/Video Equipment Replacement - 2022	0	10,000	0	0	0	0	0	0	0	0	10,000
2016-037 - Council Chambers - Audio/Video Equipment Replacement - 2023	0	0	50,000	0	0	0	0	0	0	0	50,000
2020-046 - Elora Drill Shed Stair Replacement	0	0	50,000	0	0	0	0	0	0	0	50,000
<b>Total for Municipal Buildings</b>	<b>0</b>	<b>10,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>
<b>TOTAL MUNICIPAL BUILDINGS</b>	<b>0</b>	<b>10,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>
<b><u>FIRE SERVICES</u></b>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	0	132,000	0	0	0	132,000
2010-078 - Tanker	0	0	0	0	0	0	700,000	0	0	0	700,000
2010-079 - Pumper	0	0	0	0	0	0	800,000	0	0	0	800,000
2010-080 - New Fire Hall	0	0	0	0	100,000	200,000	3,750,000	0	0	0	4,050,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	0	400,000	0	0	0	400,000
2018-018 - Land Purchase for Future Fire Hall	0	0	600,000	0	0	0	0	0	0	0	600,000
2020-024 - Volunteer Firefighter Recruit Personal Protective Equipment - 2023	0	0	39,000	0	0	0	0	0	0	0	39,000
2020-025 - Two Thermal Imaging Cameras	28,000	0	0	0	0	0	0	0	0	0	28,000
2020-026 - Re-paving Infront of Apparatus Doors at Fergus Station	0	0	28,000	0	0	0	0	0	0	0	28,000
2020-027 - Eight Seat Van	0	45,000	0	0	0	0	0	0	0	0	45,000
2020-028 - Equipment For New Pumper	0	0	0	80,000	0	0	0	0	0	0	80,000
2020-049 - Portable Radios and Chargers - 2022	0	8,000	0	0	0	0	0	0	0	0	8,000
2021-010 - Rescue Supply Line for Volunteer Firefighters SCBA	17,000	0	0	0	0	0	0	0	0	0	17,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2021-011 - Storage Container - Elora Fire Station	0	5,000	0	0	0	0	0	0	0	0	5,000
2021-013 - Fergus Fire Station Hose Tower Repair	15,000	15,000	0	0	0	0	0	0	0	0	30,000
<b>Total for Fire Services</b>	<b>60,000</b>	<b>73,000</b>	<b>667,000</b>	<b>80,000</b>	<b>100,000</b>	<b>200,000</b>	<b>5,782,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,962,000</b>
<b>TOTAL FIRE SERVICES</b>	<b>60,000</b>	<b>73,000</b>	<b>667,000</b>	<b>80,000</b>	<b>100,000</b>	<b>200,000</b>	<b>5,782,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,962,000</b>
<b><u>HEALTH SERVICES</u></b>											
Cemeteries											
2016-038 - Belsyde Cemetery - Feature Obelisks With Trellis	0	0	45,000	0	0	0	0	0	0	0	45,000
2016-039 - Belsyde Cemetery - Columbarium "D"	0	0	0	0	0	0	40,000	0	0	0	40,000
2016-040 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase I	0	60,000	0	0	0	0	0	0	0	0	60,000
2016-041 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase II	0	0	0	0	0	50,000	0	0	0	0	50,000
2016-045 - Belsyde Cemetery - Detailed Design Block D - Phase II	0	0	0	60,000	0	0	0	0	0	0	60,000
<b>Total for Cemeteries</b>	<b>0</b>	<b>60,000</b>	<b>45,000</b>	<b>60,000</b>	<b>0</b>	<b>50,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</b>
<b>TOTAL HEALTH SERVICES</b>	<b>0</b>	<b>60,000</b>	<b>45,000</b>	<b>60,000</b>	<b>0</b>	<b>50,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</b>
<b><u>TRANSPORTATION &amp; PUBLIC WORKS</u></b>											
Capital Levy/OCIF Funded Projects											
2010-076 - Sideroad 15 - Queen Mary Bridge - 30-WG	0	0	0	0	2,005,000	0	0	0	0	0	2,005,000
2011-043 - Sideroad 11 Bridge - 28-P	0	0	0	0	0	0	0	0	1,125,000	0	1,125,000
2012-096 - Second Line Bridge Deck - 31-WG	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000
2014-040 - Fifth Line Bridge - 16-WG	0	100,000	1,300,000	0	0	0	0	0	0	0	1,400,000
2014-073 - Fourth Line - 5-E	0	0	0	0	1,300,000	0	0	0	0	0	1,300,000
2015-056 - Beatty Line Bridge - 3-N	0	0	0	0	0	2,025,000	0	0	0	0	2,025,000
2016-049 - Noah Road Culverts - 32-P and 33-P	0	0	100,000	2,100,000	0	0	0	0	0	0	2,200,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	0	0	480,000	0	0	480,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2016-061 - Sideroad 5 Bridge - 1-P	0	0	0	0	0	0	0	0	0	1,155,000	1,155,000
2016-063 - Sixth Line Bridge - 3-E	0	0	0	0	0	0	0	0	0	1,315,000	1,315,000
2016-064 - First Line Bridge - 21-WG	0	0	0	0	0	0	0	0	1,310,000	0	1,310,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	300,000	0	0	0	0	0	0	0	0	300,000
2017-081 - Fourth Line Bridge - 3-WG	0	0	370,000	0	0	0	0	0	0	0	370,000
2017-082 - Seventh Line Bridge - 1-E	0	0	0	0	0	0	75,000	0	0	0	75,000
2017-084 - Sideroad 25 Bridge - 11-WG	0	0	0	0	0	131,000	0	0	0	0	131,000
2017-085 - Third Line Bridge - 8-E	0	0	0	0	0	150,000	0	0	0	0	150,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	1,800,000	0	0	1,800,000
2018-047 - Sideroad 4 Bridge - 14-P	0	170,000	0	0	0	0	0	0	0	0	170,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	0	0	0	0	0	320,000	320,000
2019-006 - Bridge Repairs and Remediation - 2022 - 2030	0	60,000	140,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000	800,000
2019-087 - Pre-Engineering - Bridges - 2022 - 2030	0	175,000	150,000	150,000	50,000	150,000	150,000	150,000	150,000	150,000	1,275,000
2019-088 - Middlebrook Road Bridge - 18-P	0	0	90,000	0	0	0	0	0	0	0	90,000
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	0	135,000	0	0	0	0	0	0	0	135,000
2020-058 - East West Garafraxa Townline Culvert - 0016	0	0	300,000	0	0	0	0	0	0	0	300,000
2021-001 - Bridge Repairs and Remediation - 2021	90,000	0	0	0	0	0	0	0	0	0	90,000
2021-002 - Pre-Engineering - Bridges - 2021	190,000	0	0	0	0	0	0	0	0	0	190,000
2021-070 - Middlebrook Place Boundary Bridge Removal - 180160	0	0	0	0	0	0	0	0	350,000	0	350,000
301-0711 - Fifth Line Bridge - 4-E	0	190,000	0	0	0	0	0	0	0	0	190,000
301-0830 - First Line Bridge - 24-WG	200,000	2,700,000	0	0	0	0	0	0	0	0	2,900,000
301-0831 - Fifth Line Bridge - 4-WG	1,350,000	0	0	0	0	0	0	0	0	0	1,350,000
F0116 - Weisenberg Road Bridge - 5-P	0	0	0	635,000	0	0	0	0	0	0	635,000
<b>Total for Capital Levy/OCIF Funded Projects</b>	<b>1,830,000</b>	<b>3,695,000</b>	<b>2,585,000</b>	<b>2,935,000</b>	<b>3,405,000</b>	<b>2,556,000</b>	<b>2,325,000</b>	<b>2,530,000</b>	<b>3,035,000</b>	<b>3,040,000</b>	<b>27,936,000</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Public Works - Other</b>											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	0	260,000	0	0	0	0	0	260,000
2010-031 - Single Axle Truck (with dump/plow/sander/wing)	300,000	0	0	0	0	0	0	0	0	0	300,000
2014-012 - Rubber Tire Excavator	0	0	0	300,000	0	0	0	0	0	0	300,000
2017-017 - Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2022-2030	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2020-015 - Elora West Garage - Asphalt Replacement and Perimeter Fencing	0	100,000	0	0	0	0	0	0	0	0	100,000
2021-003 - Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2021	100,000	0	0	0	0	0	0	0	0	0	100,000
2021-008 - Road Condition Assessment - 2021	50,000	0	0	0	0	0	0	0	0	0	50,000
2021-009 - Road Condition Assessments - 2022 - 2030	0	0	0	0	50,000	0	0	0	50,000	0	100,000
2021-044 - Sidewalk Snow Plow	50,000	0	0	0	0	0	0	0	0	0	50,000
2021-071 - Sanitary and Storm Sewer Condition Assessments (2021)	200,000	0	0	0	0	0	0	0	0	0	200,000
2021-072 - Sanitary and Storm Sewer Condition Assessments (2026)	0	0	0	0	0	200,000	0	0	0	0	200,000
2021-073 - Veteran's Park (Salem) Retaining Wall Rehabilitation	0	50,000	0	0	0	0	0	0	0	0	50,000
301-0664 - Redside Dace Monitoring Program Implementation	5,000	0	0	0	0	0	0	0	0	0	5,000
F0124 - Additional Vehicle/Equipment Needs	0	0	0	0	0	0	0	0	0	978,000	978,000
<b>Total for Public Works - Other</b>	<b>705,000</b>	<b>250,000</b>	<b>100,000</b>	<b>400,000</b>	<b>410,000</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>	<b>1,078,000</b>	<b>3,593,000</b>
<b>Roadways - Rural</b>											
2009-047 - Second Line East – Side Rd 10 to Side Rd 14	0	0	0	0	0	0	475,000	0	0	0	475,000
2010-091 - Eighth Line W. - WR 18 to SR 5	0	0	0	0	1,100,000	0	0	0	0	0	1,100,000
2010-092 - Third Line - Sideroad 5 to WR 17 - Paving	0	270,000	0	0	0	0	0	0	0	0	270,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2012-065 - Eighth Line W – SR 5 to WR 17	0	0	0	0	0	0	0	0	370,000	0	370,000
2012-066 - Eighth Line W – Middlebrook Rd to WR 18	480,000	0	0	0	0	0	0	0	0	0	480,000
2012-067 - Eighth Line W. – Grand River to Middlebrook Rd.	0	0	0	0	0	0	0	0	0	660,000	660,000
2012-069 - Eighth Line E. – WR 21 to SR 10	0	600,000	0	0	0	0	0	0	0	0	600,000
2012-070 - Eighth Line E. – SR 14 to SR 10	0	0	680,000	0	0	0	0	0	0	0	680,000
2012-072 - Fourth Line E – SR 10 to SR 4	0	0	0	0	0	0	0	0	660,000	0	660,000
2012-073 - Sixth Line E. – WR 21 (Inverhaugh) to SR 10	0	0	0	0	0	0	0	0	570,000	0	570,000
2012-074 - SR 4 - WR 7 to Second Line	0	0	0	0	0	0	0	0	0	250,000	250,000
2012-075 - Beatty Line N. – SR 18 to SR 15	0	0	0	0	350,000	0	0	0	0	0	350,000
2012-077 - Guelph St. – Second Line to Elora St.	0	0	0	0	0	0	0	0	0	290,000	290,000
2012-078 - Gerrie Rd – Side Rd 10 (south) to SR 15	0	0	0	0	0	0	0	0	0	400,000	400,000
2012-079 - SR 15 – Gerrie Rd to Hwy 6	0	0	0	0	0	0	0	0	550,000	0	550,000
2012-080 - SR 15 – James St (Salem) to Gerrie Rd	0	0	0	0	0	0	0	0	400,000	0	400,000
2012-082 - Jones Base Line South – 4th Line to 6th Line (Nichol)	0	0	0	0	0	0	0	0	0	520,000	520,000
2012-083 - Gerrie Rd – Side Rd 10 (South) to SR 5	0	0	0	0	0	0	0	0	0	370,000	370,000
2012-084 - Gerrie Rd – SR 5 - WR 17	0	0	0	0	0	0	0	0	0	370,000	370,000
2012-085 - Irvine St. – Bricker Ave to SR 15 (SFA)	0	0	0	0	0	0	0	0	0	473,000	473,000
2012-093 - 4th Line (WG) - Eramosa-Garafraxa Townline to WR 18	0	0	0	0	0	0	0	0	0	492,000	492,000
2013-003 - Sideroad 20 - Second Line to Third Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000
2013-004 - Sideroad 20 - Third Line to Fourth Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000
2013-005 - Sideroad 20 - Fourth Line to Fifth Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2013-014 - Sideroad 18 Reconstruction - Mid Section	0	0	0	0	0	0	0	0	0	1,508,300	1,508,300
2015-059 - Gerrie Rd - Walser Extension to SR 15	0	0	0	0	0	0	500,000	0	0	0	500,000
2017-034 - Second Line - WR 19 to WR 18	0	0	0	0	0	0	500,000	0	0	0	500,000
2018-024 - Tar and Chip Resurfacing - Third Line - WR19 to 1600m South of WR19	110,000	0	0	0	0	0	0	0	0	0	110,000
2018-025 - First Line - WR 19 to Sideroad 10 Paving	320,000	0	0	0	0	0	0	0	0	0	320,000
2019-107 - Sixth Line - WR 19 to SR 15	0	0	0	0	0	0	0	0	0	350,000	350,000
2019-108 - Sixth Line - Hwy 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	350,000	350,000
2019-109 - Jones Baseline - Second Line to Fourth Line	0	0	0	0	0	240,000	0	0	0	0	240,000
2020-017 - Rural Road Rebuild - 2023-2030	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
2020-053 - Rural Road Upgrades - Maintenance Gravel - 2023-2029	0	0	325,000	275,000	225,000	175,000	125,000	75,000	25,000	0	1,225,000
2021-004 - Rural Road Upgrades - Maintenance Gravel - 2021	375,000	0	0	0	0	0	0	0	0	0	375,000
2021-007 - Rural Road Rebuild - Sideroad 10 - WR7 to Gerrie Rd	200,000	0	0	0	0	0	0	0	0	0	200,000
2021-063 - Tar and Chip Resurfacing - 2027	0	0	0	0	0	0	160,000	0	0	0	160,000
F0083 - Second Line - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	1,399,000	1,399,000
F0086 - Second Line - Highway 6 to Guelph St	0	0	0	0	0	0	0	0	0	1,239,000	1,239,000
F0101 - Sideroad 10 (Queen Mary) - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	214,000	214,000
F0102 - Fourth Line - Jones Baseline to Highway 6	0	0	0	0	0	0	0	0	0	327,000	327,000
F0108 - Sideroad 25 - WR 16 to Eighth Line	0	0	0	0	0	0	0	0	0	669,000	669,000
F0109 - Fourth Line E – SR 14 to SR 10	0	0	0	0	0	0	0	0	450,000	0	450,000
<b>Total for Roadways - Rural</b>	<b>1,485,000</b>	<b>870,000</b>	<b>1,205,000</b>	<b>475,000</b>	<b>1,875,000</b>	<b>615,000</b>	<b>1,960,000</b>	<b>275,000</b>	<b>3,225,000</b>	<b>10,681,300</b>	<b>22,666,300</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	1,100,000	1,100,000
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	725,000	0	0	0	0	725,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	0	0	220,000	0	0	0	220,000
2010-059 - WR 7 and York St (Traffic Signalization) {SFA}	0	0	0	0	0	0	0	0	0	700,000	700,000
2010-061 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	1,057,000	1,057,000
2010-062 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	800,000	800,000
2010-063 - Guelph St. - Elora St. to Second Line {SFA}	0	0	0	0	0	0	0	0	0	2,866,000	2,866,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	0	0	223,500	223,500
2010-067 - Township Bypass/Ring Road Development	0	0	0	0	0	0	0	0	0	4,524,000	4,524,000
2010-070 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - Internal to Nigus Holdings {SFA}	0	0	0	0	0	0	0	0	0	2,201,000	2,201,000
2010-071 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - External to Nigus Holdings {SFA}	0	0	0	0	0	0	0	0	0	607,800	607,800
2010-072 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane {SFA}	0	0	0	0	0	0	0	0	0	4,000,000	4,000,000
2011-014 - St David St N - Side Road 19 to Side Road 18	0	0	0	0	0	0	0	0	0	200,000	200,000
2012-012 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	230,000	230,000
2012-022 - Church St. - Metcalfe St. to Price St.	0	0	0	0	275,000	0	0	0	0	0	275,000
2012-039 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	810,000	0	0	0	0	810,000
2013-021 - Hill St. Drainage Within Subdivision, Elora	0	0	0	0	0	0	0	0	0	600,000	600,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2015-002 - Sidewalk Repairs and Replacement - 2022-2030	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	810,000
2015-046 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	0	370,000	0	0	0	0	0	370,000
2015-062 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	895,000	0	0	0	0	0	0	0	895,000
2015-069 - Pavement Management - 2022-2030	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
2016-029 - David St - Aqua St to John St N	0	0	0	0	600,000	0	0	0	0	0	600,000
2016-034 - David St - John St N to Irvine St	0	0	0	0	260,000	0	0	0	0	0	260,000
2016-050 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	735,000	0	0	735,000
2016-053 - Moir St - Geddes St to Princess St	0	0	0	0	0	190,000	0	0	0	0	190,000
2016-056 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	340,000	0	0	0	0	340,000
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	340,000	0	0	340,000
2017-029 - Price St - Church St to James St	0	0	0	0	320,000	0	0	0	0	0	320,000
2017-033 - Scotland St - McQueen Blvd to Second Line	0	0	0	0	0	0	0	0	0	150,000	150,000
2017-040 - East Mill St - Metcalfe St to Princess St	0	0	0	160,000	0	0	0	0	0	0	160,000
2017-053 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	385,000	0	0	385,000
2017-056 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	240,000	0	0	240,000
2017-059 - Irvine St - East Mill St to Church St	0	0	0	525,000	0	0	0	0	0	0	525,000
2017-063 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	550,000	550,000
2017-066 - Moir St - Smith St to Geddes St	0	0	0	0	0	0	0	120,000	0	0	120,000
2017-067 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	380,000	0	0	380,000
2017-076 - James St (Salem) - Geddes St to Woolwich St (SR 15)	0	0	0	0	0	0	0	0	0	255,000	255,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2017-090 - Patrick St Retaining Wall (Elora Cataract Trail)	0	0	0	0	0	0	0	0	400,000	0	400,000
2019-008 - Carlton Place - Victoria St. to WR 7	0	0	0	1,300,000	0	0	0	0	0	0	1,300,000
2019-009 - Carlton Place - Metcalfe St. to Victoria St. - Reconstruction and Upgrade	0	0	457,500	457,500	0	0	0	0	0	0	915,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	0	0	0	0	0	0	0	0	0	2,180,000	2,180,000
2019-011 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	0	370,000	370,000
2019-012 - South River Road and 1st Line Turning Lane	0	0	0	0	0	0	400,000	0	0	0	400,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	0	0	0	0	210,000	0	210,000
2019-016 - Sidewalk and intersection improvements - WR 7 and 1st Line	0	0	0	0	0	0	0	0	200,000	0	200,000
2019-017 - Sidewalk and infrastructure improvements - WR 18 and Gerrie Rd	200,000	0	0	0	0	0	0	0	0	0	200,000
2019-018 - Sidewalk and Infrastructure Improvements - Beatty Line and St. Andrews Street	200,000	0	0	0	0	0	0	0	0	0	200,000
2019-022 - Victoria St - Carlton Place to Water St	0	0	0	540,000	0	0	0	0	0	0	540,000
2019-053 - WR 19 Sidewalk - Broadway St. to Queen St.	0	0	0	0	0	0	0	0	0	140,000	140,000
2019-069 - York St - Victoria St to WR 7 {SFA}	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-082 - Gregson Court Paving	0	85,000	0	0	0	0	0	0	0	0	85,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	0	50,000	0	0	0	0	0	0	50,000
2019-101 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	565,000	565,000
2019-104 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	410,000	410,000
2021-005 - Sidewalk Repairs and Replacement - 2021	90,000	0	0	0	0	0	0	0	0	0	90,000
2021-017 - AODA Audibles - Tower St and Bridge St Intersection	0	25,000	0	0	0	0	0	0	0	0	25,000
2021-018 - AODA Audibles - St David St and Bridge St Intersection	0	25,000	0	0	0	0	0	0	0	0	25,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2021-019 - AODA Audibles - St David St and Garafraxa St Intersection	0	0	25,000	0	0	0	0	0	0	0	25,000
2021-020 - AODA Audibles - St David St and Strathallan St Intersection	0	0	25,000	0	0	0	0	0	0	0	25,000
2021-021 - AODA Audibles - Tower St and McQueen Blvd Intersection	25,000	0	0	0	0	0	0	0	0	0	25,000
2021-022 - AODA Audibles - Hill St Signalized Pedestrian Crossing	0	0	0	25,000	0	0	0	0	0	0	25,000
2021-023 - Traffic Signal Actuator Replacements - St David St and Garafraxa St Intersection	0	30,000	0	0	0	0	0	0	0	0	30,000
2021-024 - Traffic Signal Actuator Replacements - St David St and Strathallan St Intersection	0	0	30,000	0	0	0	0	0	0	0	30,000
2021-025 - Traffic Signal Actuator Replacements - Tower St and McQueen Blvd Intersection	0	0	60,000	0	0	0	0	0	0	0	60,000
2021-032 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	0	317,000	0	0	317,000
2021-035 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	615,000	615,000
2021-039 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	560,000	0	0	0	560,000
2021-043 - St Andrew St - Tower St to Breadalbane Streetlight Electrical Repairs	70,000	0	0	0	0	0	0	0	0	0	70,000
2021-055 - Dickson Drive Employment Land Servicing - Phase 1	820,000	0	0	0	0	0	0	0	0	0	820,000
2021-058 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	0	405,000	0	0	0	0	405,000
301-0254 - St David St N - St Andrew St to Garafraxa St	0	0	710,000	0	0	0	0	0	0	0	710,000
301-0828 - St George St E - Herrick St to Gartshore St	0	1,270,000	0	0	0	0	0	0	0	0	1,270,000
F0024 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	1,270,000	0	0	1,270,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	0	0	0	0	0	223,000	223,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	755,300	755,300



