

Centre Wellington



2019 BUDGET



2019 Budget

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INTRODUCTION

2019 BUDGET



Message from the CAO

March 2019

To: Our Centre Wellington Community

The Township is pleased to present the Council Approved 2019 Budget which has been prepared with directions set out in the Township Strategic Plan, the Township's Asset Management Plan (AM Plan), and recommendations from various Master Plans.

Our Corporate Service Department has once again led the process in developing the budget with input from all departments. The senior management team has prepared the 2019 Budget which continues to provide current service levels for our community while looking to the future to address service needs for growth.

You will note, this year's budget book provides more information to better communicate the budget information and help to educate everyone about the Township budget. As in the past, the capital budget includes a 3 year capital budget and a 7 year capital forecast. New this year, is a 3 year operating budget forecast to help Council with future planning.

Yours truly,

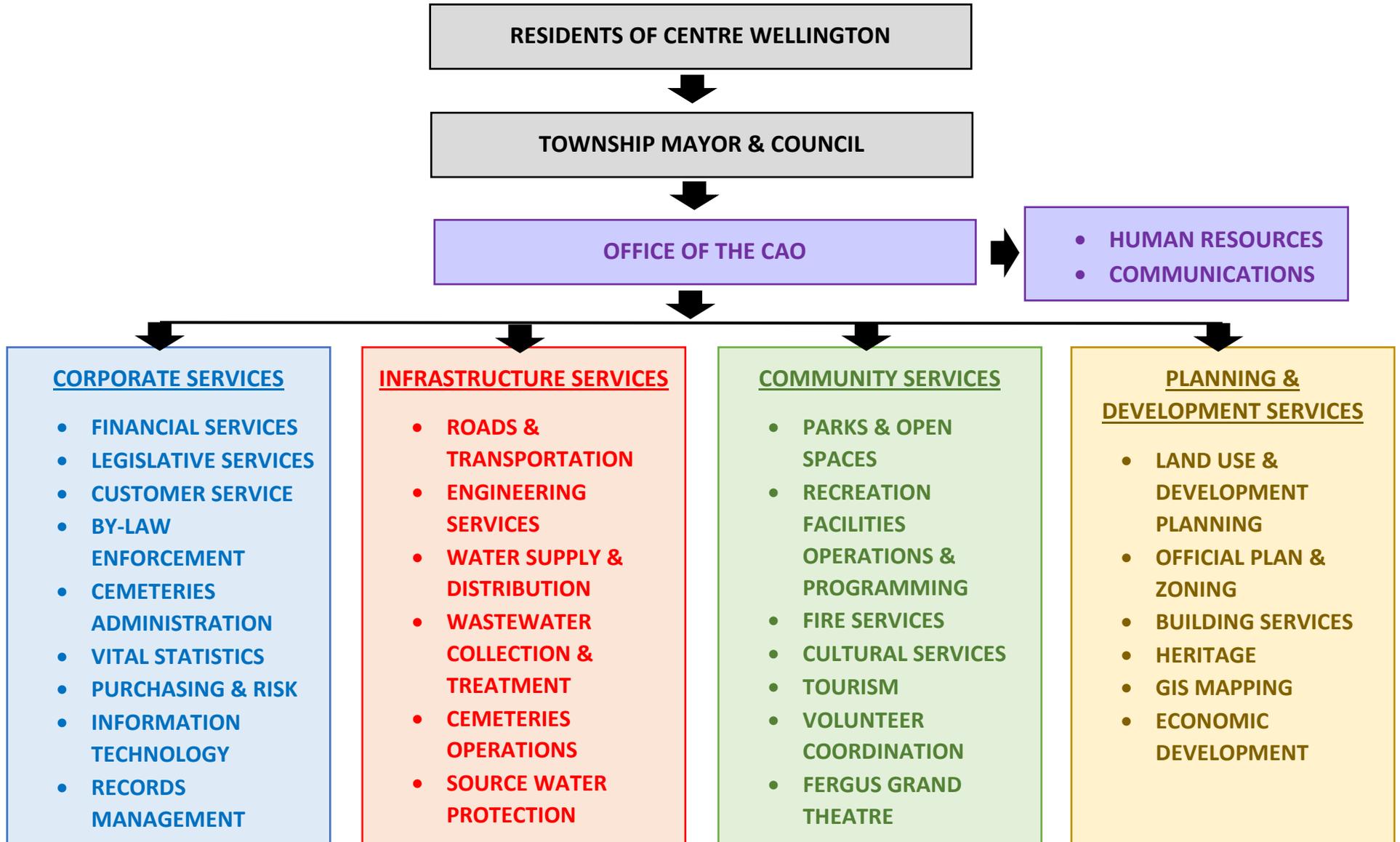
A handwritten signature in black ink that reads "A Goldie".

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. Master Plans, Budgets, Asset Management Plans, and staff reports are created and administered with a common goal of achieving strategic planning objectives.

The current Strategic Plan was created in 2015 for the 2015 to 2018 Council term. A new Strategic Plan is in development, and will be available for the 2020 budget process. Therefore the 2015 Strategic Plan was used in developing the 2019 Budget.

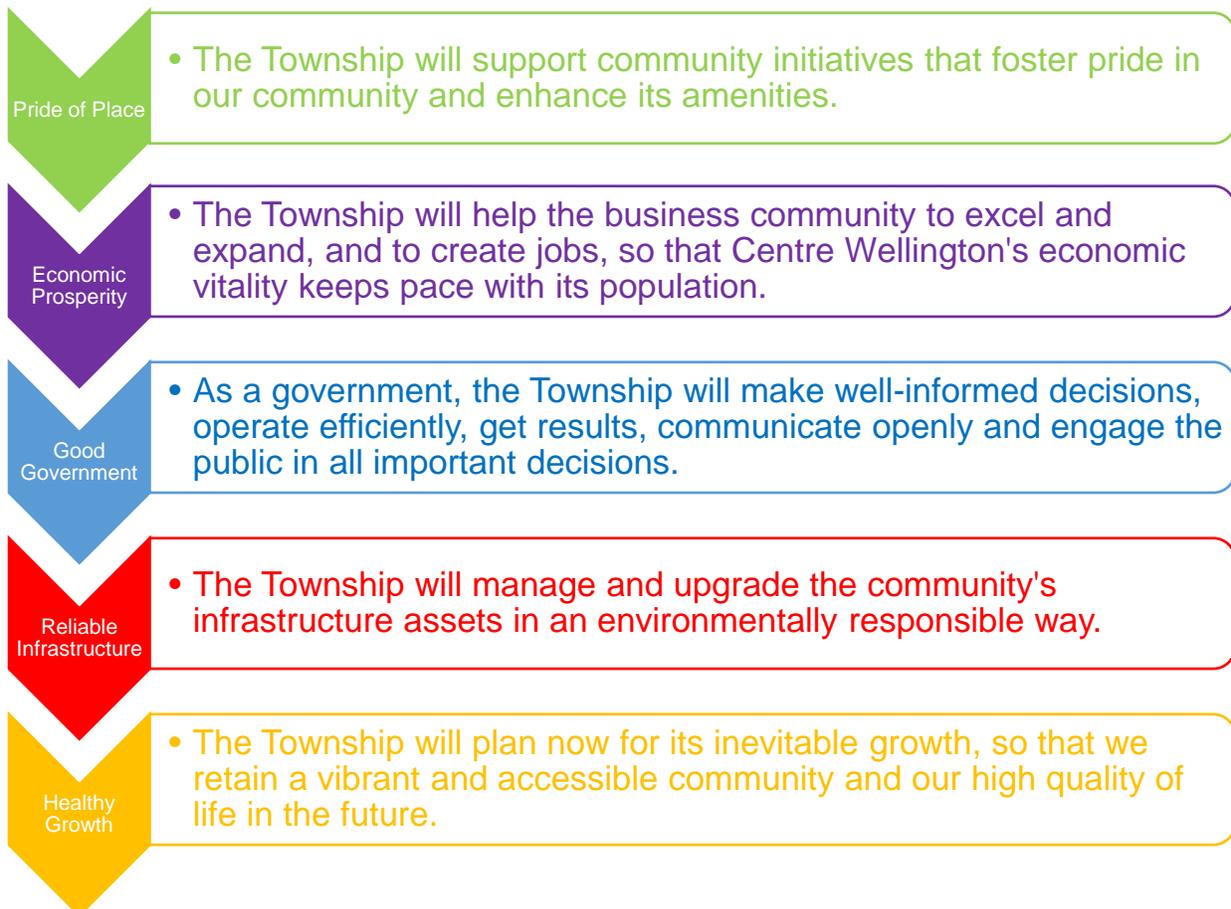
Township Vision:

Excellence in Everything (Driving all our community relationships).

Township Mission:

Working Today & Tomorrow for a Safe, Livable & Sustainable Community.

Township Five Priorities:





Asset Management Planning

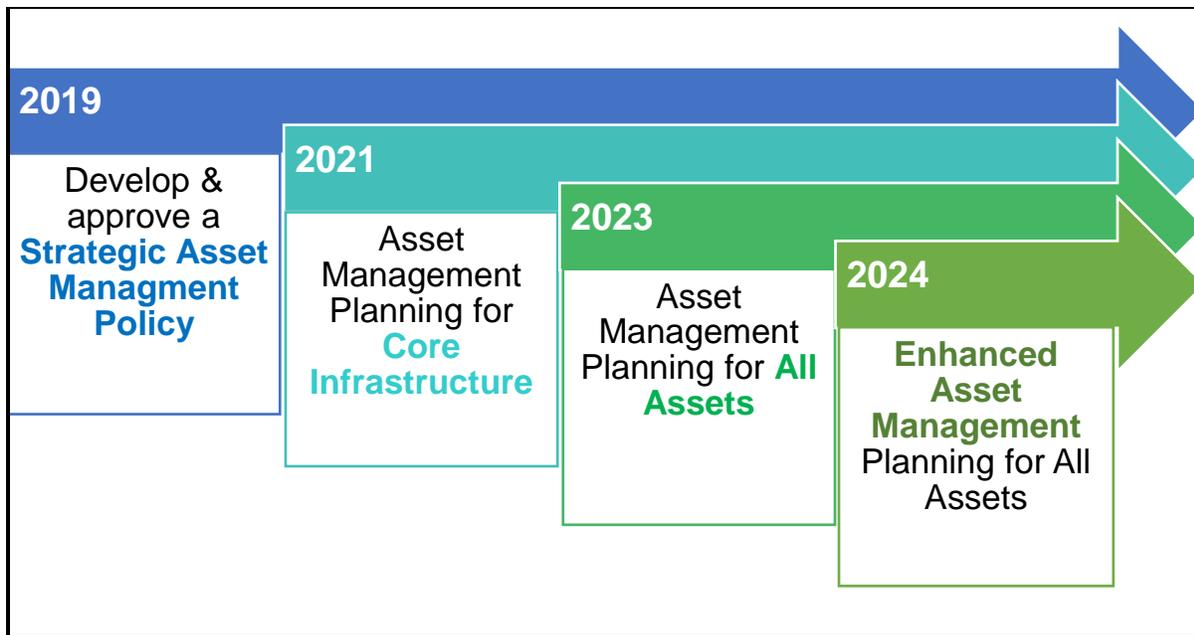
Overview

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.

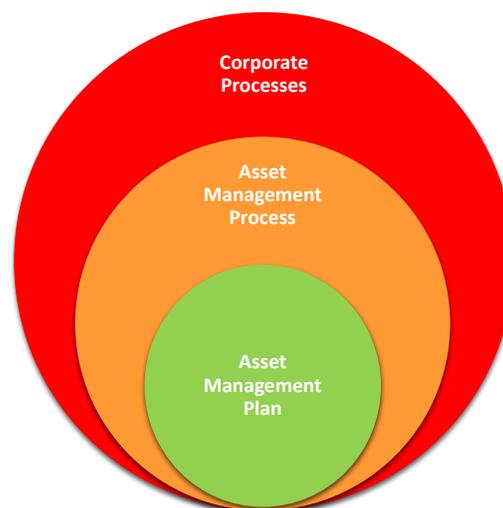
Municipalities have been conducting asset management practices for many years. The more recent requirements require municipalities to document, refine, expand, integrate, and report on these practices going forward.

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. The more significant challenges around 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 ability of all Township departments to include asset management planning requirements 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. In addition, the asset management process is integrated with other corporate processes, so that decisions are made based on the strategic direction of the Township.