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
F0040 - Forfar St E - St David St to James St	0	0	0	0	0	261,000	0	0	0	0	261,000
F0059 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	320,000	320,000
F0072 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	183,000	183,000
F0100 - St David St N - Garafraxa St to Edinburgh Ave	0	0	180,000	0	0	0	0	0	0	0	180,000
<b>Total for Roadways - Urban</b>	<b>1,405,000</b>	<b>1,775,000</b>	<b>2,722,500</b>	<b>3,397,500</b>	<b>2,165,000</b>	<b>3,071,000</b>	<b>1,520,000</b>	<b>4,127,000</b>	<b>1,150,000</b>	<b>26,365,600</b>	<b>47,698,600</b>
Storm Drainage											
2018-033 - Catch Basin Rebuilds - 2022	0	40,000	0	0	0	0	0	0	0	0	40,000
2021-006 - Catch Basin Rebuilds - 2021	40,000	0	0	0	0	0	0	0	0	0	40,000
2021-074 - Rennie Blvd Cul-de-Sac Drainage Improvements	50,000	0	0	0	0	0	0	0	0	0	50,000
302-0596 - Trunk Storm - Moir St. to the Gorge	85,000	0	0	0	0	0	0	0	0	0	85,000
F0118 - Nichol Drain #2 - Trunk Storm Outlet	0	0	0	0	0	0	0	0	0	760,000	760,000
<b>Total for Storm Drainage</b>	<b>175,000</b>	<b>40,000</b>	<b>0</b>	<b>760,000</b>	<b>975,000</b>						
Structures											
2020-051 - Bridge and Culvert Structure Inspection - 2022-2030	0	90,000	0	90,000	0	90,000	0	90,000	0	90,000	450,000
<b>Total for Structures</b>	<b>0</b>	<b>90,000</b>	<b>450,000</b>								
<b>TOTAL TRANSPORTATION &amp; PUBLIC WORKS</b>	<b>5,600,000</b>	<b>6,720,000</b>	<b>6,612,500</b>	<b>7,297,500</b>	<b>7,855,000</b>	<b>6,632,000</b>	<b>5,905,000</b>	<b>7,122,000</b>	<b>7,560,000</b>	<b>42,014,900</b>	<b>103,318,900</b>
<b>WASTEWATER</b>											
Wastewater System											
2010-042 - David St SPS Upgrade	0	0	0	0	0	0	0	0	0	974,900	974,900
2010-043 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	190,000	190,000
2010-044 - Sanitary Force Main - David St SPS to WR 7 Bridge	0	0	0	0	0	0	0	0	0	240,200	240,200
2010-045 - First Line SPS & Force Main to existing system (Waterloo St or Park Rd) {SFA}	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	94,600	0	94,600
2010-048 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	47,000	47,000
2010-051 - Extension of Beatty Line Sanitary Sewer from Garafraxa St to Colborne St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700
2012-023 - Church St. - Metcalfe St. to Price St.	0	0	0	0	30,000	0	0	0	0	0	30,000
2012-031 - St. Andrew St. W. & Menzies Lane - Tower St to St. David St.	0	0	620,000	0	0	0	0	0	0	0	620,000
2012-036 - Henderson St - Smith St to James St	0	0	0	0	0	0	15,000	0	0	0	15,000
2012-040 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	15,000	0	0	0	0	15,000
2012-058 - David St - Geddes St to Aqua St	0	0	0	0	0	20,000	0	0	0	0	20,000
2013-015 - Sideroad 18 Reconstruction - Mid Section	0	0	0	0	0	0	0	0	530,000	0	530,000
2013-028 - Grand River Crossing of Beatty Line Trunk Sanitary Sewer to Union St. SPS {SFA}	0	0	0	0	0	0	0	0	0	3,910,400	3,910,400
2014-014 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	25,000	25,000
2014-018 - St David St N - Garafraxa St to Edinburgh Ave	0	0	560,000	0	0	0	0	0	0	0	560,000
2014-062 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	315,000	0	0	315,000
2015-048 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	0	15,000	0	0	0	0	0	15,000
2015-066 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	425,000	0	0	0	0	0	0	0	425,000
2016-030 - David St - Aqua St to John St N	0	0	0	0	20,000	0	0	0	0	0	20,000
2016-032 - David St - John St N to Irvine St.	0	0	0	0	10,000	0	0	0	0	0	10,000
2016-051 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	35,000	0	0	35,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2016-054 - Moir St - Geddes St to Princess St	0	0	0	0	0	10,000	0	0	0	0	10,000
2016-057 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	10,000	0	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	200,000	0	0	200,000
2017-031 - Price St - Church St to James St	0	0	0	0	30,000	0	0	0	0	0	30,000
2017-042 - East Mill St - Metcalfe St to Princess St	0	0	0	170,000	0	0	0	0	0	0	170,000
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	125,000	0	0	125,000
2017-057 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	80,000	0	0	80,000
2017-060 - Irvine St - East Mill St to Church St	0	0	0	30,000	0	0	0	0	0	0	30,000
2017-064 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	15,000	15,000
2017-068 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	15,000	0	0	15,000
2019-019 - Carlton Place - Metcalfe St. to Victoria St. Reconstruction and Upgrade	0	0	105,000	0	0	0	0	0	0	0	105,000
2019-036 - 495 Union St West Renovation	0	50,000	0	0	0	0	0	0	0	0	50,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	0	0	0	0	0	100,000	0	0	0	100,000
2019-059 - Wastewater Collections Truck	40,000	0	0	0	0	0	0	0	0	0	40,000
2019-072 - Carlton Place - Victoria St. to WR 7	0	0	0	270,000	0	0	0	0	0	0	270,000
2019-100 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St (SFA)	0	0	0	0	0	0	0	0	0	170,000	170,000
2019-103 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	55,000	55,000
2019-106 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	145,000	145,000
2020-021 - Fergus WWTP Boiler Replacement	0	0	350,000	0	0	0	0	0	0	0	350,000
2020-022 - Fergus WWTP Secondary Digester Clean Out - 2029	0	0	0	0	0	0	0	0	100,000	0	100,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2020-054 - St George St W - Fergus Curling Club to Provost Lane	315,000	0	0	0	0	0	0	0	0	0	315,000
2021-034 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	0	30,000	0	0	30,000
2021-037 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	30,000	30,000
2021-038 - St Andrew St E - St David St to Gowrie St Sanitary Sewer Replacement	0	0	0	870,000	0	0	0	0	0	0	870,000
2021-041 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	760,000	0	0	0	760,000
2021-046 - Sewer Relining and Repairs	100,000	0	0	0	0	0	0	0	0	0	100,000
2021-056 - Dickson Drive Employment Land Servicing - Phase 1	235,000	0	0	0	0	0	0	0	0	0	235,000
2021-059 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	0	340,000	0	0	0	0	340,000
2021-062 - Fergus WWTP Secondary Digester Clean Out - 2021	100,000	0	0	0	0	0	0	0	0	0	100,000
2021-064 - Clyde St Sewage Pumping Station Odour Treatment	0	75,000	0	0	0	0	0	0	0	0	75,000
2021-065 - Clyde St Sewage Pumping Station Jockey Pump	20,000	0	0	0	0	0	0	0	0	0	20,000
2021-066 - Elora WWTP Odour Treatment System Media Replacement	225,000	0	0	0	0	0	0	0	0	0	225,000
2021-067 - Fergus WWTP Biosolids Storage Transfer Pump Replacement	0	35,000	0	0	0	0	0	0	0	0	35,000
2021-075 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane	0	0	0	0	0	0	0	0	0	700,000	700,000
2021-077 - Wastewater SCADA Upgrades	50,000	0	0	0	0	0	0	0	0	0	50,000
2021-078 - Elora WWTP Lighting Repairs	30,000	0	0	0	0	0	0	0	0	0	30,000
2021-079 - Fergus WWTP Headworks Pump Replacement	30,000	0	0	0	0	0	0	0	0	0	30,000
2021-080 - Fergus WWTP Sludge Storage Transfer Pump	40,000	0	0	0	0	0	0	0	0	0	40,000
360-0254 - St David St N - St Andrew St to Garafraxa St	50,000	0	500,000	0	0	0	0	0	0	0	550,000
360-0356 - Highway 6 - Sideroad 19 to Sideroad 18	360,000	0	0	0	0	0	0	0	0	0	360,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
360-0734 - Fergus WWTP - Digester Roof Replacement	330,000	0	0	0	0	0	0	0	0	0	330,000
360-0828 - St George St E - Herrick St to Gartshore St	0	425,000	0	0	0	0	0	0	0	0	425,000
360-9650 - LPS Grinder Pumps	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
F0039 - Garafraxa St Sanitary Sewer Extension from Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	318,400	318,400
F0042 - Forfar St E - St David St to James St	0	0	0	0	0	85,000	0	0	0	0	85,000
F0061 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	90,000	90,000
F0074 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	50,000	50,000
F0078 - Mill St - Irvine St to Chalmers St {SFA}	0	0	0	0	0	0	0	0	0	358,200	358,200
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	905,600	905,600
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	0	0	0	0	0	318,000	318,000
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	0	0	0	0	0	2,793,100	2,793,100
F0099 - Southwest Trunk - Union St to Highway 6 {SFA}	0	0	0	0	0	0	0	0	0	2,270,000	2,270,000
F0171 - Future Expansion of Fergus WWTP	0	0	0	1,500,000	13,500,000	15,000,000	0	0	0	0	30,000,000
<b>Total for Wastewater System</b>	<b>1,960,000</b>	<b>620,000</b>	<b>2,595,000</b>	<b>2,875,000</b>	<b>13,640,000</b>	<b>15,515,000</b>	<b>910,000</b>	<b>835,000</b>	<b>759,600</b>	<b>15,340,500</b>	<b>55,050,100</b>
<b>TOTAL WASTEWATER</b>	<b>1,960,000</b>	<b>620,000</b>	<b>2,595,000</b>	<b>2,875,000</b>	<b>13,640,000</b>	<b>15,515,000</b>	<b>910,000</b>	<b>835,000</b>	<b>759,600</b>	<b>15,340,500</b>	<b>55,050,100</b>
<b><u>WATERWORKS</u></b>											
Waterworks System											
2010-018 - St Andrew St W - Tower St. to St David St. (South Side)	0	0	680,000	0	0	0	0	0	0	0	680,000
2010-033 - Colborne St - Phase III - John St to Wilson Cres	0	0	0	0	0	0	0	0	360,000	0	360,000
2010-034 - Gerrie Rd Water Main Extension {SFA}	0	0	0	0	0	0	0	0	0	540,000	540,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	126,200	0	126,200



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2012-024 - Church St. - Metcalfe St. to Price St.	0	0	0	0	150,000	0	0	0	0	0	150,000
2012-038 - Henderson St - Smith St to James St	0	0	0	0	0	0	70,000	0	0	0	70,000
2012-041 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	210,000	0	0	0	0	210,000
2012-044 - McNab St - High St. to Bridge St. - Watermain Replacement	0	0	1,120,000	0	0	0	0	0	0	0	1,120,000
2012-059 - David St - Geddes St to Aqua St	0	0	0	0	0	240,000	0	0	0	0	240,000
2013-016 - Sideroad 18 Reconstruction - Mid Section (oversizing only)	0	0	0	0	0	0	0	0	0	618,200	618,200
2014-015 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	10,000	10,000
2015-047 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	0	115,000	0	0	0	0	0	115,000
2015-065 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	420,000	0	0	0	0	0	0	0	420,000
2015-067 - St David St N - Garafraxa St to Edinburgh Ave	0	0	400,000	0	0	0	0	0	0	0	400,000
2016-017 - Water Meter Replacement	0	0	0	0	1,890,000	0	0	0	0	0	1,890,000
2016-031 - David St - Aqua St to John St N	0	0	0	0	210,000	0	0	0	0	0	210,000
2016-033 - David St - John St N to Irvine St	0	0	0	0	90,000	0	0	0	0	0	90,000
2016-052 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	335,000	0	0	335,000
2016-055 - Moir St - Geddes St to Princess St	0	0	0	0	0	70,000	0	0	0	0	70,000
2016-058 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	110,000	0	0	0	0	110,000
2017-021 - Mary St - East Mill St to Church St - Watermain Replacement	0	0	160,000	0	0	0	0	0	0	0	160,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	140,000	0	0	140,000
2017-028 - Hill St E (Fergus) - Gowrie St to Cameron St	490,000	0	0	0	0	0	0	0	0	0	490,000
2017-030 - Price St - Church St to James St	0	0	0	0	175,000	0	0	0	0	0	175,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2017-037 - Tower St - Belsyde Ave to Wellington Dr - Watermain Replacement	0	0	0	320,000	0	0	0	0	0	0	320,000
2017-038 - Irvine St - Colborne St to Church St - Watermain Replacement	0	0	0	150,000	0	0	0	0	0	0	150,000
2017-041 - East Mill St - Metcalfe St to Princess St	0	0	0	350,000	0	0	0	0	0	0	350,000
2017-052 - Water St - Victoria St to WR 7	0	0	0	0	0	0	0	250,000	0	0	250,000
2017-055 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	125,000	0	0	125,000
2017-058 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	80,000	0	0	80,000
2017-061 - Irvine St - East Mill St to Church St	0	0	0	315,000	0	0	0	0	0	0	315,000
2017-062 - Chalmers St - Moir St to Colborne St - Watermain Replacement	0	0	280,000	0	0	0	0	0	0	0	280,000
2017-065 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	220,000	220,000
2017-069 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	85,000	0	0	85,000
2019-030 - Carlton Place - Victoria St. to WR 7	0	0	0	350,000	0	0	0	0	0	0	350,000
2019-031 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	0	100,000	100,000
2019-032 - 1st Line, Elora External Watermain	0	0	0	0	0	0	0	0	353,000	0	353,000
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	0	200,000	0	0	0	0	0	0	0	200,000
2019-034 - Guelph St. - McQueen to Union {SFA}	0	0	0	0	0	0	0	0	0	500,000	500,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-102 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	360,000	360,000
2019-105 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	195,000	195,000
2020-008 - New Well - Area #3	0	0	87,000	640,000	313,000	3,422,000	0	0	0	0	4,462,000
2020-009 - New Well - Area #5	0	0	0	0	0	0	0	87,000	640,000	282,000	1,009,000
2021-027 - Douglas Cres - Forfar St to Gzowski St - Watermain Replacement	0	0	0	955,000	0	0	0	0	0	0	955,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2021-028 - McAlister St - Argyll St to Highland Rd - Watermain Replacement	0	0	0	0	685,000	0	0	0	0	0	685,000
2021-029 - Elgin St - Union St to Scotland St - Watermain Replacement	0	0	0	0	0	1,220,000	0	0	0	0	1,220,000
2021-030 - WR 7 - David St W North to End - Watermain Replacement	0	0	0	0	0	0	550,000	0	0	0	550,000
2021-031 - Bridge St - Norman Craig Square to Queen St - Watermain Replacement	0	0	0	0	0	0	1,025,000	0	0	0	1,025,000
2021-033 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	0	150,000	0	0	150,000
2021-036 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	345,000	345,000
2021-040 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	792,500	0	0	0	792,500
2021-045 - Gartshore Water Tower - Exterior Tank Cleaning	20,000	0	0	0	0	0	0	0	0	0	20,000
2021-057 - Dickson Drive Employment Land Servicing - Phase 1	285,000	0	0	0	0	0	0	0	0	0	285,000
2021-060 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	0	190,000	0	0	0	0	190,000
2021-068 - Fergus Well F4 Liner	0	0	0	0	50,000	0	0	0	0	0	50,000
2021-076 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane	0	0	0	0	0	0	0	0	0	320,000	320,000
330-0157 - Wells - Fergus Well F7 Filtration	350,000	0	0	0	0	0	0	0	0	0	350,000
330-0254 - St David St N - St Andrew St to Garafraxa St	50,000	0	620,000	0	0	0	0	0	0	0	670,000
330-0356 - Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	160,000	0	0	0	0	0	0	0	0	0	160,000
330-0726 - Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	35,000	0	315,000	0	0	380,000	0	0	0	0	730,000
330-0727 - Water Taking Permit/Licence Renewal	150,000	150,000	0	0	0	0	0	0	0	0	300,000
330-0806 - F2 Well Additional Capacity	408,000	291,000	0	0	0	0	0	0	0	0	699,000
330-0828 - St George St E - Herrick St to Gartshore St	0	420,000	0	0	0	0	0	0	0	0	420,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	260,000	0	0	260,000
F0038 - Garafraxa St - Beatty Line to Maiden Lane {SFA}	0	0	0	0	0	0	0	0	0	276,100	276,100
F0041 - Forfar St E - St David St to James St	0	0	0	0	0	115,000	0	0	0	0	115,000
F0060 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	110,000	110,000
F0073 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	55,000	55,000
F0084 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	513,900	513,900
F0087 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	754,000	754,000
F0093 - Trunk Water Main Extension on Scotland St to Second Line {SFA}	0	0	0	0	0	0	0	0	0	453,400	453,400
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	0	0	399,300	399,300
F0095 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700
F0096 - Guelph St. - Second Line to McQueen Blvd. {SFA}	0	0	0	0	0	0	0	0	0	905,600	905,600
<b>Total for Waterworks System</b>	<b>1,948,000</b>	<b>861,000</b>	<b>4,282,000</b>	<b>3,080,000</b>	<b>3,678,000</b>	<b>5,957,000</b>	<b>2,437,500</b>	<b>1,512,000</b>	<b>1,479,200</b>	<b>7,357,200</b>	<b>32,591,900</b>
<b>TOTAL WATERWORKS</b>	<b>1,948,000</b>	<b>861,000</b>	<b>4,282,000</b>	<b>3,080,000</b>	<b>3,678,000</b>	<b>5,957,000</b>	<b>2,437,500</b>	<b>1,512,000</b>	<b>1,479,200</b>	<b>7,357,200</b>	<b>32,591,900</b>
<b><u>PARKS &amp; RECREATION</u></b>											
Facilities - CW Community Sportsplex											
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	0	80,000	0	0	0	0	0	80,000
2015-053 - Centre Wellington Sportsplex Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	2,500,000	2,500,000
2019-079 - Sportsplex Parking Lot Pavement	0	55,000	55,000	0	0	0	0	0	0	0	110,000
2020-034 - Sportsplex Pad A Doors	0	0	25,000	0	0	0	0	0	0	0	25,000
F0128 - Pad B - New Seating Area Heating	0	20,000	0	0	0	0	0	0	0	0	20,000
<b>Total for Facilities - CW Community Sportsplex</b>	<b>0</b>	<b>75,000</b>	<b>80,000</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>2,735,000</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Facilities - Elora Community Centre											
2014-064 - Elora Community Centre Ice Pad Replacement	1,300,000	0	0	0	0	0	0	0	0	0	1,300,000
2014-065 - Emergency Plan Generator - Elora Community Centre	0	0	0	0	0	0	350,000	0	0	0	350,000
2015-052 - Elora Community Centre Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
<b>Total for Facilities - Elora Community Centre</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>2,650,000</b>
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	0	0	0	75,000	0	0	0	75,000
<b>Total for Facilities - Fergus Grand Theatre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
Facilities - Victoria Park Senior's Centre											
2019-096 - Victoria Park Senior Centre Expansion - Concept Design and Feasibility Study	0	0	0	50,000	0	0	0	0	0	0	50,000
2019-097 - Victoria Park Senior Centre Expansion	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
<b>Total for Facilities - Victoria Park Senior's Centre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,050,000</b>
Grounds - CW Community Sportsplex											
2011-064 - CWCS Grounds Site Master Plan - Phase I	0	0	0	100,000	0	0	0	0	0	0	100,000
2011-065 - CWCS Grounds Site Master Plan - Phase II	0	0	0	0	130,000	0	0	0	0	0	130,000
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	0	250,000	0	0	0	0	250,000
2019-077 - Outdoor Basketball Multi-Use Court (Sportsplex)	80,000	0	0	0	0	0	0	0	0	0	80,000
<b>Total for Grounds - CW Community Sportsplex</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>130,000</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>560,000</b>
Parks											
2009-072 - Victoria Park - Pave The Stone Dust Track Surface	0	0	0	0	100,000	0	0	0	0	0	100,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2010-145 - Victoria Park (Elora) - Phase III Implementation	0	0	0	0	300,000	0	0	0	0	0	300,000
2010-147 - Milligan Park - Plan Implementation	0	130,000	0	0	0	0	0	0	0	0	130,000
2010-171 - Barrier Free Children's Play Structures	0	0	0	0	0	352,000	0	0	0	0	352,000
2010-173 - Two Multi-use Courts - Elora	0	160,000	0	0	0	0	0	0	0	0	160,000
2010-177 - Future Parkland Development (16 hectares)	0	0	0	0	0	0	0	0	0	1,930,500	1,930,500
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	300,000	0	0	0	0	0	300,000
2011-061 - Sports Fields - Develop Master Plan	0	0	0	80,000	0	0	0	0	0	0	80,000
2011-071 - Strathallan Park - Soccer Field and Parking Lot	0	20,000	140,000	0	0	0	0	0	0	0	160,000
2011-076 - Douglas Park - Trail Development	0	0	0	0	0	50,000	0	0	0	0	50,000
2014-016 - Beatty Hollow Neighbourhood Park	100,000	0	0	0	0	0	0	0	0	0	100,000
2014-024 - Bissell Park - Refridgeration System	0	0	0	350,000	0	0	0	0	0	0	350,000
2014-026 - Bissell Park - Parking Lot	0	0	0	0	0	300,000	0	0	0	0	300,000
2019-078 - Hoffer Park Washroom	0	150,000	0	0	0	0	0	0	0	0	150,000
2020-040 - Confederation Park Improvements	0	75,000	75,000	0	0	0	0	0	0	0	150,000
2020-052 - Bissell Park - Change House	0	0	0	0	0	0	0	0	0	250,000	250,000
2020-057 - ECC Skateboard Park - Shade Structure, Path and Landscaping	0	0	0	45,000	0	0	0	0	0	0	45,000
2021-014 - Trestle Bridge Trail Ditch Improvement	30,000	0	0	0	0	0	0	0	0	0	30,000
2021-026 - Millburn Park Playground and Washroom	0	0	0	170,000	0	0	0	0	0	0	170,000
2021-081 - 2 New Greenhouses	0	0	0	20,000	0	0	0	0	0	0	20,000
2021-082 - Parks Truck	0	0	40,000	0	0	0	0	0	0	0	40,000
2021-083 - Parks Truck	0	0	0	0	0	0	40,000	0	0	0	40,000
2021-084 - Parks Front Mount Mower	0	0	30,000	0	0	0	0	0	0	0	30,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
2021-085 - Parks Large Mower	0	0	0	0	0	0	100,000	0	0	0	100,000
2021-086 - Parks Trailer	0	0	20,000	0	0	0	0	0	0	0	20,000
505-0550 - Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	0	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,700,000
550-0323 - Irrigated Soccer Fields	0	0	0	0	0	300,000	0	0	0	0	300,000
550-0450 - Park Identification - All Parks	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
550-0815 - Forfar Park - Play Equipment, Landscaping and Trail Development	65,000	0	0	0	0	0	0	0	0	0	65,000
F0146 - Major Children's Splash Pad	0	0	0	0	500,000	0	0	0	0	0	500,000
F0151 - Acquisition of Green Space	0	0	0	400,000	0	0	0	0	0	0	400,000
F0157 - Granwood Gate Park Amenities	0	10,000	0	0	0	0	0	0	0	0	10,000
<b>Total for Parks</b>	<b>200,000</b>	<b>700,000</b>	<b>460,000</b>	<b>1,270,000</b>	<b>1,405,000</b>	<b>1,207,000</b>	<b>345,000</b>	<b>205,000</b>	<b>205,000</b>	<b>2,385,500</b>	<b>8,382,500</b>
Parks and Recreation - Other											
2010-152 - Dedicated Youth Space	0	0	0	0	0	0	0	0	0	700,000	700,000
2010-153 - Indoor Turf Training Facility	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
2010-161 - Water Trailer	10,000	0	0	0	0	0	0	0	0	0	10,000
2021-016 - Parks Truck	40,000	0	0	0	0	0	0	0	0	0	40,000
505-0453 - Urban Forestry	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,950,000
505-0611 - Barrier Free Path of Travel in Community Service Buildings	0	245,000	0	0	0	0	0	0	0	0	245,000
<b>Total for Parks and Recreation - Other</b>	<b>200,000</b>	<b>445,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>5,900,000</b>	<b>7,945,000</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>1,780,000</b>	<b>1,220,000</b>	<b>740,000</b>	<b>1,620,000</b>	<b>1,815,000</b>	<b>1,657,000</b>	<b>970,000</b>	<b>405,000</b>	<b>405,000</b>	<b>12,785,500</b>	<b>23,397,500</b>
<b>VEHICLE REPLACEMENT</b>											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	0	35,700	36,400	37,100	0	38,600	39,400	0	0	41,800	229,000
<b>Total for Building - Vehicle Replacement</b>	<b>0</b>	<b>35,700</b>	<b>36,400</b>	<b>37,100</b>	<b>0</b>	<b>38,600</b>	<b>39,400</b>	<b>0</b>	<b>0</b>	<b>41,800</b>	<b>229,000</b>
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Enforcement Vehicle Replacement	0	0	0	0	0	38,600	0	0	0	0	38,600
<b>Total for By-Law Compliance - Vehicle Replacement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,600</b>