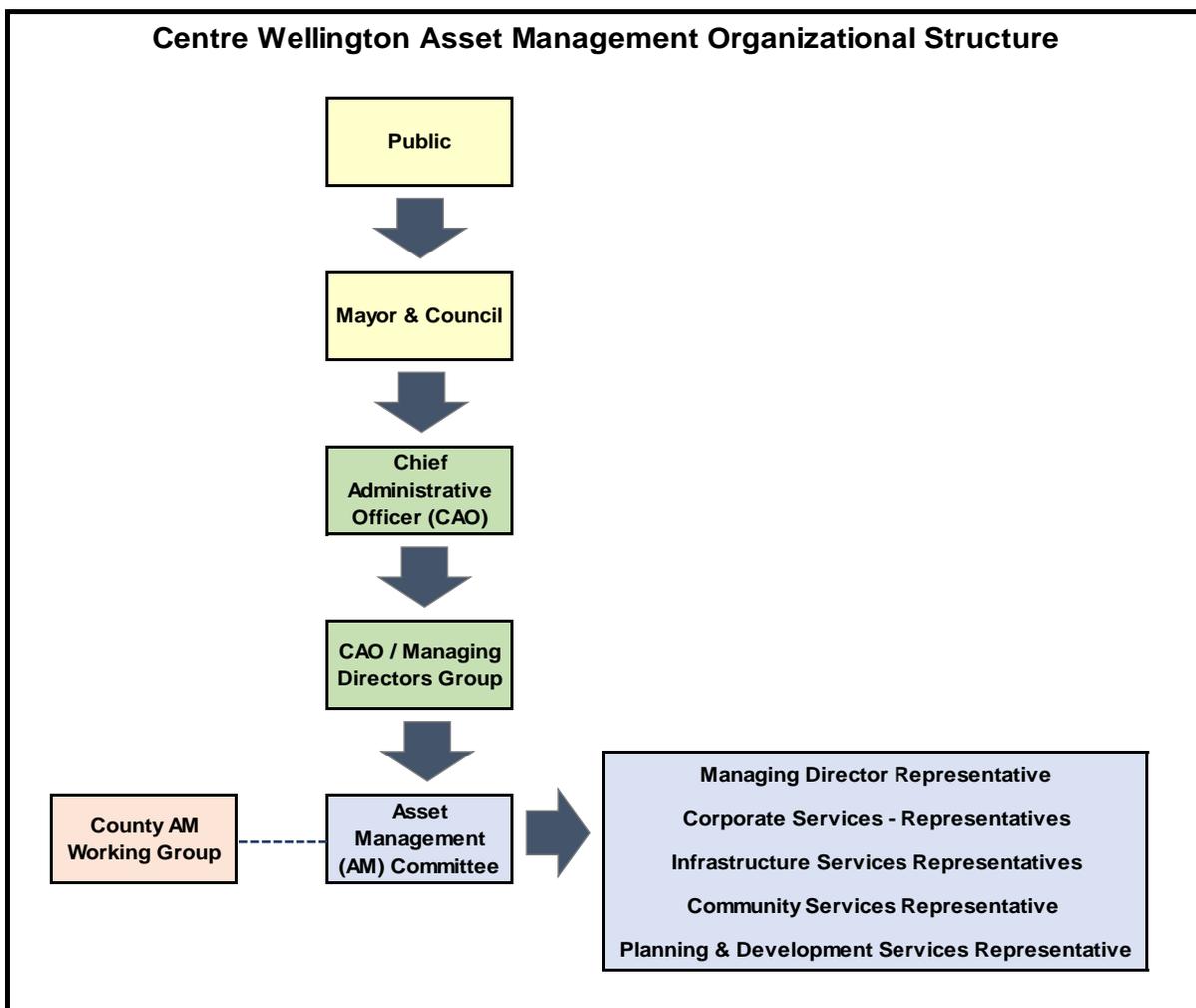


The asset management process includes the following key areas:

- ✓ 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 asset management committee has been established, 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.



The Township has had a formal Asset Management Plan in place since 2014 and has been completing full cost pricing water and wastewater (i.e. sanitary sewer) 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:

Asset Risk/Criticality = Asset Probability of Failure X Asset Consequence of Failure

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:

Asset Type	Consequence Variables
Bridges & Culverts	Response time, detour length, traffic counts, local access, and heritage.
Roads	Traffic counts, and speed limits.
Water mains	Land use, static pressure, trunk main vs. local main, and main diameter.
Sanitary Sewer mains	Main diameter, force main vs. gravity main, river crossing, proximity to water, and land use.
Other Assets	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 sanitary sewer 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. The Rate Study recommends annual increases to water and wastewater rates of 2.5% and 4.0% 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 up with the annual capital investment recommendations from the Plan. All recommended water and wastewater rate increases have been made to date.

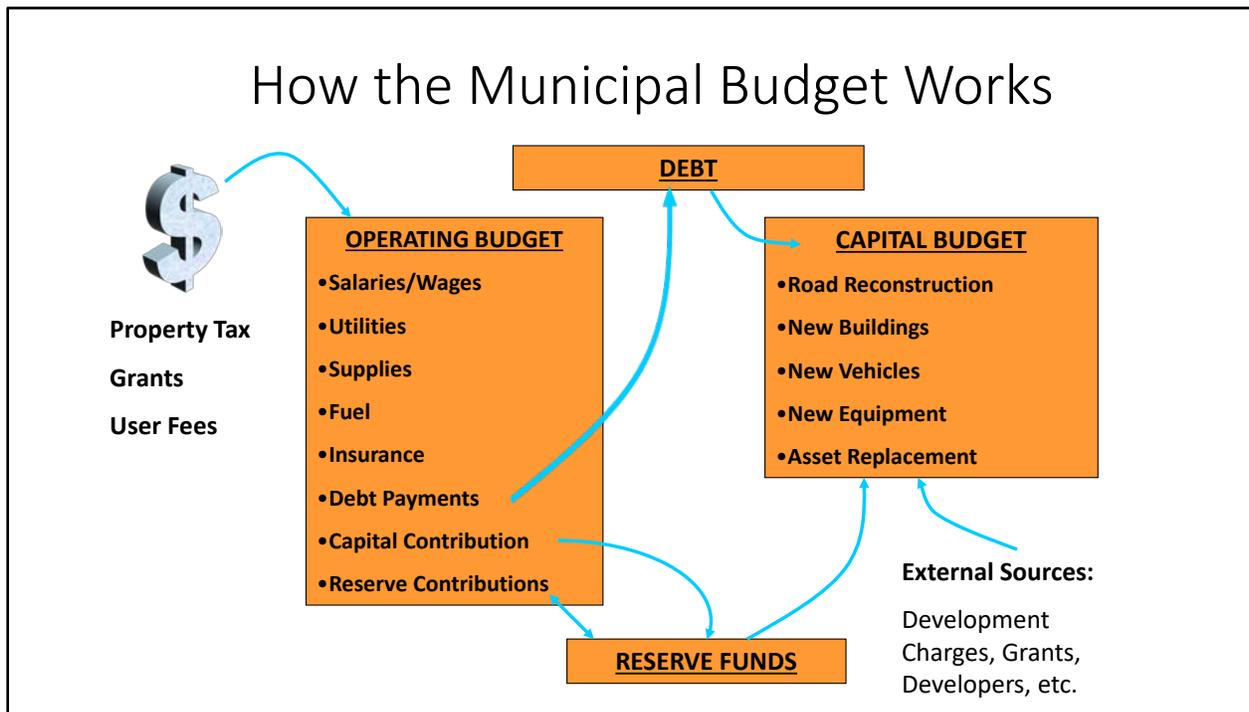
A comparison of Asset Management Plan recommendations to the 2019 budget will be provided with the 10-year Capital Forecast, in a later section.



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 tax payers 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.

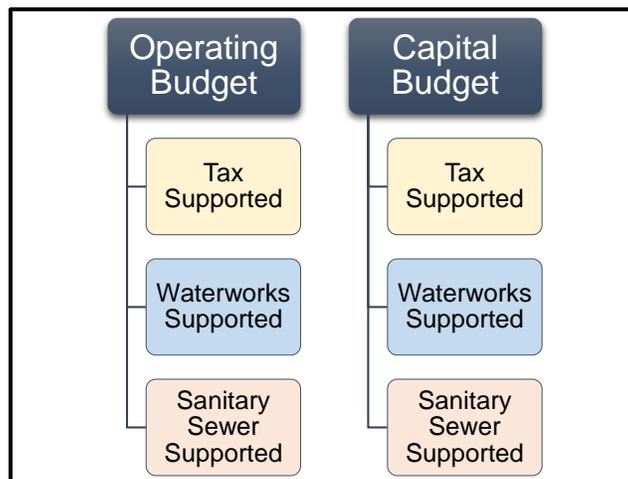
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

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 sanitary sewer 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 sanitary sewer supported budgets are funded by water and wastewater (i.e. sanitary sewer) 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 (i.e. 2019) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast (i.e. 2020 and 2021) represent the detailed forecast to be approved by Council, with the remaining years (2022 to 2028) provided for information purposes only.

For the first time, the Township has provided a 3-year operating forecast as part of this budget process. This forecast will provide a high-level look at the Township's anticipated tax-supported operating needs to 2021. Year 1 of the forecast (i.e. 2019) represents the operating budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2020 and 2021) are provided for information purposes only.

2019 Budget Process

Similar to the 2018 budget process, the 2019 capital and operating budget discussions have been combined. In recent past, the capital and operating budgets were discussed separately, with the capital budget approved prior to the end of the prior fiscal year and the operating budget and vehicle and equipment replacement schedules approved early in the new year.

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 the timing of the 2018 Municipal Election, the 2019 budget process has been delayed, with Council review and discussion occurring in February 2019.

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 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 2019 Fees and Charges By-law was passed in December 2018. However, amendments to the by-law can be made, if necessary, in 2019.

Budget Timeline

The following timeline illustrates the process followed during the creation of the 2019 budget:

2018	August	- Capital budget discussions initiated at a staff level. - Timing of development related infrastructure determined.
	September	- Operating budget discussions initiated at a staff level. - Salary, wages & benefit calculations for 2019 started.
	October	- Municipal Election.
	November	- Development of 10-year bridge and culvert plan. - Development of 10-year capital forecast. - Integration of Master Plans into the capital forecast.
	December	- Council inaugural meeting & orientation meetings. - Strategic Planning development initiated by Council & staff. - 3-year staffing strategy developed. - Finalization of 2019 capital budget.
2019	January	- Master Plan meetings with Council. - Finalization of 2019 operating budget. - Development of 3-year operating forecast. - Finalization of Draft Budget.
	February	- Budget deliberation meetings. - Proposed budget approval (February 25 th Council meeting).



TAX SUPPORTED OPERATING BUDGET

2019 BUDGET

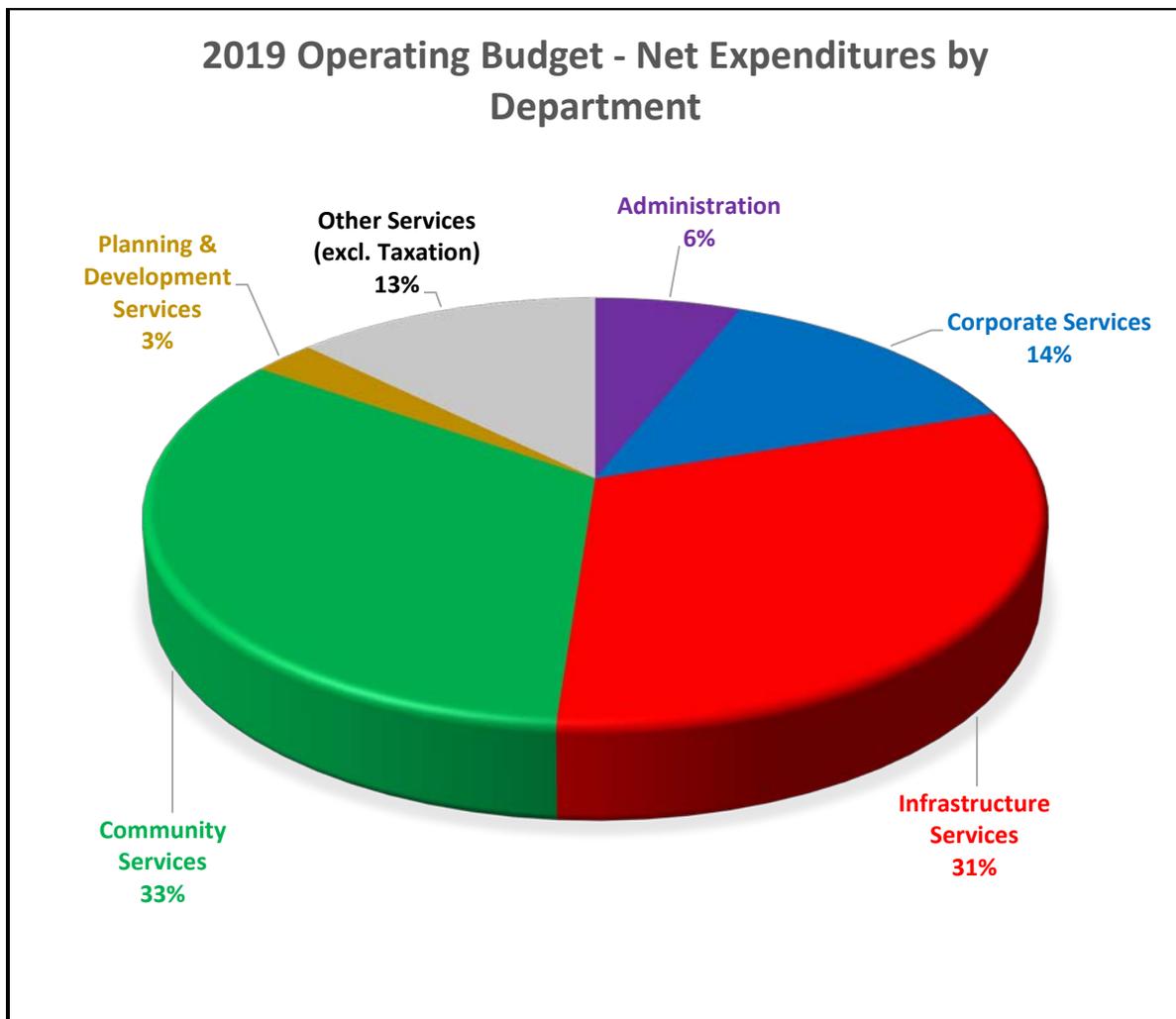


Tax Supported Operating Budget Overview

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 rates due to large one-time expenditures.

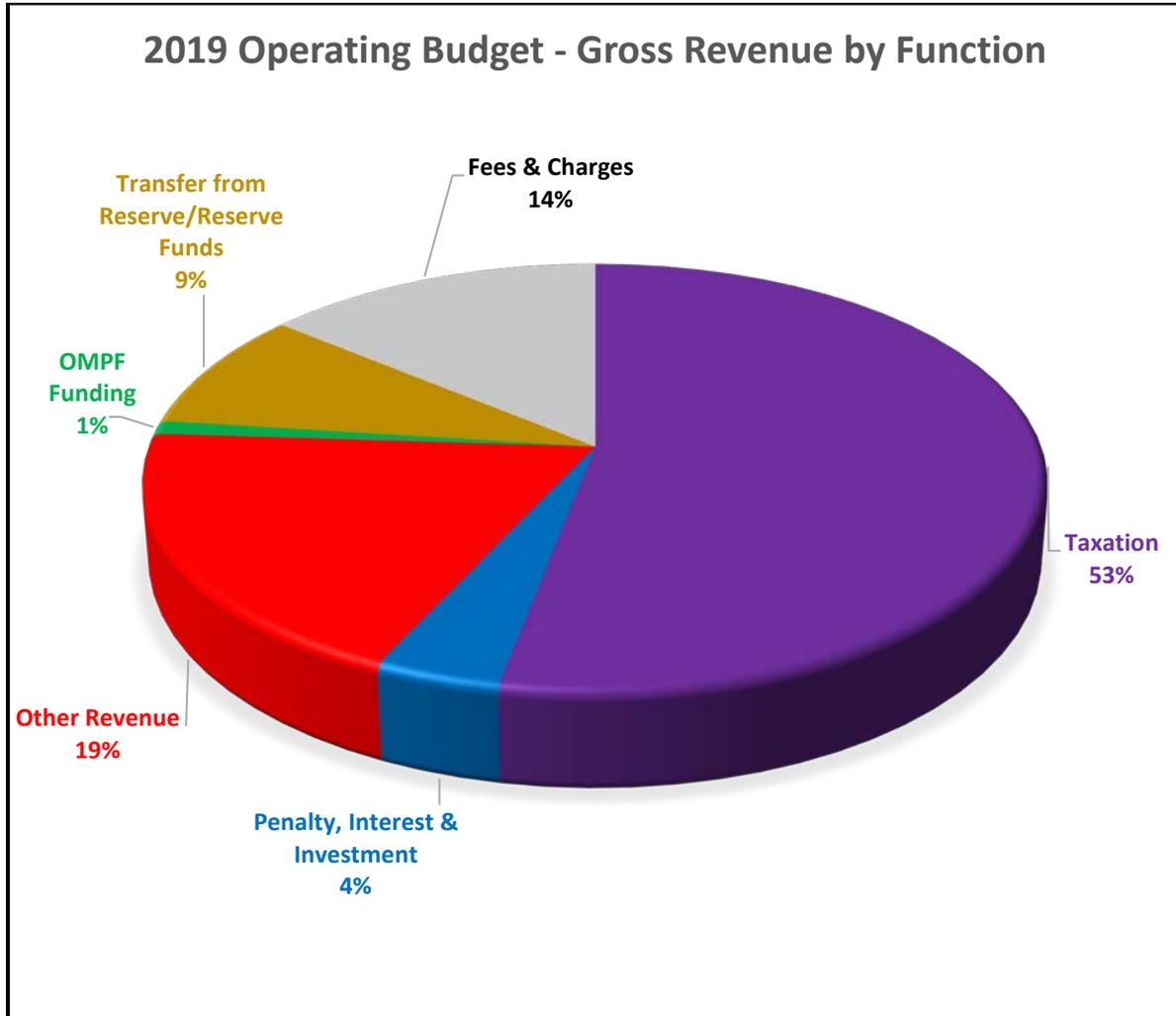
2019 Tax Supported Operating Budget

The 2019 tax supported operating budget totals \$27,461,514. After deducting other revenues, the net operating budget to be funded from general taxation is \$13,732,355 (excluding the dedicated capital levy). The net 2019 operating budget is broken down by department as follows:

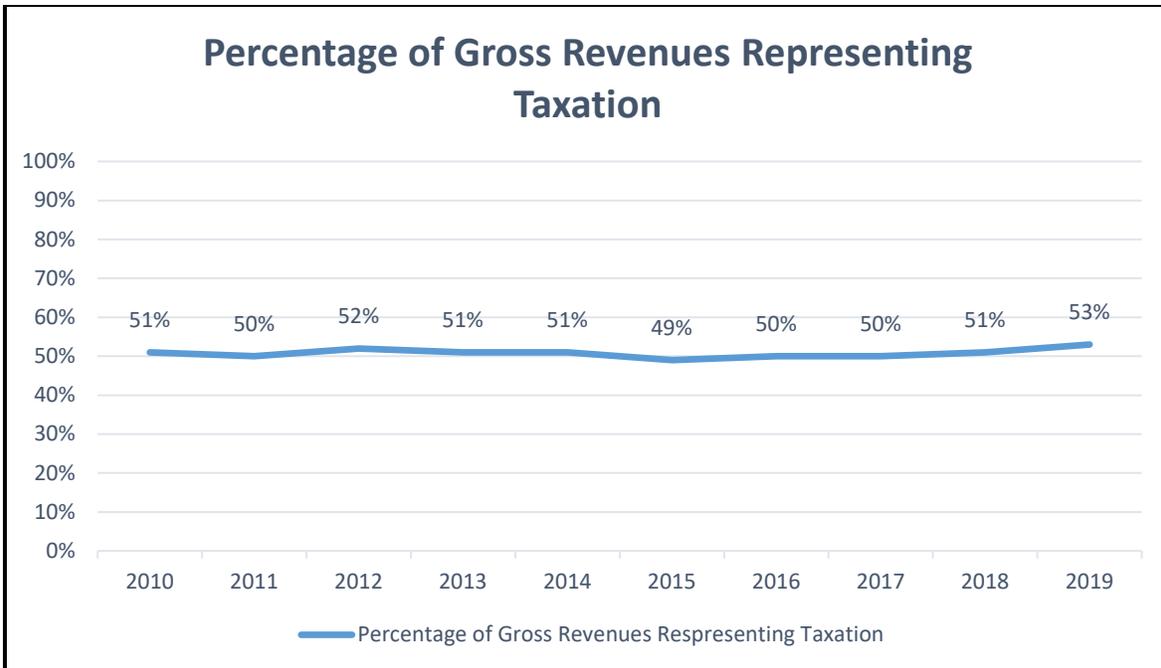


Following this overview, the budget breakdown of each department into specific budget areas is provided, along with a summary of the overall budget for each department.

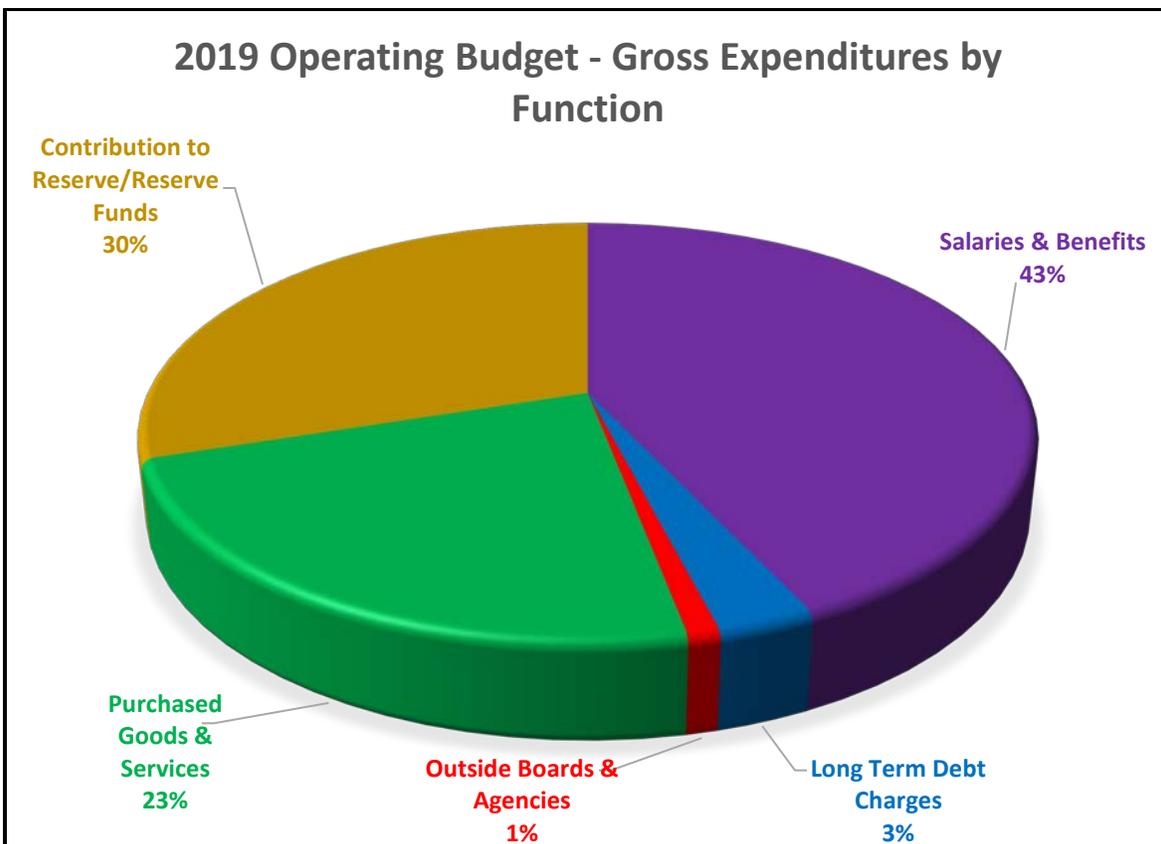
From a gross revenue perspective, the 2019 operating budget is broken down into the following revenue types:



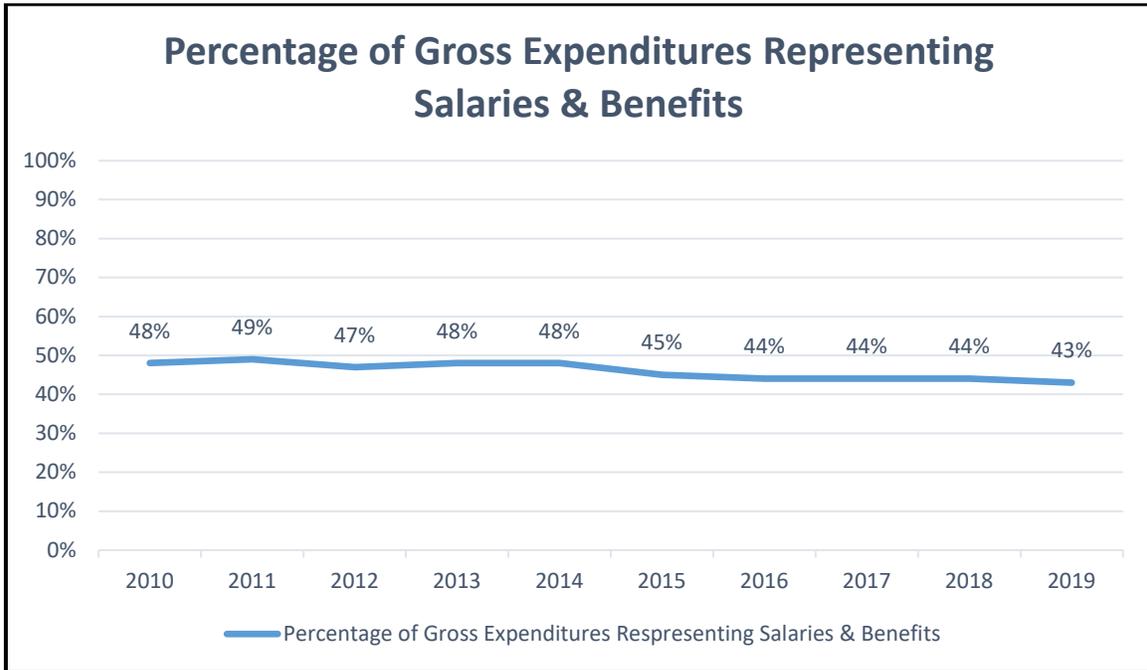
As shown above, property taxation continues to be the most significant revenue source, making up 53% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2019 is due to Council approving the elimination of separate taxation levies for street lights. Going forward, annual street light costs are incorporated into the general taxation levy.



From a gross expenditure perspective, approximately 43% represents salaries & benefits, as shown below.