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Fire - Vehicle Replacement</b>											
205-9500 - Fire Vehicle Replacement	196,000	147,900	728,300	60,000	649,500	1,214,500	20,300	20,700	820,200	216,400	4,073,800
207-9500 - Municipal FD Training Officer Vehicle Replacement	0	0	0	0	0	44,200	0	0	0	0	44,200
<b>Total for Fire - Vehicle Replacement</b>	<b>196,000</b>	<b>147,900</b>	<b>728,300</b>	<b>60,000</b>	<b>649,500</b>	<b>1,258,700</b>	<b>20,300</b>	<b>20,700</b>	<b>820,200</b>	<b>216,400</b>	<b>4,118,000</b>
<b>Parks &amp; Recreation - Vehicle Replacement</b>											
505-9500 - P&R Vehicle Replacement	170,000	137,700	41,600	91,200	0	27,600	0	103,400	105,500	0	677,000
<b>Total for Parks &amp; Recreation - Vehicle Replacement</b>	<b>170,000</b>	<b>137,700</b>	<b>41,600</b>	<b>91,200</b>	<b>0</b>	<b>27,600</b>	<b>0</b>	<b>103,400</b>	<b>105,500</b>	<b>0</b>	<b>677,000</b>
<b>Public Works - Vehicle Replacement</b>											
303-9500 - Public Works Vehicle Replacement	621,000	806,900	962,300	790,500	546,600	485,700	1,092,300	1,206,100	574,200	962,000	8,047,600
<b>Total for Public Works - Vehicle Replacement</b>	<b>621,000</b>	<b>806,900</b>	<b>962,300</b>	<b>790,500</b>	<b>546,600</b>	<b>485,700</b>	<b>1,092,300</b>	<b>1,206,100</b>	<b>574,200</b>	<b>962,000</b>	<b>8,047,600</b>
<b>Wastewater - Vehicle Replacement</b>											
360-9500 - Wastewater Vehicle Replacement	345,000	0	301,700	74,200	0	66,300	0	103,300	0	0	890,500
<b>Total for Wastewater - Vehicle Replacement</b>	<b>345,000</b>	<b>0</b>	<b>301,700</b>	<b>74,200</b>	<b>0</b>	<b>66,300</b>	<b>0</b>	<b>103,300</b>	<b>0</b>	<b>0</b>	<b>890,500</b>
<b>Water - Vehicle Replacement</b>											
2014-404 - Municipal Risk Management Officer Vehicle Replacement	0	35,700	0	0	0	0	0	0	0	41,800	77,500
330-9500 - Water Vehicle Replacement	330,000	137,700	343,300	98,200	0	66,300	90,000	45,900	0	59,800	1,171,200
<b>Total for Water - Vehicle Replacement</b>	<b>330,000</b>	<b>173,400</b>	<b>343,300</b>	<b>98,200</b>	<b>0</b>	<b>66,300</b>	<b>90,000</b>	<b>45,900</b>	<b>0</b>	<b>101,600</b>	<b>1,248,700</b>
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,662,000</b>	<b>1,301,600</b>	<b>2,413,600</b>	<b>1,151,200</b>	<b>1,196,100</b>	<b>1,981,800</b>	<b>1,242,000</b>	<b>1,479,400</b>	<b>1,499,900</b>	<b>1,321,800</b>	<b>15,249,400</b>
<b>EQUIPMENT REPLACEMENT</b>											
<b>Fire - Equipment Replacement</b>											
205-9600 - Fire Equipment Replacement	118,300	98,532	68,562	78,529	401,474	170,470	108,112	121,646	149,738	83,895	1,399,258
<b>Total for Fire - Equipment Replacement</b>	<b>118,300</b>	<b>98,532</b>	<b>68,562</b>	<b>78,529</b>	<b>401,474</b>	<b>170,470</b>	<b>108,112</b>	<b>121,646</b>	<b>149,738</b>	<b>83,895</b>	<b>1,399,258</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2021 - 2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	218,200	170,500	160,700	104,500	111,300	67,400	229,300	137,300	152,900	60,500	1,412,600
<b>Total for IT Hardware - Equipment Replacement</b>	<b>218,200</b>	<b>170,500</b>	<b>160,700</b>	<b>104,500</b>	<b>111,300</b>	<b>67,400</b>	<b>229,300</b>	<b>137,300</b>	<b>152,900</b>	<b>60,500</b>	<b>1,412,600</b>
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	538,850	321,200	270,200	276,200	293,300	383,600	353,400	364,981	355,000	315,400	3,472,131
<b>Total for P&amp;R Facilities - Equipment Replacement</b>	<b>538,850</b>	<b>321,200</b>	<b>270,200</b>	<b>276,200</b>	<b>293,300</b>	<b>383,600</b>	<b>353,400</b>	<b>364,981</b>	<b>355,000</b>	<b>315,400</b>	<b>3,472,131</b>
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	498,900	338,200	365,600	379,300	315,100	365,100	323,600	451,600	380,300	371,700	3,789,400
<b>Total for P&amp;R Parks - Equipment Replacement</b>	<b>498,900</b>	<b>338,200</b>	<b>365,600</b>	<b>379,300</b>	<b>315,100</b>	<b>365,100</b>	<b>323,600</b>	<b>451,600</b>	<b>380,300</b>	<b>371,700</b>	<b>3,789,400</b>
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	76,900	72,900	23,400	61,300	113,100	55,200	36,100	13,000	126,900	88,700	667,500
<b>Total for Public Works - Equipment Replacement</b>	<b>76,900</b>	<b>72,900</b>	<b>23,400</b>	<b>61,300</b>	<b>113,100</b>	<b>55,200</b>	<b>36,100</b>	<b>13,000</b>	<b>126,900</b>	<b>88,700</b>	<b>667,500</b>
Wastewater - Equipment Replacement											
360-9600 - Wastewater Equipment Replacement	124,750	36,010	149,480	108,540	103,210	136,013	35,183	49,753	92,257	52,637	887,833
<b>Total for Wastewater - Equipment Replacement</b>	<b>124,750</b>	<b>36,010</b>	<b>149,480</b>	<b>108,540</b>	<b>103,210</b>	<b>136,013</b>	<b>35,183</b>	<b>49,753</b>	<b>92,257</b>	<b>52,637</b>	<b>887,833</b>
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	50,500	172,400	69,400	83,800	12,900	27,900	44,400	12,200	30,600	74,300	578,400
<b>Total for Water - Equipment Replacement</b>	<b>50,500</b>	<b>172,400</b>	<b>69,400</b>	<b>83,800</b>	<b>12,900</b>	<b>27,900</b>	<b>44,400</b>	<b>12,200</b>	<b>30,600</b>	<b>74,300</b>	<b>578,400</b>
<b>TOTAL EQUIPMENT REPLACEMENT</b>	<b>1,626,400</b>	<b>1,209,742</b>	<b>1,107,342</b>	<b>1,092,169</b>	<b>1,350,384</b>	<b>1,205,683</b>	<b>1,130,095</b>	<b>1,150,480</b>	<b>1,287,695</b>	<b>1,047,132</b>	<b>12,207,122</b>
<b>Grand Total:</b>	<b>15,116,400</b>	<b>12,325,342</b>	<b>18,697,442</b>	<b>17,445,869</b>	<b>29,859,484</b>	<b>33,689,983</b>	<b>18,676,595</b>	<b>12,638,880</b>	<b>13,191,395</b>	<b>80,192,032</b>	<b>251,833,422</b>