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



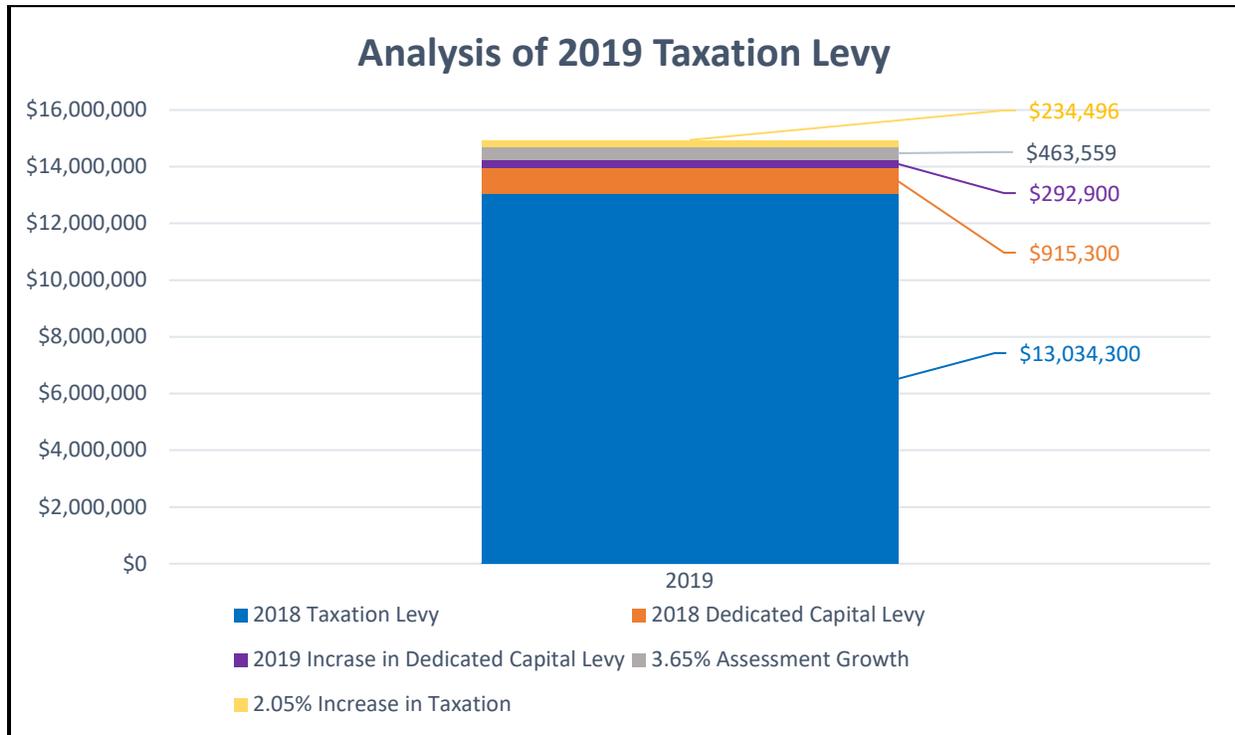
2018 Actual Amounts

Users of the budget document are cautioned that 2018 actual amounts presented are unaudited.



Property Taxation Summary

Overall, the 2019 taxation levy totals \$14,940,555, representing a \$13,732,355 general taxation levy and a \$1,208,200 dedicated capital levy. This includes assessment growth of \$463,559 (representing 3.65%), a 2.05% increase in the base tax levy of \$234,496 and a 2.0% dedicated capital levy increase totaling \$292,900.



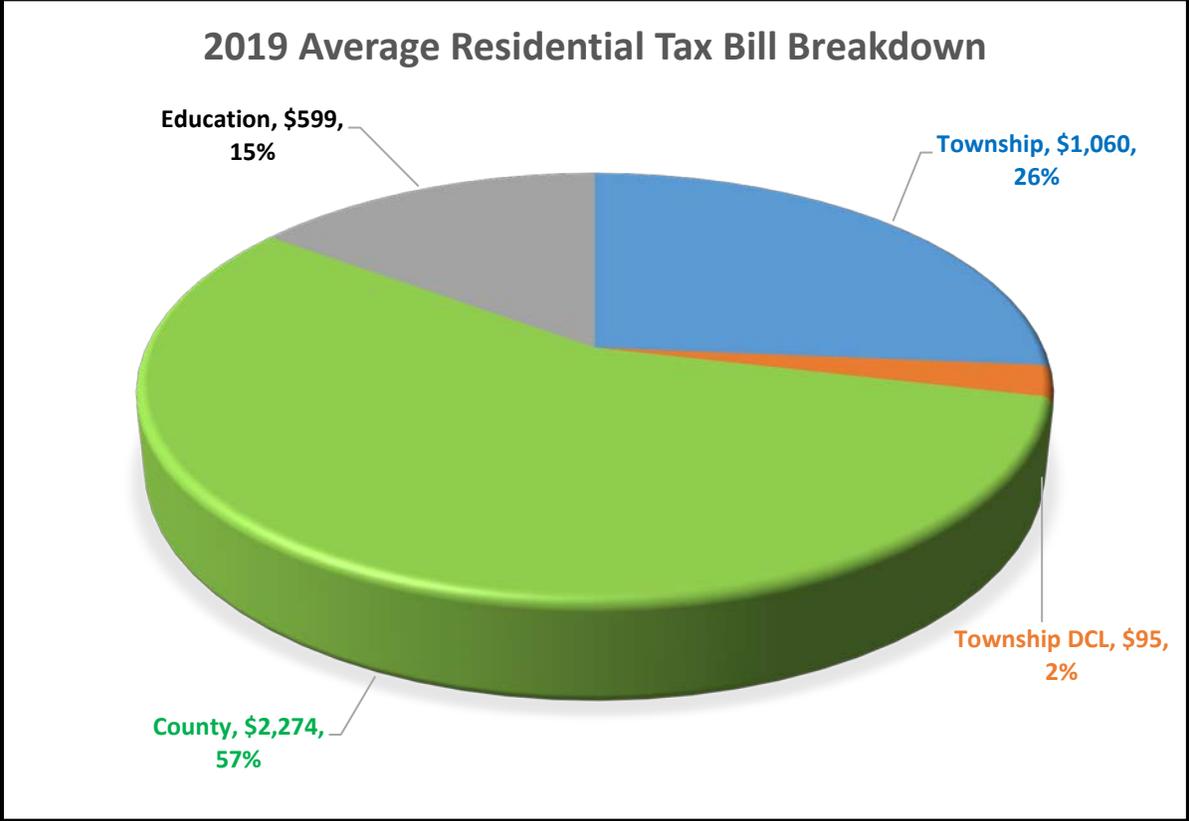
The average assessed residential property in Centre Wellington in 2019 is valued at \$372,746. The impact on this average assessed property is as follows:

Tax Analysis: Average (Typical) Assessed Residential Property for 2019:

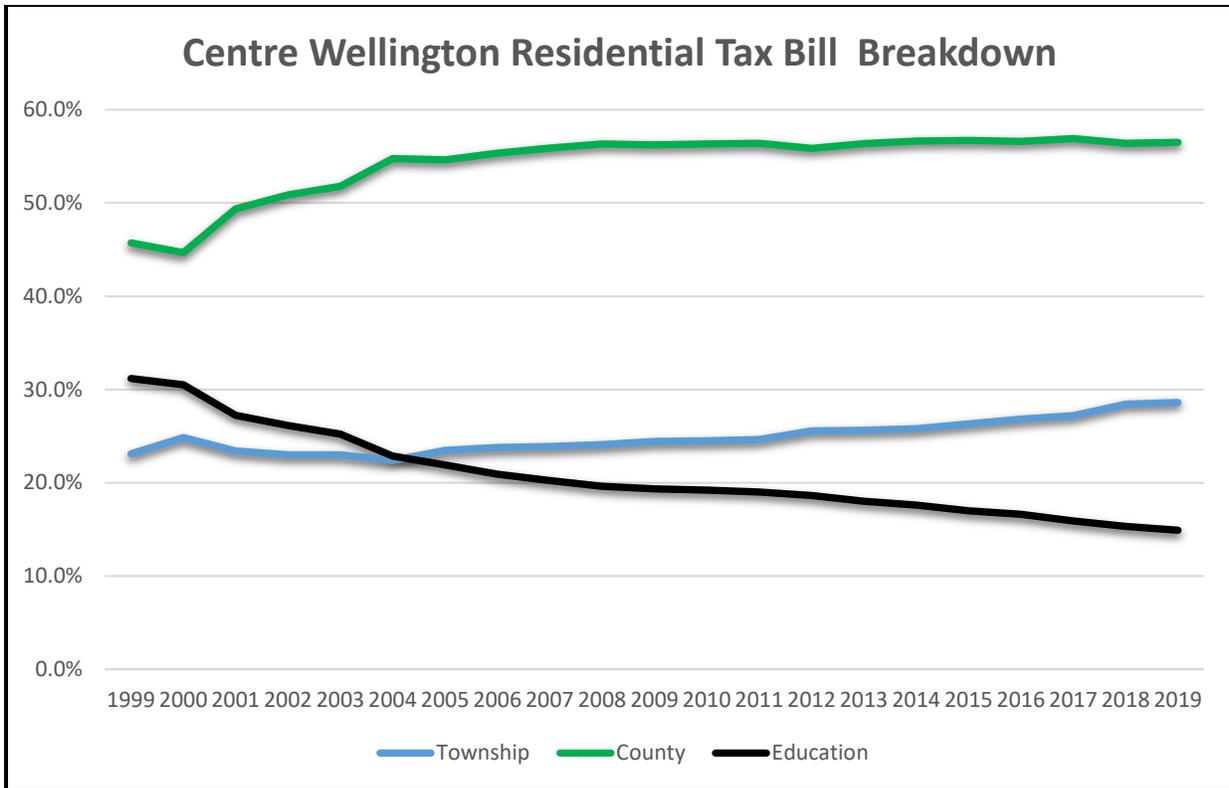
<p>2019 Average Assessed Residential Property: \$372,746</p>		\$	%
	2018 Township Taxation Levy	\$ 1,038	
	Add: Levy Change (2019 Budget)	\$ 21	2.05%
	2019 Township Taxation Levy	\$ 1,059	
	2018 Township Dedicated Capital Levy	\$ 74	
	Add: Levy Change (2019 Budget)	\$ 21	2.00%
	2019 Dedicated Capital Levy	\$ 95	
	2019 Total Township Taxation Levy	\$ 1,154	
	2019 County Taxation Levy ¹	\$ 2,274	2.80%
	2019 Education Taxation Levy	\$ 599	0.00%
2019 Total Taxation Levy	\$ 4,027	2.65%	

In summary, a residential property in Centre Wellington assessed at \$372,746 (2019 \$) would pay an additional \$42 in 2019 as a result of the Township’s budget. This is broken down between \$21 for general taxation purposes and \$21 with respect to the dedicated capital levy. Including the County and Education levies, the “blended” tax rate increase is approximately 2.65%.

Looking at the residential tax bill breakdown graphically (see below), approximately 57% will be remitted to Wellington County, 15% to School Boards, and 28% is retained at the Township (26% general taxation and 2% dedicated capital).



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.



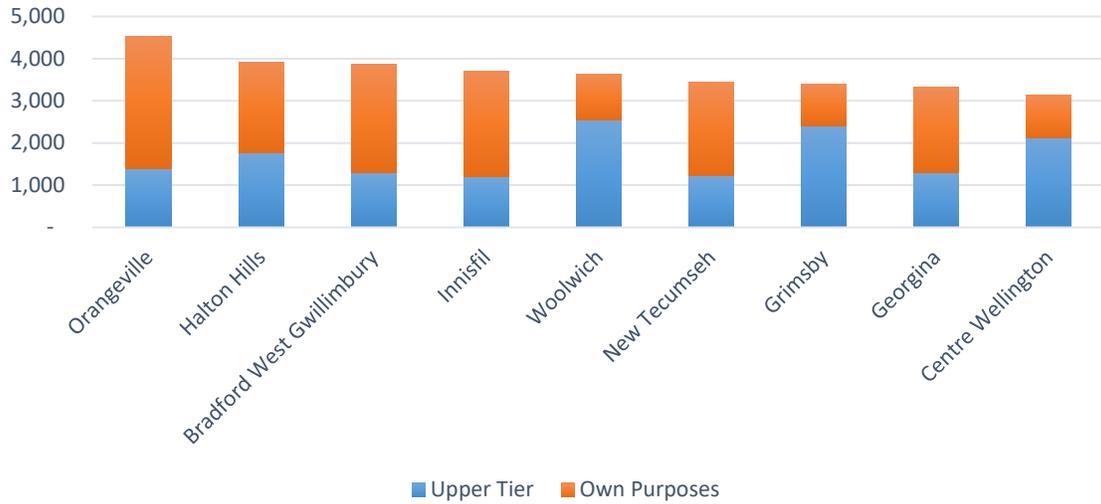
Property Taxation Comparator Analysis

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 2017 and dividing them by the total number of households that were in that municipality in 2017. This information included is based on each municipality’s 2017 Financial Information Return (FIR), and is intended to provide a method of comparing taxation levels across municipalities of different sizes.

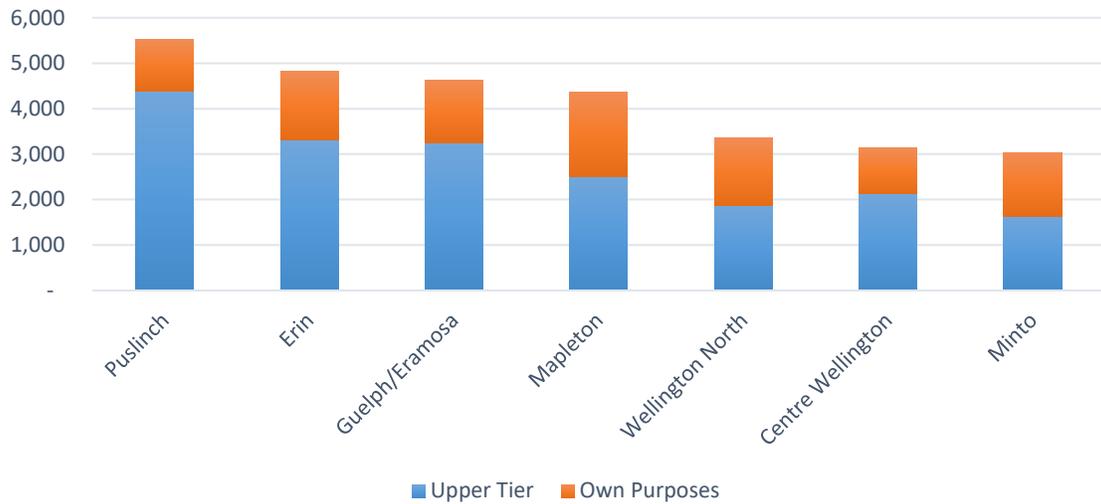
The first chart illustrates the taxation levy per household calculation across municipalities that are somewhat similar to Centre Wellington. In this case, Centre Wellington’s levy of \$3,143 is the lowest within the sample group. Orangeville was the highest with a levy of \$4,521 and the average levy across the group was \$3,664.

The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,143 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$5,524 and the average levy across the group was \$4,123.

Taxation Levy per Household - Comparitor Municipalities



Taxation Levy per Household - Wellington County Municipalities





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.

Consistent with prior years, major expenditures that can fluctuate significantly from year to year due to factors such as weather (i.e. snow maintenance, volunteer firefighter wages, and tax write-offs) are based on annualized averages. A similar approach is used to budget for revenues that can vary considerably from year to year. Examples included in the budget are building permit, planning, supplementary taxes, and cemetery revenues.

The following impact areas have been identified for the 2019 budget:

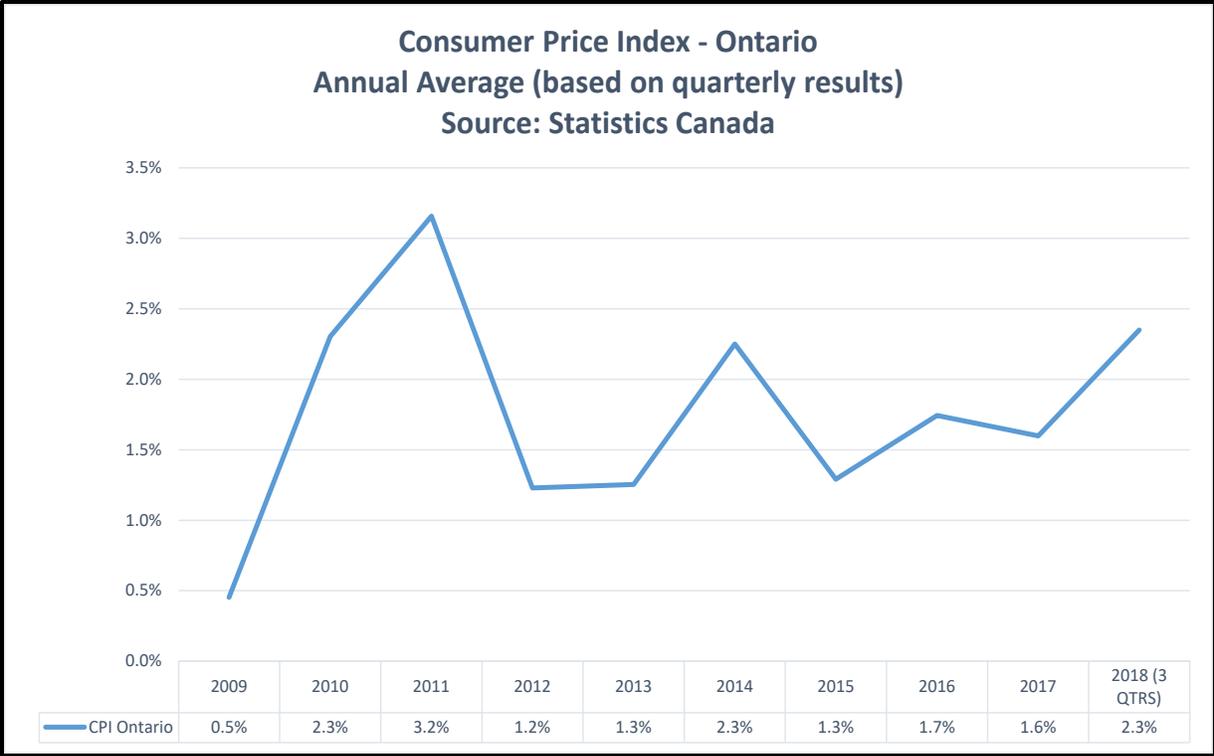
Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2019 totals 3.65%. This results in approximately \$463,600 in additional taxation revenue, before any increase in tax rates. Assessment growth is generated through Township growth, therefore the 2019 budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

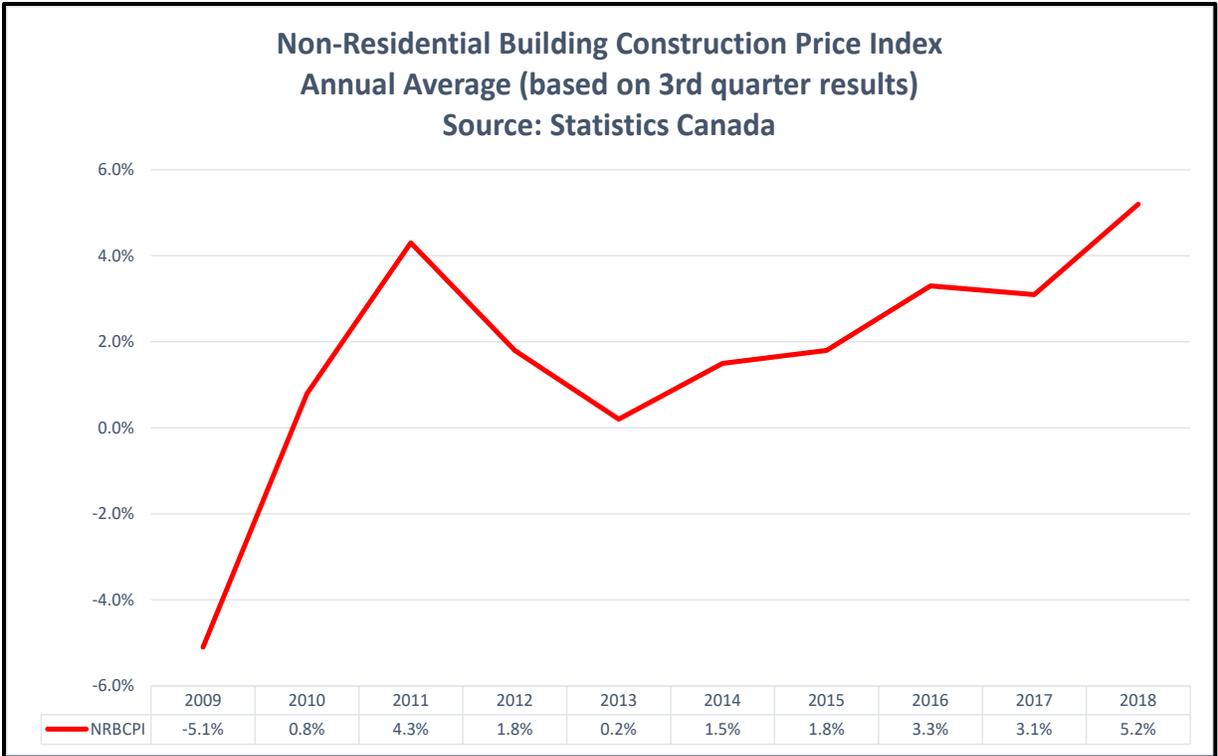
2019 Growth Related Impact Areas	Amount
Staffing Strategy Implementations	\$254,500
Fire Master Plan Implementation (excluding new VFF wages)	76,300
Increase in Contribution to General Capital Reserve	24,500
Increase in Contributions to Vehicle/Equipment Replacement	107,000
Total per Above	\$462,300
Total 2019 Assessment Growth	\$463,600

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 2.3% (based on 2018 3rd quarter results), which is higher than levels from the last 3 years. This implies that consumer goods (i.e. Township operating costs) are approximately 2.3% 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 5.2%, which is higher than levels from the last 10 years. This implies that capital costs (i.e. Township capital projects) are approximately 5.2% 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 2019 budget, the following table was prepared.

2019 Tax Supported Operating Costs	2019 Gross Expenditures	Applicable Inflation
Operating Costs	\$ 18,632,359	2.3%
Capital Transfers-Internal	3,652,200	5.2%
Capital Transfers-External	4,236,374	5.2%
Debt Payments	940,581	0.0%
Total	\$ 27,461,514	3.1%

This table illustrates that, if 2018 budget levels were adequate, a 3.1% increase in gross expenditures would be required in order to keep up with applicable inflationary factors. Township staff are proposing a combined tax rate increase of 4.05% (2.05% operating plus 2.0% dedicated capital), which allows for addressing inflationary factors as well as assist in catching up to required 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 2019 budget. The next section will discuss the staffing strategy for the 2019 to 2021 period (and beyond), including explanations for each position.

Department	New Positions
Community Services	Volunteer Firefighters (6)
Community Services	Parks Summer Students (2)
Community Services	Horticulture Summer Student
Community Services	Forestry Summer Student
Community Services	Customer Service Representative (Part Time)
Community Services	Tourism Downtown Student Ambassadors (4)
Corporate Services	Legislative Services Coordinator
Infrastructure Services	Crossing Guard (St. Andrew St. E. & Lamond)
Administration	Digital Media Associate

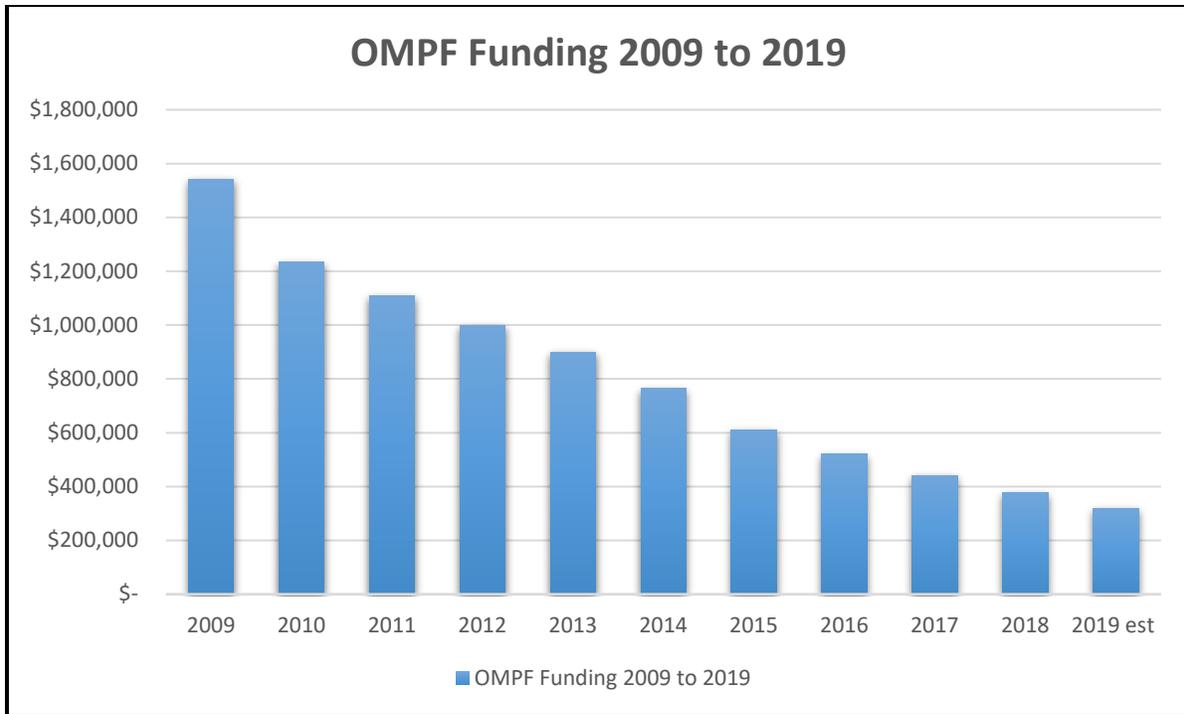
In addition to new positions, other changes to wages and benefits within the 2019 budget are:

- Wages increased 1.77% per the Employee Memorandum of Agreement with the Township's Staff Association.
- Mayor & Council wages and benefits have increased to approved rates for 2019, including new health care spending accounts.
- CPP maximums have increased 5.98%.
- EI maximums have increased 0.23%.
- 8.2% increase in group benefit premium costs.
- Staff movement through the salary pay grid.
- The annualization of grid changes made in 2018 due to "equal pay of equal work" legislation.