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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Total Capital Expenditures</b>	<b>15,116,400</b>	<b>12,325,342</b>	<b>18,697,442</b>	<b>17,445,869</b>	<b>29,859,484</b>	<b>33,689,983</b>	<b>18,676,595</b>	<b>12,638,880</b>	<b>13,191,395</b>	<b>80,192,032</b>	<b>251,833,422</b>
<b>External Sources of Financing</b>											
Subsidies	50,000	-	511,000	-	333,000	-	-	-	-	-	894,000
Development Charges	1,640,000	828,000	1,477,750	1,713,250	1,830,000	1,404,163	692,000	949,375	1,072,000	14,004,350	25,610,888
Developer/Partner Contributions	-	13,750	6,250	-	-	-	-	-	-	29,677,585	29,697,585
Other	15,000	-	-	-	100,000	-	-	-	-	-	115,000
<b>Total External Sources of Financing</b>	<b>1,705,000</b>	<b>841,750</b>	<b>1,995,000</b>	<b>1,713,250</b>	<b>2,263,000</b>	<b>1,404,163</b>	<b>692,000</b>	<b>949,375</b>	<b>1,072,000</b>	<b>43,681,935</b>	<b>56,317,473</b>
<b>Internal Sources of Financing</b>											
Debentures	1,748,000	291,000	87,000	1,990,000	12,563,000	17,122,000	5,650,000	87,000	640,000	2,019,450	42,197,450
Water Capital Reserves	1,185,000	733,500	3,815,000	2,295,000	3,425,000	1,995,000	2,492,500	1,325,000	336,200	2,417,850	20,020,050
Wastewater Capital Reserves	1,897,500	733,500	2,525,000	1,555,000	1,550,000	1,865,000	965,000	865,000	789,600	1,311,130	14,056,730
Capital Levy/OCIF Reserves	1,810,000	3,425,000	2,585,000	2,935,000	3,204,500	2,556,000	2,325,000	2,530,000	3,035,000	3,040,000	27,445,500
Vehicle Replacement Reserves	1,662,000	1,301,600	2,413,600	1,151,200	1,196,100	1,981,800	1,242,000	1,479,400	1,499,900	1,321,800	15,249,400
Equipment Replacement Reserves	1,626,400	1,209,742	1,107,342	1,092,169	1,350,384	1,205,683	1,130,095	1,150,480	1,287,695	1,047,132	12,207,122
Other Reserves and Reserve Funds	3,482,500	3,789,250	4,169,500	4,714,250	4,307,500	5,560,337	4,180,000	4,252,625	4,531,000	25,352,735	64,339,697
<b>Total Internal Sources of Financing</b>	<b>13,411,400</b>	<b>11,483,592</b>	<b>16,702,442</b>	<b>15,732,619</b>	<b>27,596,484</b>	<b>32,285,820</b>	<b>17,984,595</b>	<b>11,689,505</b>	<b>12,119,395</b>	<b>36,510,097</b>	<b>195,515,949</b>
<b>Total Sources of Financing</b>	<b>15,116,400</b>	<b>12,325,342</b>	<b>18,697,442</b>	<b>17,445,869</b>	<b>29,859,484</b>	<b>33,689,983</b>	<b>18,676,595</b>	<b>12,638,880</b>	<b>13,191,395</b>	<b>80,192,032</b>	<b>251,833,422</b>