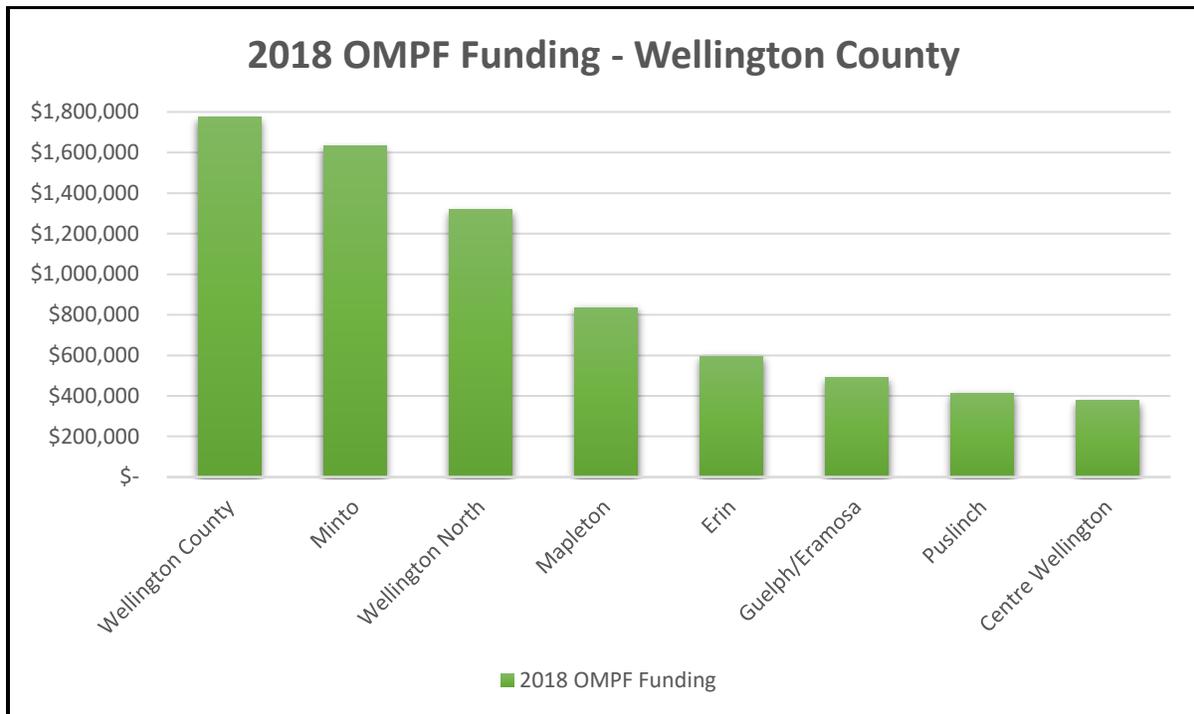
Ontario Municipal Partnership Funding (OMPF)

The Township's OMPF funding is estimated to be reduced by a further 15% in 2019, bringing the Township's allocation to \$319,515. This is a reduction of \$56,385 from the 2018 allocation. This allocation has yet to be determined by the province.

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 2018 allocations across the County is as follows:



Transfers to Capital – Internally Generated

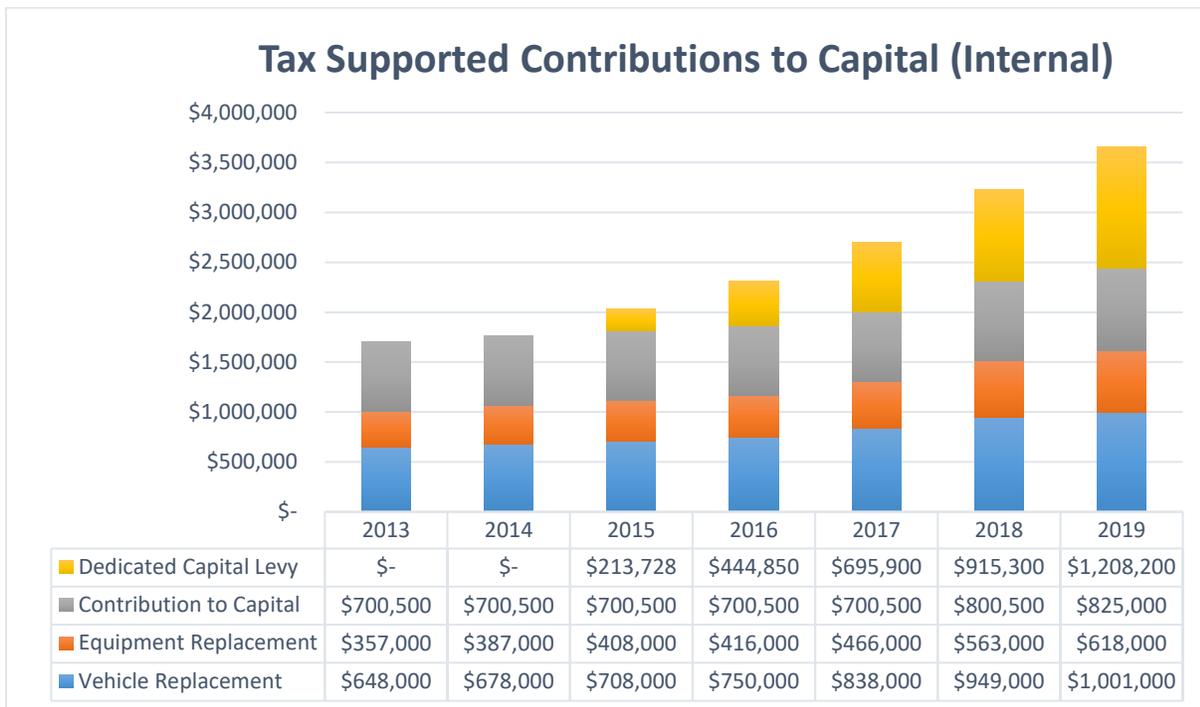
Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$1,619,000 in 2019. This represents a \$107,000 increase from

2018. These replacement reserve transfers ensure the Township has sufficient funding available to replace end of life vehicles and equipment in 2019 and beyond.

The contribution from the tax supported operating budget to the General Capital Reserve has also been increased by \$24,500 in the 2019 budget. This increases the transfer to the General Capital Reserve to \$825,000.

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 \$3,652,200. This represents a \$1,946,700 increase from the 2013 budget. In order to meet the future infrastructure challenges identified in the Township’s updated asset management plan, it is important the Township continue to direct an increasing portion of the operating budget to capital needs.

A graph illustrating the increases in internal capital funding since 2013 is provided below.



Transfers to Capital – Externally Generated

The following table provides an analysis of externally generated capital investments that are provided to the Township annually.

Description	2018 Budget	2019 Budget	Increase
OCIF Funding	\$793,380	\$1,216,174	\$422,794
OLG Funds	\$2,125,000	\$2,165,000	\$40,000
Gas Tax Funds	\$850,200	\$855,200	\$5,000
Total	\$3,768,580	\$4,236,374	\$467,794

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).

WSIB Costs

The Township maintains a WSIB reserve to handle annual related costs, including any WSIB claims received. The Reserve policy outlines a \$500,000 target balance for this reserve, which is based on recommendations from the Township's actuarial consultant. In order to maintain this target balance annually, a phased in approach to increase the various transfers to the WSIB reserve across the Township was implemented in 2018 and continues with the 2019 budget. In 2019, the various transfers were increased to \$170,000, which represents an increase of \$40,000. Annual WSIB related costs for 2019 are estimated at \$278,200.

Road Operations & Maintenance

Gravel resurfacing, dust laying, plowing, sanding and scarifying cost centres have been increased a combined \$86,100 in the 2019 Infrastructure Services budget. This is to address Minimum Maintenance Standards the Township must meet concerning the condition of roads and shoulders.

Fleet Repair Maintenance

The Township has been approached by Wellington County staff with the opportunity of sharing a mechanic position to maintain both County and Township fleet. The Township would be responsible for a minimum of 50% of the salary and benefits of this position (estimated at \$45,000). If the Township uses more than 50% of this position's capacity, the proportionate share of the position's salary/benefits would be allocated to the Township. Currently, the Township utilizes outside services to perform this work. It is anticipated that cost savings would occur as a result of this arrangement. The amount of savings would be determined for the 2020 budget process, based on 2019 activity. The mechanic position would work out of the County's Central Garage at 7468 Wellington Road 51 in Guelph/Eramosa.

Fire Master Plan Implementation

The Township's Fire Master Plan was approved by Council in 2017. The recommendations within the Master Plan were proposed to be phased in over a number years, representing short-term needs (phased in over 2018 to 2021) and medium-term needs (currently projected for 2027).

Short term needs included the following items:

Description	Implementation	2019 Impact
Fire Prevention Officer	2018 - 2019	\$21,700
Deputy Chief Positions (2)	2018 - 2019	\$19,900
Additional Volunteer Firefighters (12)	2019 & 2022 (6 each)	\$60,000
Standby: from 6 to 7 Firefighters	2019	\$25,000
Full Service Dispatch	2018 - 2019	\$9,700
Total		\$136,300

Medium-term needs are more capital related, such as a new fire hall, vehicles, and equipment, but does include the need for an additional 24 volunteer firefighters. The medium-term capital needs have been included in the 10-year capital forecast.

Centre Wellington Sportsplex Utilities

In 2018 the Combined Heat and Power (CHP) system was installed and commissioned in the Sportsplex by Centre Wellington Energy Initiatives (CWEI). The anticipated result of this system on utility costs in the facility include reduced hydro usage and increased gas usage, resulting in a net decrease in utility costs. This will be monitored through 2019, with any potential savings brought forward as part of the 2020 budget process.

Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. Due to increases in interest rates in 2018 as well as projected rate increases for 2019, the investment earnings revenue budget for 2019 has been increased by \$183,800 to \$838,300.

Summary of 2019 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2019 budget. The total percentage impact represents the 2.05% increase in operating that is proposed by Township staff.

Area	\$ Impact	% Impact on Tax Rate
Wages and Benefits Increase	644,600	4.90%
Increase in IT&S Corporate Support	65,200	0.50%
Decrease in OMPF Grant	56,400	0.43%
Transfer to Equipment Replacement Reserve	55,000	0.42%
Transfer to Vehicle Replacement Reserve	52,000	0.39%
Increase in Insurance Premiums	44,300	0.34%
Decrease in P&R Event Administration Revenue	34,000	0.26%
Decrease in Sponsorship Revenue for P&R Facilities	25,000	0.19%
Increase in Gravel Resurfacing Materials	25,000	0.19%
Increase in the Contribution to General Capital Reserve	24,500	0.19%
Increase in Repair & Maintenance Costs at Sportsplex and ECC	22,500	0.17%
Increase in P&R Vehicle Expenditures	15,500	0.12%
Increase in Winter Control Materials	15,000	0.11%
Increase in Stray Animal Control Costs	14,800	0.11%
Decrease in Hydro and Water Expenses	(16,100)	-0.12%
Transfer from Healthcare Professionals Recruitment Reserve	(20,000)	-0.15%
Increase in Supplementary Taxation Revenue	(30,000)	-0.23%
Increase in General Administration Costs Allocated to the Environmental Budget	(76,000)	-0.58%
Increase in P&R Facilities and Parks Revenue	(80,600)	-0.61%
Increase in Investment Revenue	(183,800)	-1.40%
Net Increase in Other Minor Items	46,255	0.35%
Net Increase in Tax Rate Before Assessment Growth	733,555	5.57%
Less: Assessment Growth	(463,559)	-3.65%
Net Increase in Tax Levy/Rate Due to Items Listed Above	269,996	2.05%



Staffing Strategy

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.

Following is a list of positions for approval in the 2019 Operating Budget as well as positions forecasted by staff for 2020, and beyond. In addition, two current contract positions will expire in the first quarter of 2020 and staff are proposing that both positions are approved as permanent full-time equivalent (FTE). All salary and benefits estimates for 2019 are based on actual salaries and benefit premium rates. The proposed 2020 salaries include the approved cost of living adjustment (COLA) effective January 1, 2020.

2019 Budget

Administration

Digital Media Associate (temporary, part time, 17.5 hours/week, 2 year contract)

The Digital Media Associate will be responsible for executing all digital strategy, promotions and day-to-day digital operations (i.e. social media and website) for Elora Fergus Tourism. The Digital Media Associate will be responsible for implementing daily social media content creation and management of all digital assets for the destination. They will work with the destination network to coach stakeholders in digital skills development to increase overall digital sophistication of the destination and improve its aggregated digital footprint while managing and growing the destination website.

The 2019 operating budget includes \$31,700 for this position.

Community Services

Volunteer Firefighters (6 permanent, on-call positions)

As per the approved Fire Service Master Plan, it is recommended that the total complement of Volunteer Firefighters (VFFs) grow to a complement of 72. The current approved complement of Volunteer Firefighters is 60 and it is proposed to add an additional 6 Volunteer Firefighters in 2019 and an additional 6 Volunteer Firefighters in 2022.

The rationale to phase-in the hiring in 2019 and 2022 was to be able to properly manage the influx of new hires into the VFF team. This was the preferred approach to suitably stage the hiring process.

The 2019 operating budget includes approximately \$60,000 for 6 additional Volunteer Firefighters.

Customer Service Representative – Fergus Grand Theatre (temporary, part time 5 hours per week– proposed to increase hours in 2020 to support Tourism and Fire Services)

This position is required to provide staff coverage at times when the Theatre Coordinator is off work (i.e. vacation or sick days). The theatre volunteers provide a great service to the theatre and do provide some backup coverage for the Theatre Coordinator, however in order for the Township to operate the theatre and meet the needs of productions and the box office, additional back up coverage hours by Township staff are needed.

The 2019 operating budget includes \$9,500 for the Customer Service Representative – Theatre position.

Co-op Student – Forestry (temporary, full time for 4 months)

The Summer/Co-op Student – Forestry will be part of a front-line team directly responsible for performing required maintenance of municipal trees within the Township. Maintenance activities include assisting with the inspection, pruning, removal and replacement of trees on streets and in active and passive parkland throughout the Township. This is an entry-level forestry position with day-to-day responsibilities related to assisting with urban arboriculture which is integral in ensuring that the citizens of Centre Wellington enjoy a safe urban forest along with all of the benefits that a healthy urban forest canopy provides. The summer/co-op student will have completed a one (1) year College Certificate in Arboriculture, Urban Forestry or a related discipline.

The 2019 operating budget includes \$13,500 for the Summer/Co-op Student – Forestry position.

Summer Student – Horticulture (temporary, full time for 4 months)

This position is to perform the duties of the day to day plantings, maintenance, and watering of department trees, flower beds, horticultural areas and greenhouse. The position is an additional student to add to the Horticulturalist's summer team. The Township currently employs two horticultural students, and this position would increase that compliment to three. Each year the number of ground planters, hanging baskets, and planting beds increases as new parks and downtown improvements are developed. With the additional focus on tourism, Victoria Park (Elora) received an influx of funding through the RTO4 project, to improve the planting beds at this park. Those beds require ongoing maintenance to maintain their appeal. By adding an additional 680 hours to this department over the summer of 2019, the deliverables of this department will be more realistic and be closer in line with the Township's expectations.

The 2019 operating budget includes \$13,500 for the Summer Student – Horticulture position.

Summer Student – Parks (2 positions) (temporary, full time for 4 months)

These positions are responsible for the day to day maintenance of parks, including turf cutting and edging, sports field grooming, raking, building repairs, play equipment repair and general maintenance of the parks in Centre Wellington. Since 2014 the parks department has an additional 65 acres to maintain and cut, three new playgrounds to maintain and inspect (bringing the total to 26), increased tourism/visitors and festivals and events to support. In 2019 two additional playgrounds and parks will be added to the inventory. The growing greenspace infrastructure requires more staff to support and ensure safety for public use. The added 1,360 summer hours that will be realized with the addition of these two positions will improve service delivery in the parks.

The 2019 operating budget includes \$13,500 per Summer Student – Parks position. The total annual cost for 2 Summer Student – Parks positions is \$27,000.

Summer Student – Tourism Downtown Ambassador (4 positions) (temporary, part time for 8 weeks)

The Tourism Ambassadors will work in downtown Elora and Fergus for July and August. These are traditionally very busy tourist months, and these students will be easily identifiable and assisting tourists in multiple ways to ensure their visit to Centre Wellington is supported with information (i.e. maps, parking, brochures) and comfort services (i.e. trash and washrooms).

The 2019 budget includes \$10,000 for the cost of the 4 positions.

Landscape Technician/Urban Forestry Project Manager (permanent, full time)

The Landscape Technician/Urban Forestry Project Manager is currently employed on a three year contract that ends in April 2020. The position has made excellent progress with developing forestry standards, the Public Forest Policy, the Emerald Ash Borer Work Plan, managing street tree maintenance programs, and annual community planting programs. Managing municipal capital projects by providing conceptual plans for park development, managing trail interconnectivity and improvement projects, and managing playground and parks capital projects. Ensuring compliance with development agreements by reviewing park and open space related portions of subdivision agreements and plans, and supervising and inspecting subdivision street tree planting for new developments.

Staff are recommending that the position be stabilized through the approval of a permanent FTE in 2020. There is no operating budget impact as the position is funded through the annual capital budget.

Corporate Services

Legislative Services Coordinator (permanent, full time)

Reporting to the Deputy Clerk, the Legislative Services Coordinator will assist with the preparation of agendas, minutes, reports and correspondence for Council, Committee of the Whole and Advisory Committees. This position will provide legislated and clerical support, including the handling of confidential information, sensitive political issues, research and compiling background information, arranging meetings and appointments, maintaining office administration and records management processes and procedures, responding to inquiries/communications and completing special projects. This position will also provide back-up to both the Deputy Clerk and the Cemetery, Licensing & Records Coordinator. During the election process every 4 years, this position will act as the Elections Coordinator, removing the need to hire this temporary, part-time position every 4 years.

The 2019 operating budget includes \$81,800 for the Legislative Services Coordinator position.

Infrastructure Services

Crossing Guard (temporary, part time - ongoing)

With the addition of sidewalks on St. Andrew Street from Gartshore Street to Barker Street in Fergus, significant improvements have been made to the walk-to-school routes for students walking to John Black Public School. Based on the expected number of students crossing St. Andrew Street at Lamond Street and the number of vehicles travelling on St. Andrew Street, a review of the Ontario Traffic Manual (OTM) warrants for supervised school crossings indicates the warrant is met for a supervised school crossing. The pedestrian crossing is designed with appropriate signage and pavement markings in accordance with the OTM standard for supervised school crossings. A Crossing Guard is required at the new school crossing located at St. Andrew Street and Lamond Street in Fergus. The school crossing was installed in late December 2018 and the Crossing Guard started on January 7, 2019.

The 2019 operating budget includes \$7,500 for the Crossing Guard.

Asset Management and Capital Project Manager (permanent, full time)

The Asset Management and Capital Project Manager is currently employed on a three year contract that ends in March 2020. The position is responsible for managing and directing capital projects related to the Township's road, bridge/culvert, water, wastewater and stormwater infrastructure as well as assisting in developing, maintaining, and implementing the Township's Asset Management Plan. The Asset Management and Capital Project Manager provides direction in all phases of infrastructure projects, evaluates existing infrastructure assets, identifies priorities for replacement or rehabilitation, provides technical advice on design and construction activities, prepares requests for proposals and quotations, evaluates work performance

of external service providers, and assists with the development of the Township's 10-year capital forecast.

Staff are recommending that the position be stabilized through the approval of a permanent FTE in 2020. There is no operating budget impact as the position is funded through the capital budget.

2020 Forecast

Community Services

Customer Service Representative – Tourism and Fire (temporary, part time, 2 year contract)

Customer Service representatives are the front desk staff that interact with the public either over the phone, by email or in person. The 2019 budget includes funding for customer service assistance at the Fergus Grand Theatre. Additional coverage at the Fire Station (Fergus) and the Tourism Visitor Information Centre (Elora) is required and requested for 2020.

Tourism (117 hours per year) - These hours are to provide additional coverage to ensure the Visitor Information Centre is open 7 days per week, 52 weeks per year. With the current staffing compliment, the Centre occasionally closes during regular operating hours in the off-season due to a restriction of staff hours.

Fire Station - Fergus (609 hours per year) - These additional hours are needed to cover the front counter and provide back up to the Fire Services Administrative Assistant position. This provides assurance that the desk is staffed for public inquiries and to perform required administrative duties.

The additional cost of the additional hours for the Customer Service Representative in Community Services is estimated to be \$25,700 within the 2020 forecast year.

Facility Maintenance Associate (temporary, part time, 20 hours per week, 2 year contract)

The Township owns and operates several facilities such as the Civic Centre, Medical Building, and Tourism Visitor Centre which do not employ dedicated maintenance staff. Unlike Township recreation facilities, staff are not on-site to address minor maintenance issues such as plumbing, carpentry, electrical, and mechanical maintenance. The Township outsources many maintenance issues and minor repairs that could be handled internally with a general Facility Maintenance Associate.

Funds to offset the cost of this position will be redirected from the existing repairs and maintenance budgets of the Township owned facilities, starting in 2020. There will be no impact to the overall Township budget, but the timely service response to minor mechanical issues will be improved.

Parks Seasonal Employees (2 positions) (temporary, full time for 7 months, 3 year contracts)

Two summer student positions included in the 2019 budget would be reduced to add these temporary full-time positions. The rationale behind this is to provide for longer parks seasonal coverage and hiring professionals with landscaping experience. When the parks are operating in May to August, summer students are available. Prior to May and after August, the parks have minimal staff coverage, yet the demands of park maintenance is still high. Past practice has been to move indoor Facility Operators outside to cover parks for six months. The Facility Operators are required inside the recreation facilities to support the ice making, maintenance and facility duties. Ice is in for April, and the ice plants begin making ice in August. Having dedicated employees to work in parks that can work from April to October will provide the necessary coverage. In addition, having employees with landscaping experience in parks for seven months will improve support for parks, trails, playgrounds and sports field maintenance.

The net increase for 2 Parks Seasonal Employees is \$41,200 within the 2020 forecast year.

Infrastructure Services

Manager of Engineering Services (permanent, full time)

The Manager of Engineering Services will oversee the Engineering Services Division and Infrastructure Services Capital Program. This position will be responsible for roads, bridges/culverts, watermains, sanitary sewers, storm sewers, and stormwater management facilities. The Manager of Engineering Services will prepare, review and approve designs for construction projects related to new development and replacement or rehabilitation of existing infrastructure assets while ensuring compliance with legislated requirements, Township Standards, and best engineering practices. This position will also be responsible for the review and approval of specifications for tender documents, review and recommendations of the award of tenders, monitoring contractor performance, and preparing and approving progress payment certificates.

The projected cost for the Manager of Engineering Services position is \$126,000. This position would be funded 50% through environmental services (i.e. water and sanitary sewer rates) and 50% through taxation, starting in 2020.

Roads Operator (permanent, full time)

An additional Roads Operator position is required to address growth with respect to the operation and maintenance of additional roads, stormwater channels, and sidewalks resulting from new subdivision development and reconstruction projects. This position will be involved in all aspects of road and rights-of-way operations and maintenance including, but not limited to, snow plowing and removal on Township roads, parking lots and sidewalks, stormwater conveyance channel maintenance, sign and safety device repairs and maintenance, downtown Fergus and Elora operations, cemetery

maintenance operations, and rural road maintenance (i.e. dust suppression, ditching, shoulder repairs, maintenance gravel).

The projected cost for the Roads Operator position is \$76,300 within the 2020 forecast year.

Roads Operator – Winter (2 temporary, full time for 6 months, 3 year contracts)

Two seasonal temporary (contract) Roads Operators are required to address changes in the Maintenance Standards Regulation related to legislated requirements for snow removal on sidewalks and cycling facilities. These positions will also be responsible for snow plowing and snow removal in municipal and Township-owned parking lots, including Community Services facility lots.

The projected cost for the 2 temporary Roads Operator positions is \$63,000 within the 2020 forecast year.

Water Services Operator (permanent, full time)

A Water Services Operator is required to address the expansion of the Township's water supply and distribution system. This position will be responsible for the operation and planned maintenance of the Township's Water System including, well sampling and trending, asset and equipment operation, repairs and maintenance, and water loss prevention (leak detection) in the distribution system.

The projected salary cost for the Water Services Operator position is \$80,000 within the 2020 forecast year. This position would be fully funded through the Township's water rates.

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.

The projected cost for the Development Planner position is \$90,000 within the 2020 forecast year. It is the intent that the funding for this position would come predominantly from planning application fees (i.e. 80% funded through development) and 20% through taxation.

2021 Forecast

Administration

Digital Media Associate (permanent, full time)

The 2019 budget includes a temporary, part time position to primarily support Elora Fergus Tourism. The position will grow over time to support the Township's ongoing corporate communications. Staff are recommending an increase in the number of hours per week to full time hours and stabilizing the position through a permanent FTE in 2021.

The projected cost increase for the Digital Media Associate is \$48,200 within the 2021 forecast year.

Human Resources Assistant (temporary, full time, 2 year contract)

A Human Resources Assistant position is proposed for 2021. The demands on the current HR staff has grown with the increase in recruitment, employee relations and HR program development. Over the past year, legislative changes has required current HR resources to focus on compliance and program development to ensure compliance.

The projected cost for the Human Resources Assistant is \$83,800 within the 2021 forecast year.

Corporate Services

Asset Management Technician (permanent, full time)

This position will be responsible for Township asset data management and overall compliance with the new asset management legislation. The Township will be completing a phased compliance with this legislation from 2019 to 2024. This position will assist with the phased compliance and continue to maintain compliance beyond 2024.

The projected cost for the Asset Management Technician is \$83,800 within the 2021 forecast year.

Infrastructure Services

Capital Project Manager – Water/Wastewater (permanent, full time)

The Capital Project Manager – Water/Wastewater will be responsible for the implementation of the Water Supply Master Plan recommendations, specifically additional water supply capacity and optimization of existing wells.

The Capital Project Manager position would be fully funded in 2021 through Environmental Services (i.e. water and sanitary sewer) capital budget, therefore there is no proposed impact on taxation.

Planning & Development Services

Economic Development Position

An Economic Development position will be identified and updated in 2021, in conjunction with the Economic Development Action Plan.

Beyond 2021

Community Services

Volunteer Firefighters (6 permanent, on-call positions)

As per the approved Fire Service Master Plan, the complement of volunteer firefighters is recommended to grow to a complement of 72 Volunteer Firefighters. The final 6 Volunteer Firefighter positions are proposed for the 2022 year.

Community Development, Culture and Special Events Coordinator (permanent, full time)

The Community Development, Culture and Special Events Coordinator is currently a temporary, part time position (21 hours per week). As the community grows and the emphasis on economic development increases, greater support for culture and special events/festivals will be needed. There will be a need to increase this position to 35 hours per week. The successful implementation of the RTO4 strategy, and the Culture Action Plan forecast this need. This position will be assessed on an ongoing basis for future consideration.

Assistant Aquatics Supervisor (permanent, full time)

The Assistant Aquatics Supervisor is required to support the Supervisor/Acting Manager of Community Programs and Customer Service in the seconded role. A temporary Administrative Assistant has been hired to assist with some tasks in Community Services. The current organizational structure in this area will be evaluated in 2019. There may be the need for an additional role of Assistant Aquatics Supervisor to maintain the service level in the aquatic centre.

Lead Hand – Sportsplex (permanent, full time)

The Lead Hand – Sportsplex position is not a new FTE position. One FTE Operator position will be repurposed for a Lead Hand at the Sportsplex.

Corporate Services

Purchasing Clerk (permanent, full time)

With growth to the Township, there is a need to dedicate more staff resources to the overall purchasing process. This position will report to the Purchasing & Risk Coordinator, and would be responsible for assisting Township departments with purchasing needs, ensuring compliance with the Township's purchasing by-law and related policies/procedures, and ensuring compliance with applicable purchasing legislation.

Tax Collector (permanent, full time)

With the number of properties within the Township (i.e. roll numbers) increasing significantly, more and more time is being dedicated to taxation administration annually. Currently, the role of "Tax Collector" is being fulfilled by the Supervisor of Accounting & Taxation, however that role is also involved significantly with accounting and other supervision 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 annually.

Infrastructure Services

Seasonal Employee - Downtowns (temporary, full time for 6 months, 3 year contract)

The purpose of a Seasonal Contract for the Fergus and Elora downtowns 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 is proposed in the 10-year capital forecast. A Customer Accounts/Billing Coordinator position would be required for the full scale implementation of AMI.