**Assumption**

1. Most development related capital projects have been positioned in the tenth year of the 10-year capital forecast. It has been assumed that the growth share of these projects will be 100% front-end funded through a service financing agreement (SFA).



# **OTHER INFORMATION**

**2021 BUDGET**



## Asset Management Progress Report

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

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

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

Area	Replacement Cost (2016 \$)	Replacement Cost (2021 \$)
Tax Supported	\$ 602,300,000	\$698,200,000
Water Supported	\$ 114,100,000	\$132,300,000
Wastewater Supported	\$ 127,000,000	\$147,200,000
<b>Total</b>	<b>\$ 843,400,000</b>	<b>\$977,700,000</b>

Added to the table above is the estimated value of the same assets in 2021, assuming a 3.0% annual capital inflation adjustment. This represents an asset value of \$977.7 million, or approximately \$32,600 per capita. Keep in mind that assets have been constructed/acquired and disposed of since 2016. This will be accounted for in an AM Plan update planned for 2021.

To effectively manage these assets, the 2016 AM Plan calculated the impact on taxation, water, and wastewater rates assuming no new forms of additional funding sources would become available. This included:

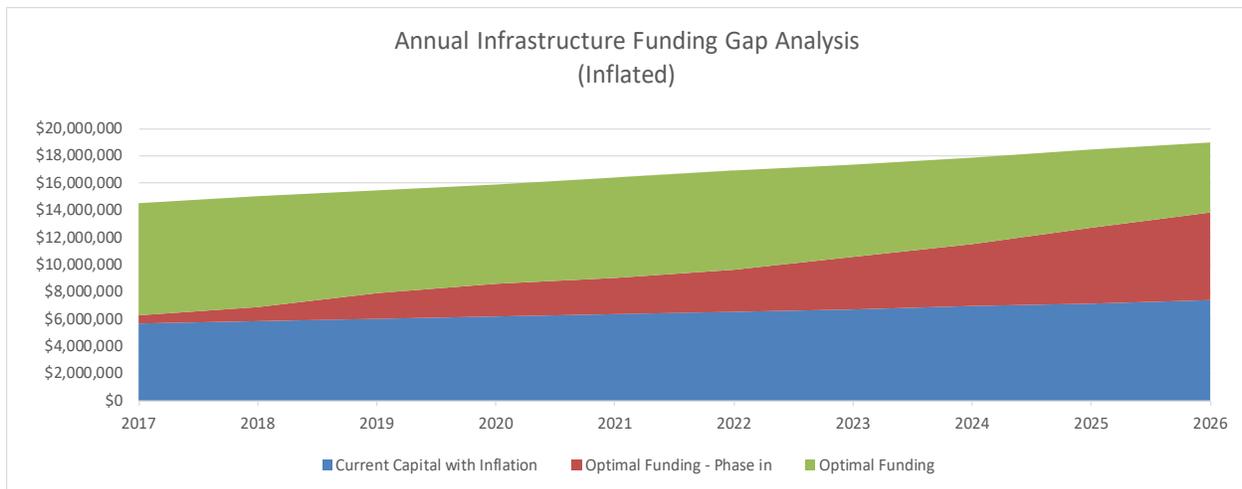
- **4.9% increase in taxation rates annually to 2030 (includes operating inflationary increases). 2.89% increases in taxation thereafter.**
- **Water and wastewater rate increases in line with the Township approved Water & Wastewater Rate Study. The 2020 Rate Study recommends annual increases to water and wastewater rates of 1.2% and 3.3% respectively.**

While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves in order to keep somewhat close to the annual capital investment recommendations from the AM Plan. All recommended water and wastewater rate increases have been made to date.

The Township’s 2016 AM Plan evaluates progress in implementing its recommendations through the calculation of the “annual funding gap”. This is defined as the difference between the optimal annual investment in capital as stated within the AM Plan and the actual annual investment in capital. Due to the significance of this gap, a phased-in approach to mitigating the gap was recommended within the Plan.

**Tax Supported Assets**

The graph below originates from the Township’s 2016 AM Plan and compares the optimal annual investment in capital (in green) to the recommended phased-in annual investment in capital (blue and red added together). As shown in the graph, following the recommendations in the AM plan results in reducing the tax supported annual investment gap over time, eventually hitting a zero gap by 2036.



The table below provides a detailed look at the annual funding gap for 2018 to 2023.

Consistent Tax Supported Funding	Historical Information						
	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000	900,000	925,000
Dedicated Capital Levy	-	915,300	1,208,200	1,516,200	1,528,441	1,528,441	1,528,441
Gas Tax Funds	794,200	850,200	855,200	855,200	894,100	894,100	894,100
OCIF Funds	-	793,377	1,216,174	1,216,174	1,271,559	1,271,559	1,271,559
OLG Funds	2,150,000	2,125,000	2,165,000	2,200,000	740,000	1,540,000	2,200,000
Transfer to Vehicle/Equipment Replacement	1,065,000	1,512,000	1,619,000	1,661,000	1,673,000	1,806,000	1,891,000
<b>Total</b>	<b>4,709,700</b>	<b>6,996,377</b>	<b>7,888,574</b>	<b>8,298,574</b>	<b>6,982,100</b>	<b>7,940,100</b>	<b>8,710,100</b>
<b>AM Plan Recommended Phase-In</b>		<b>6,900,000</b>	<b>7,900,000</b>	<b>8,600,000</b>	<b>9,000,000</b>	<b>9,600,000</b>	<b>10,600,000</b>
<b>Optimal Capital Investment</b>		<b>15,000,000</b>	<b>15,500,000</b>	<b>15,900,000</b>	<b>16,400,000</b>	<b>16,900,000</b>	<b>17,400,000</b>
<b>Annual Funding Gap</b>		<b>(8,003,623)</b>	<b>(7,611,426)</b>	<b>(7,601,426)</b>	<b>(9,417,900)</b>	<b>(8,959,900)</b>	<b>(8,689,900)</b>



Significant progress on capital investment has been made since the first Township AM Plan was approved in 2014. The Township has been able to keep up with the recommended phased-in increases each year to 2019, predominantly due to:

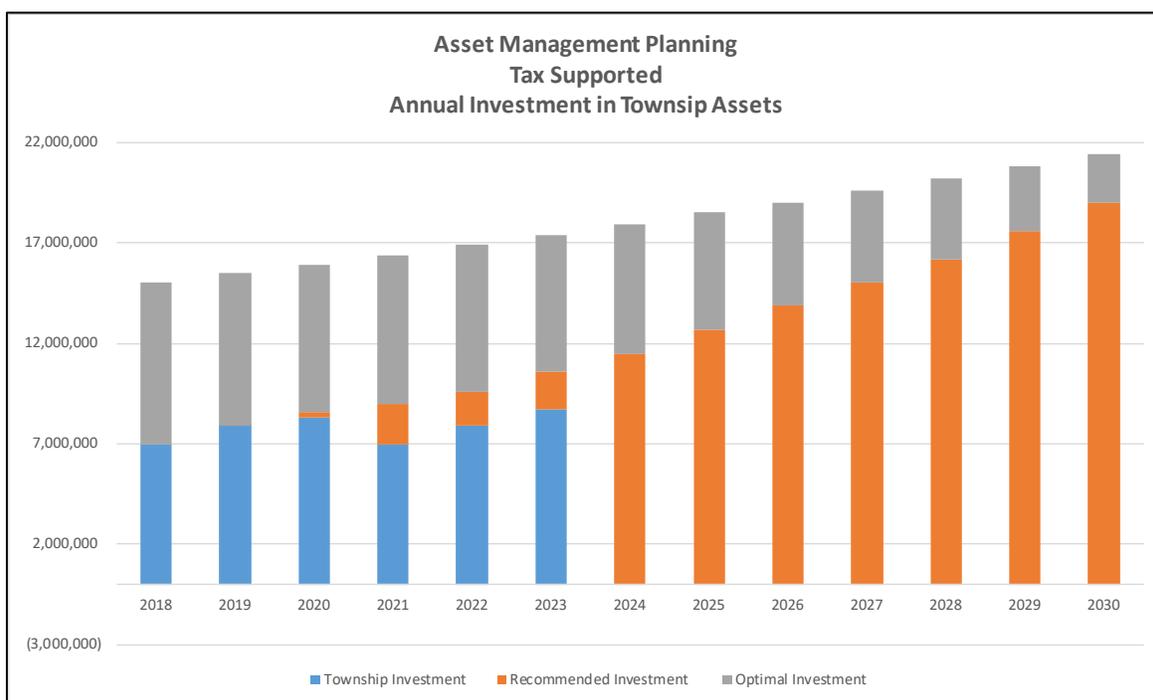
- The introduction of the dedicated capital levy;
- The introduction of OCIF funding from the province; and
- Increases to transfers to capital reserves.

Capital investment levels for 2020 were approximately \$300,000 below the Township’s AM Plan investment target, and 2021 investment levels are approximately \$2.02 million below target. The significant gap in 2021 is due to a significant reduction in OLG funds available for the year (\$1.46 million less available for capital investment), and transfers to capital reserve that fall short of targets.

Current projections for 2022 and 2023 show that the Township will continue to fall behind in capital investment. This is a result of:

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

This is shown in the graph below. With each year, the optimal capital investment grows with capital inflation, and is expected to reach approximately \$21.4 million by 2030. Decisions made as part of the budget processes each year will determine our ability to mitigate the annual funding gap.



This would suggest that additional funds need to be allocated to capital investment in these years in order to match the AM Plan recommendations. Specifically, for 2022 and 2023 an additional \$1.7 million and \$1.9 million respectively would be required over and above what is shown in the 3-year operating forecast.

Eliminating the funding gap is a significant initiative that takes many years of recommended increases in capital funding. The Township has made good progress on this in the past, while minimizing the impact on taxation annually.

#### Water & Wastewater Supported Assets

The Township has been proactive in preparing a Water and Wastewater Rate Study every 5 years. While there is a need to prepare Financial Plans every 5 years for licence renewal purposes, the extra step of calculating rates is recommended best practice.

The rates recommended for both water and wastewater were calculated in the Council approved Rate Study based on requirements to move towards “full cost sustainability”. This means that rate revenue provides for annual operating and capital costs and plans for the future replacement of water and wastewater assets.

As mentioned above, the Township has been following the recommended rate increases from the Rate Study on an annual basis. An updated Rate Study was prepared in 2020 and will be incorporated into Township AM Planning practices in 2021.

#### Infrastructure Gap

In the future, the Township’s AM planning processes will also look at calculating an “Infrastructure Gap”. This is looking at spending on capital, while the funding gap described above looks at funding availability. Capital spending is commonly referred to as “lifecycle costing”, which refers to all costs associated with owning and maintaining assets, such as:

- Operating and Maintenance;
- Rehabilitation;
- Replacement and Disposal; and
- Expansion/Growth.

Future requirements of AM Planning require the Township to examine these costs in detail over a forecast period and indicate how they are to increase, given planned service levels. As this component of the Township’s AM planning processes is further developed, this cost analysis will be expanded upon.





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

<u>TAX SUPPORTED CAPITAL</u>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
STUDIES	240,000	100,000	730,000	730,000	405,000
CORPORATE	413,200	566,500	367,600	257,100	77,900
MUNICIPAL BUILDINGS	-	14,000	42,000	-	-
FIRE SERVICES	374,300	221,700	1,083,100	552,900	1,255,000
HEALTH SERVICES	-	60,000	150,000	20,000	95,000
TRANSP: ROADS URBAN	1,405,000	1,876,500	5,780,000	5,574,100	2,136,700
TRANSP: ROADS RURAL	1,485,000	2,345,000	1,150,000	595,000	360,000
TRANSP: STRUCTURES	1,830,000	2,800,000	2,170,000	3,401,200	3,165,000
TRANSP: STORM DRAINAGE	175,000	120,000	40,000	535,000	445,000
PUBLIC WORKS MISC	1,182,900	1,687,800	679,600	1,146,500	2,718,498
PARKS & REC: FACILITIES & OTHER	2,038,850	872,800	624,450	950,400	1,519,900
PARKS & REC: PARKS	948,900	1,544,000	993,300	665,600	347,800
<b>GRAND TOTAL - TAX SUPPORTED</b>	<b>10,093,150</b>	<b>12,208,300</b>	<b>13,810,050</b>	<b>14,427,800</b>	<b>12,525,798</b>
 <u>USER PAY CAPITAL</u>					
WASTEWATER	2,642,250	1,234,000	3,430,500	3,802,800	117,000
WATER WORKS	2,381,000	5,091,700	4,439,400	2,131,200	1,344,500
<b>GRAND TOTAL - USER PAY</b>	<b>5,023,250</b>	<b>6,325,700</b>	<b>7,869,900</b>	<b>5,934,000</b>	<b>1,461,500</b>
 <b>TOTAL</b>	 <b>15,116,400</b>	 <b>18,534,000</b>	 <b>21,679,950</b>	 <b>20,361,800</b>	 <b>13,987,298</b>
<b>LESS: DEBT FINANCING</b>	<b>(1,748,000)</b>	<b>(3,473,500)</b>	<b>(1,758,000)</b>	<b>-</b>	<b>-</b>
<b>NON-DEBT TOTAL</b>	<b>13,368,400</b>	<b>15,060,500</b>	<b>19,921,950</b>	<b>20,361,800</b>	<b>13,987,298</b>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2021

<u>Description</u>	<u>Balance at Jan. 1/21</u>	<u>Projected Transfers in - 2021</u>	<u>Projected Transfers out - 2021</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/21</u>
<b><u>Tax Supported Reserves and Reserve Funds</u></b>					
<b><u>Reserve Accounts</u></b>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,627,600	992,000	1,749,900	-	1,869,700
Dedicated Capital Levy Structures Loan from Reserve	(514,970)	254,920	-	-	(260,050)
Sub-total	<u>2,112,630</u>	<u>1,246,920</u>	<u>1,749,900</u>	<u>-</u>	<u>1,609,650</u>
<u>Fire - Capital Reserves</u>					
Fire Safety Trailer Reserve	8,570	-	-	-	8,570
Structural Fire Revenue Reserve	43,330	-	-	-	43,330
Sub-total	<u>51,900</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>51,900</u>
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve	248,440	89,000	70,000	-	267,440
Elora Meadows Ground Water Collection Reserve	38,290	3,500	-	-	41,790
Summerfield Phase I - Ground Water Collection Reserve	2,550	5,500	-	-	8,050
Summerfield Phase II - Ground Water Collection Reserve	1,490	2,600	-	-	4,090
Storybrook Phase I - Ground Water Collection Reserve	2,040	1,800	-	-	3,840
Winter Maintenance Reserve	150,000	-	-	-	150,000
St George St W Drainage Reserve	27,300	-	-	-	27,300
WR7 & WR21 Sidewalk Reserve	9,530	-	-	-	9,530
Sub-total	<u>479,640</u>	<u>102,400</u>	<u>70,000</u>	<u>-</u>	<u>512,040</u>
<u>Parks &amp; Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	50,000	50,000	-	-
P&R - Cash in Lieu of Trees Reserve	14,100	-	-	-	14,100
Sub-total	<u>14,100</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>14,100</u>
<u>Vehicle and Equipment Replacement Reserves</u>					
Vehicle Replacement Reserve	1,057,604	924,000	987,000	75,000	1,069,604
Municipal FD Training Officer: Vehicle Replacement Reserve	18,700	5,000	-	-	23,700
Equipment Replacement Reserve	1,166,312	749,000	1,451,150	-	464,162
Sub-total	<u>2,242,616</u>	<u>1,678,000</u>	<u>2,438,150</u>	<u>75,000</u>	<u>1,557,466</u>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2021

<u>Description</u>	<u>Balance at Jan. 1/21</u>	<u>Projected Transfers in - 2021</u>	<u>Projected Transfers out - 2021</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/21</u>
<b><u>Other Reserves</u></b>					
Working Capital Reserve	1,109,660	-	-	-	1,109,660
Contingency Reserve	172,200	-	-	-	172,200
Photocopiers Loan from Reserve	(3,600)	3,600	-	-	-
VPSC Expansion Loan from Reserve	(655,120)	85,700	-	-	(569,420)
Heritage Reserve	7,500	2,500	-	-	10,000
Election Reserve	61,150	30,000	2,300	-	88,850
Health Care Professionals Recruitment Reserve	43,460	-	20,000	-	23,460
WSIB Reserve	633,500	170,000	190,000	-	613,500
Insurance Claim Reserve	147,590	45,000	45,000	-	147,590
Employee Future Benefit Reserve	57,790	40,000	45,000	-	52,790
Land Sale Reserve	198,050	-	-	-	198,050
Fergus Theatre Reserve	16,530	1,900	-	-	18,430
Reserve for Legal Matters	226,600	-	35,000	-	191,600
Cemetery Expansion Reserve	(182,680)	38,200	60,000	-	(204,480)
GRCA Levy Stabilization Reserve	21,570	-	-	-	21,570
CWCI Loan Reserve	1,000,000	-	-	-	1,000,000
MacDonald Trust Reserve	878,190	-	-	-	878,190
CIP Reserve	46,850	30,000	34,200	-	42,650
wpd Reserve	134,480	22,000	-	-	156,480
Service Delivery Modernization Grant Reserve	501,870	-	125,000	-	376,870
COVID-19 Reserve	1,168,280	-	790,000	-	378,280
Sub-total	<u>5,583,870</u>	<u>468,900</u>	<u>1,346,500</u>	<u>-</u>	<u>4,706,270</u>
Total Tax Supported Reserves	<u>10,484,756</u>	<u>3,546,220</u>	<u>5,654,550</u>	<u>75,000</u>	<u>8,451,426</u>
<b><u>Reserve Funds</u></b>					
Cash-In-Lieu Parkland Reserve Fund	650,950	-	-	4,900	655,850
Cash-In-Lieu Parking Reserve Fund	186,610	-	-	1,400	188,010
Elora Clock Reserve Fund	20,610	-	-	200	20,810
VPC - Seniors Reserve Fund	281,140	14,900	4,000	2,100	294,140
OLGC Slot Revenue Reserve Fund	748,670	1,540,000	672,100	8,900	1,625,470
Arts, Culture & Heritage Reserve Fund	50,530	87,500	-	700	138,730
Economic Development Reserve Fund	300,120	127,500	179,570	2,100	250,150
Gas Tax Revenue Reserve Fund	283,730	894,080	951,200	1,900	228,510
Newdon Industries Public Swim Reserve Fund	7,600	-	420	100	7,280
Building Code Reserve Fund	2,648,690	-	-	19,900	2,668,590
Capital Levy Reserve Fund	572,170	1,528,440	803,720	7,000	1,303,890
OCIF Reserve Fund	9,460	1,271,560	1,271,560	100	9,560
Total Tax Supported Reserve Funds	<u>5,760,280</u>	<u>5,463,980</u>	<u>3,882,570</u>	<u>49,300</u>	<u>7,390,990</u>
Total Tax Supported Reserve and Reserve Funds	<u>16,245,036</u>	<u>9,010,200</u>	<u>9,537,120</u>	<u>124,300</u>	<u>15,842,416</u>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2021

<u>Description</u>	<u>Balance at Jan. 1/21</u>	<u>Projected Transfers in - 2021</u>	<u>Projected Transfers out - 2021</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/21</u>
<b><u>User Pay Reserves</u></b>					
<b><u>Reserve Accounts</u></b>					
<u>Environmental Services - Capital Reserves</u>					
ENV: Vehicle Replacement Reserve	733,400	180,000	675,000	50,000	288,400
Municipal RMO: Vehicle Replacement Reserve	36,000	5,000	-	-	41,000
ENV: Equipment Replacement Reserve	702,200	85,000	175,250	-	611,950
Sub-total	<u>1,471,600</u>	<u>270,000</u>	<u>850,250</u>	<u>50,000</u>	<u>941,350</u>
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	8,141,880	1,971,140	1,185,000	-	8,928,020
Sub-total	<u>8,141,880</u>	<u>1,971,140</u>	<u>1,185,000</u>	<u>-</u>	<u>8,928,020</u>
<u>Wastewater - Capital Reserves</u>					
Wastewater Capital Reserve	8,269,720	2,223,880	1,862,500	-	8,631,100
Sub-total	<u>8,269,720</u>	<u>2,223,880</u>	<u>1,862,500</u>	<u>-</u>	<u>8,631,100</u>
Total User Pay Reserves	<u>17,883,200</u>	<u>4,465,020</u>	<u>3,897,750</u>	<u>50,000</u>	<u>18,500,470</u>
<b><u>Development Charge Reserve Funds</u></b>					
Fire	768,250	196,000	64,820	6,300	905,730
Public Works	1,094,050	178,000	490,000	8,200	790,250
Roads	4,157,820	1,085,000	1,121,930	34,300	4,155,190
Parks & Recreation	2,701,240	985,000	908,290	26,000	2,803,950
Corporate	194,250	266,000	655,640	2,700	(192,690)
Water	793,710	578,000	1,100,800	7,800	278,710
Wastewater	2,363,660	1,185,000	1,185,100	21,200	2,384,760
Total Development Charge Reserve Funds	<u>12,072,980</u>	<u>4,473,000</u>	<u>5,526,580</u>	<u>106,500</u>	<u>11,125,900</u>



**Township of Centre Wellington  
Analysis of Current and Projected Debt  
Fiscal 2021**

<b>Year Issued</b>	<b>Purpose of Debt</b>	<i>A</i> <b>Balance at Jan 1, 2021</b>	<i>B</i> <b>New Debt</b>	<i>C</i> <b>2021 Principal Payments</b>	<i>D</i> <b>2021 Interest Payments</b>	<i>C + D</i> <b>Total Payments</b>	<i>A + B - C</i> <b>Balance at Dec 31, 2021</b>
2005	Centre Wellington Community Complex & Various WW Prj.	3,397,846	-	718,147	157,765	875,912	2,679,699
2010	Fergus Water Tower	891,737	-	165,994	32,013	198,007	725,743
2012	County of Wellington (Subwatershed Study - Ph I)	8,235	-	8,235	-	8,235	-
2012	County of Wellington (Elora WWTP)	6,616,442	-	304,497	242,934	547,431	6,311,945
2012	County of Wellington (Refinance 1997 Debt)	436,212	-	215,381	13,010	228,391	220,831
2013	County of Wellington (Subwatershed Study - Ph II)	19,845	-	6,615	-	6,615	13,230
2014	FCM - Green Municipal Fund (Elora WWTP)	7,405,790	-	463,371	145,719	609,090	6,942,419
2015	County of Wellington (Fergus Library)	70,380	-	14,076	-	14,076	56,304
2020	Infrastructure Ontario (Employment Lands)	2,301,519	-	93,069	56,504	149,573	2,208,450
		<b>21,148,006</b>	<b>-</b>	<b>1,989,385</b>	<b>647,945</b>	<b>2,637,330</b>	<b>19,158,621</b>



## Township of Centre Wellington Current & Projected Debt Summary Charts 2021 Budget & Capital Forecast

### Projected New Debt

Project Description	Annual Debt Requirements											
	2020 Unissued	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
330-0691 - Salem Bridge, WR 18, and James St Watermain	814,500											814,500
330-0729 - Well F5 Additional Capacity	863,000											863,000
2020-011 - Well F2 Additional Capacity	634,000	408,000	291,000									1,333,000
2020-007 - Water Supply Strategy - Phase 2 Groundwater Investigation Study	2,420,000											2,420,000
2020-008 - New Well - Area #3				87,000	640,000	313,000	3,422,000					4,462,000
2020-009 - New Well - Area # 5									87,000	640,000	282,000	1,009,000
Dickson Drive Employment Land Servicing - Phase 1		1,340,000										1,340,000
303-0299 - Corporate Operations Facilities	500,000											500,000
F0171 - Future Expansion of Fergus WWTP					1,350,000	12,150,000	13,500,000					27,000,000
2010-080 - New Fire Hall						100,000	200,000	3,750,000				4,050,000
2010-078 - Tanker								700,000				700,000
2010-079 - Pumper								800,000				800,000
2018-017 - Additional Equipment for New Fire Hall								400,000				400,000
2010-177 - Future Parkland (35.1 acres)											1,737,450	1,737,450
<b>Total Projected New Debt</b>	<b>5,231,500</b>	<b>1,748,000</b>	<b>291,000</b>	<b>87,000</b>	<b>1,990,000</b>	<b>12,563,000</b>	<b>17,122,000</b>	<b>5,650,000</b>	<b>87,000</b>	<b>640,000</b>	<b>2,019,450</b>	<b>47,428,950</b>

### Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2020 Unissued	5,231,500	-	-	384,900	384,900	384,900	384,900	384,900	384,900	384,900	384,900	384,900
2021	1,748,000	-	-	128,600	128,600	128,600	128,600	128,600	128,600	128,600	128,600	128,600
2022	291,000	-	-	-	21,400	21,400	21,400	21,400	21,400	21,400	21,400	21,400
2023	87,000	-	-	-	-	6,400	6,400	6,400	6,400	6,400	6,400	6,400
2024	1,990,000	-	-	-	-	-	146,400	146,400	146,400	146,400	146,400	146,400
2025	12,563,000	-	-	-	-	-	-	924,400	924,400	924,400	924,400	924,400
2026	17,122,000	-	-	-	-	-	-	-	1,259,900	1,259,900	1,259,900	1,259,900
2027	5,650,000	-	-	-	-	-	-	-	-	415,700	415,700	415,700
2028	87,000	-	-	-	-	-	-	-	-	-	6,400	6,400
2029	640,000	-	-	-	-	-	-	-	-	-	-	47,100
2030	2,019,450	-	-	-	-	-	-	-	-	-	-	-
<b>Total Projected New Debt Payments</b>	<b>47,428,950</b>	<b>-</b>	<b>-</b>	<b>513,500</b>	<b>534,900</b>	<b>541,300</b>	<b>687,700</b>	<b>1,612,100</b>	<b>2,872,000</b>	<b>3,287,700</b>	<b>3,294,100</b>	<b>3,341,200</b>

\* Assumed new debt over a term of 20 years at 4.0% per year. Also assumes debt payments begin in the year following debt issuance.



## Township of Centre Wellington Current & Projected Debt Summary Charts 2021 Budget & Capital Forecast

### Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Tax Supported	728,926	720,080	626,822	620,207	216,119	-	-	-	-	-
OLG Supported	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	602,310	601,434	467,788	467,788	287,934	-	-	-	-	-
Wastewater Supported	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521
<b>Total Existing Debt Payments</b>	<b>2,637,330</b>	<b>2,627,608</b>	<b>2,400,704</b>	<b>2,394,089</b>	<b>1,810,147</b>	<b>1,306,094</b>	<b>1,306,094</b>	<b>1,306,094</b>	<b>1,306,094</b>	<b>1,306,094</b>

### Combined Existing & Projected New Debt Payments

	2018 Actual Payments	2019 Actual Payments	2020 Actual Payments	Projected Annual Debt Payments (Principal & Interest)									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Tax Supported	729,819	835,742	729,326	728,926	742,152	648,894	642,279	238,191	29,430	44,147	459,847	459,847	459,847
OLG Supported	-	-	74,787	149,573	248,157	248,157	248,157	248,157	248,157	248,157	248,157	248,157	248,157
Waterworks Supported	603,107	603,107	602,883	602,310	986,921	874,675	881,075	748,305	483,401	735,205	735,205	741,605	788,705
Wastewater Supported	1,163,112	1,159,819	1,157,574	1,156,521	1,163,878	1,163,878	1,163,878	1,263,195	2,157,206	3,150,586	3,150,586	3,150,586	3,150,586
<b>Total Projected Debt Payments (Existing &amp; New)</b>	<b>2,496,038</b>	<b>2,598,668</b>	<b>2,564,570</b>	<b>2,637,330</b>	<b>3,141,108</b>	<b>2,935,604</b>	<b>2,935,389</b>	<b>2,497,847</b>	<b>2,918,194</b>	<b>4,178,094</b>	<b>4,593,794</b>	<b>4,600,194</b>	<b>4,647,294</b>

### Annual Debt Repayment Limit Analysis

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Projected Net Revenues (Adjusted)	34,479,148	35,858,314	36,575,480	37,306,990	38,799,269	40,351,240	41,965,290	43,643,901	45,389,657	47,205,244	49,093,453	51,057,192	53,099,479
% Debt Repayment (% Projected Revenues)	7.2%	7.2%	7.0%	7.1%	8.1%	7.3%	7.0%	5.7%	6.4%	8.9%	9.4%	9.0%	8.8%
% Debt Repayment Allowed	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Applicable Year (see note)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

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

### Percentage of Debt by Area

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax Supported	28%	28%	24%	22%	22%	10%	1%	1%	10%	10%	10%
OLG Supported	3%	6%	8%	9%	9%	10%	9%	6%	5%	5%	5%
Waterworks Supported	24%	23%	31%	30%	30%	30%	17%	18%	16%	16%	17%
Wastewater Supported	45%	44%	37%	40%	40%	51%	74%	76%	69%	69%	68%
<b>Total</b>	<b>100%</b>										



# Township of Centre Wellington Debt Projection Summary Graphs 2021 Budget & Capital Forecast