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).

Climate Change Coordinator (temporary, full time, 3 year contract)

The number and frequency of severe weather events impacting the 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 be proactive to mitigate the negative impacts of climate change on the community.

Energy Coordinator (permanent, full time – 3 year contract)

The Energy Coordinator will be responsible for developing and implementing sustainability plans with the goal 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.

Staffing Strategy Summary

The following page illustrates a summary of staffing requirements by year.

Summary of Staffing Strategy: 2019 to 2021 and Beyond

2019 Budget			
Department	Position	Position Status	
Administration	Digital Media Associate	Temporary	Part time
Community Services	Volunteer Firefighters (6)	Permanent	On-Call
Community Services	Customer Service Representative - Theatre	Temporary	Part time
Community Services	Co-op Student - Forestry	Temporary	Full time
Community Services	Summer Student - Horticulture	Temporary	Full time
Community Services	Summer Students - Parks (2)	Temporary	Full time
Community Services	Tourism Downtown Student Ambassadors (4)	Temporary	Part time
Corporate Services	Legislative Services Coordinator	Permanent	Full time
Infrastructure Services	Crossing Guard	Temporary	Part time

2020 Proposed for Approval with 2019 Budget			
Department	Position	Position Status	
Community Services	Landscape Technician/Urban Forestry Project Manager	Permanent	Full time
Infrastructure Services	Asset Management and Capital Project Manager	Permanent	Full time

2020 Forecast			
Department	Position	Position Status	
Community Services	Parks Seasonal Employees (2)	Temporary	Full time
Community Services	Customer Service Representative - Tourism & Fire	Temporary	Part time
Community Services	Facility Maintenance Associate	Temporary	Part time
Infrastructure Services	Manager of Engineering Services	Permanent	Full time
Infrastructure Services	Roads Operator	Permanent	Full time
Infrastructure Services	Roads Operator - Winter (2)	Temporary	Full time
Infrastructure Services	Water Services Operator	Permanent	Full time
Planning & Development Services	Development Planner	Permanent	Full time

2021 Forecast			
Department	Position	Position Status	
Administration	Digital Media Associate (TFT position proposed for 2019 - change in position status only)	Permanent	Full time
Administration	Human Resources Assistant	Temporary	Full time
Corporate Services	Asset Management Technician	Permanent	Full time
Infrastructure Services	Capital Project Manager - Water/Wastewater	Permanent	Full time
Planning & Development Services	Economic Development Position	Permanent	Full time

Beyond 2021			
Department	Position	Position Status	
Community Services	Volunteer Firefighters (6)	Permanent	On-Call
Community Services	Community Development, Culture & Special Event Coordinator	Permanent	Full time
Community Services	Assistant Aquatics Supervisor	Permanent	Full time
Community Services	Lead Hand - Sportsplex	Permanent	Full time
Corporate Services	Purchasing Clerk	Permanent	Full time
Corporate Services	Tax Collector	Permanent	Full time
Infrastructure Services	Seasonal Employee (Downtowns)	Temporary	Full time
Infrastructure Services	Customer Accounts/Billing Coordinator	Permanent	Full time
Infrastructure Services	Wastewater Operator	Permanent	Full time
Infrastructure Services	Climate Change Coordinator	Temporary	Full time
Infrastructure Services	Energy Coordinator	Permanent	Full time



Township of Centre Wellington 2019 Tax Supported Operating Budget Summary

Description	2018 Budget			2019 Budget			Budget Change 2018/2019	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Administration</u>								
Mayor and Council	199,706	-	199,706	246,550	-	246,550	46,844	23.5 %
Office of the CAO, Human Resources, and Communicati	620,524	-	620,524	667,669	-	667,669	47,145	7.6 %
Emergency Operations Centre	4,000	-	4,000	4,000	-	4,000	-	0.0 %
<u>Corporate Services</u>								
Legislative Services	671,846	(166,500)	505,346	625,562	(40,300)	585,262	79,916	15.8 %
Financial Services	924,828	(92,600)	832,228	952,055	(91,300)	860,755	28,527	3.4 %
Information Technology and Services	806,809	(12,000)	794,809	840,159	(6,000)	834,159	39,350	5.0 %
General Administration	10,077	(316,900)	(306,823)	60,281	(435,200)	(374,919)	(68,096)	22.2 %
By-law Enforcement	111,627	(1,000)	110,627	110,599	(1,000)	109,599	(1,027)	-0.9 %
Stray Animal Control	119,700	(91,500)	28,200	134,450	(93,000)	41,450	13,250	47.0 %
Livestock Act	500	(400)	100	650	(400)	250	150	150.0 %
Tile Drain Loans	9,990	(9,990)	-	9,990	(9,990)	-	-	0.0 %
<u>Infrastructure Services</u>								
Transportation Services - Administration	963,290	-	963,290	1,022,031	-	1,022,031	58,742	6.1 %
Transportation Services - Operations	3,667,150	(441,300)	3,225,850	3,678,600	(83,500)	3,595,100	369,250	11.4 %
Fergus Downtown	74,000	-	74,000	-	-	-	(74,000)	-100.0 %
Elora Downtown	59,500	-	59,500	-	-	-	(59,500)	-100.0 %
Fergus Downtown - Maintenance	-	-	-	62,640	-	62,640	62,640	0.0 %
Elora Downtown - Maintenance	-	-	-	30,770	-	30,770	30,770	0.0 %
Crossing Guards	55,950	-	55,950	66,750	-	66,750	10,800	19.3 %
Cemeteries	191,200	(193,400)	(2,200)	200,650	(199,000)	1,650	3,850	-175.0 %
Protection to Persons and Property - Miscellaneous	1,000	-	1,000	1,200	-	1,200	200	20.0 %
<u>Community Services</u>								
Fire	1,466,572	(100,500)	1,366,072	1,666,038	(93,000)	1,573,038	206,966	15.2 %
Municipal FD Training Officer	150,100	(150,100)	-	144,600	(144,600)	-	-	0.0 %



Township of Centre Wellington 2019 Tax Supported Operating Budget Summary

Description	2018 Budget			2019 Budget			Budget Change 2018/2019	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Community Services</u>								
Parks, Recreation and Culture Administration	1,290,495	(60,250)	1,230,245	1,286,261	(3,000)	1,283,261	53,015	4.3 %
Parks & Recreation - Centre Wellington Community Sport	2,272,519	(1,574,300)	698,219	2,350,743	(1,646,000)	704,743	6,524	0.9 %
Parks & Recreation - Elora Community Centre	563,528	(341,560)	221,968	588,642	(343,000)	245,642	23,674	10.7 %
Parks & Recreation - Belwood Hall	22,847	(6,800)	16,047	23,560	(6,800)	16,760	713	4.4 %
Parks & Recreation - Active Parks	186,616	(27,060)	159,556	217,530	(35,500)	182,030	22,474	14.1 %
Parks & Recreation - Passive Parks	152,901	(9,500)	143,401	203,276	(8,500)	194,776	51,375	35.8 %
Parks & Recreation - Urban Forestry	50,000	-	50,000	50,000	-	50,000	-	0.0 %
Parks & Recreation - Greenhouses	22,643	-	22,643	27,964	-	27,964	5,321	23.5 %
Parks & Recreation - Other Expenditures	-	(1,260)	(1,260)	-	(1,260)	(1,260)	-	0.0 %
Victoria Park Seniors Centre	518,923	(246,600)	272,323	540,553	(259,000)	281,553	9,230	3.4 %
Fergus Downtown - Beautification	-	-	-	20,561	-	20,561	20,561	0.0 %
Elora Downtown - Beautification	-	-	-	33,601	-	33,601	33,601	0.0 %
Fergus Weigh Scale Building	16,286	-	16,286	17,440	-	17,440	1,154	7.1 %
Elora Public Washrooms	23,562	-	23,562	29,793	-	29,793	6,231	26.4 %
Fergus Grand Theatre	156,005	(83,500)	72,505	180,053	(92,750)	87,303	14,799	20.4 %
Tourism	242,478	(1,500)	240,978	258,561	(500)	258,061	17,083	7.1 %
Celebrations	20,000	-	20,000	20,000	-	20,000	-	0.0 %
Grants to Community Groups - Specific Annual Grants	20,050	-	20,050	20,550	-	20,550	500	2.5 %
Grants to Community Groups - Community Impact Grants	34,950	-	34,950	34,450	-	34,450	(500)	-1.4 %
<u>Planning & Development Services</u>								
Building	949,644	(1,138,800)	(189,156)	922,295	(1,151,300)	(229,005)	(39,850)	21.1 %
Planning	631,422	(230,000)	401,422	669,732	(235,000)	434,732	33,310	8.3 %
Economic Development	322,679	(147,000)	175,679	307,664	(125,300)	182,364	6,685	3.8 %
Committee of Adjustment	4,050	(15,000)	(10,950)	4,050	(15,500)	(11,450)	(500)	4.6 %
Heritage Centre Wellington	14,300	-	14,300	15,100	-	15,100	800	5.6 %



Township of Centre Wellington 2019 Tax Supported Operating Budget Summary

Description	2018 Budget			2019 Budget			Budget Change 2018/2019	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<i>Other Services</i>								
Grand River Conservation Authority	115,330	(115,330)	-	105,753	(105,753)	-	-	0.0 %
Other Health Services	32,941	-	32,941	32,973	(20,000)	12,973	(19,968)	-60.6 %
Health and Safety Committee	4,500	-	4,500	3,800	-	3,800	(700)	-15.6 %
Contribution to Capital Fund	3,227,800	-	3,227,800	3,652,200	-	3,652,200	424,400	13.1 %
Ontario Non-Specific Grants	-	(375,900)	(375,900)	-	(319,515)	(319,515)	56,385	-15.0 %
Other Revenues and Expenses	3,787,880	(5,252,520)	(1,464,640)	4,255,674	(5,894,114)	(1,638,440)	(173,800)	11.9 %
Net Debt	834,658	(416,706)	417,952	940,581	(522,967)	417,614	(338)	-0.1 %
Fergus BIA	65,000	(65,000)	-	65,000	(65,000)	-	-	0.0 %
Elora BIA	56,774	(56,774)	-	57,910	(57,910)	-	-	0.0 %
Taxation - Payment in Lieu	-	(208,000)	(208,000)	-	(205,000)	(205,000)	3,000	-1.4 %
Taxation - Township Purposes	-	(13,799,600)	(13,799,600)	-	(15,150,555)	(15,150,555)	(1,350,955)	9.8 %
Total 2019 Operating Budget	25,749,150	-25,749,150	-	27,461,514	-27,461,514	-		

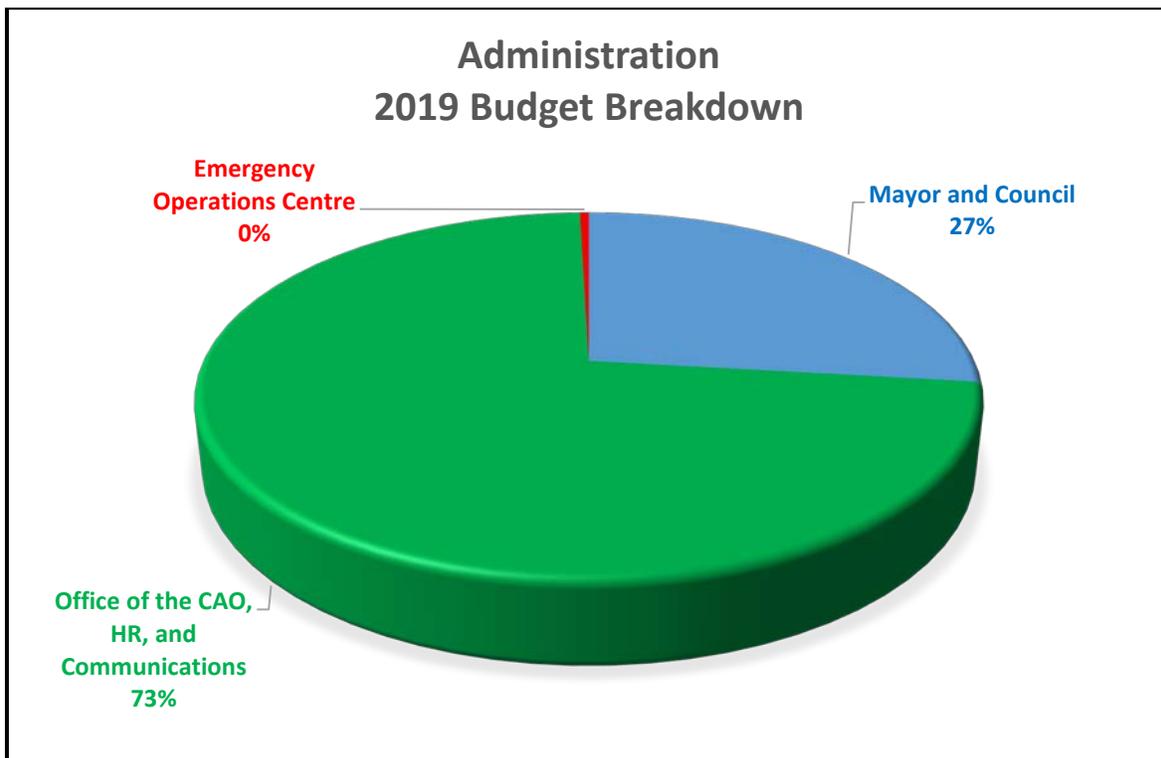


Administration Summary

Administration is made up of the following budget areas:

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

The combined gross expenditure budget for Administration for 2019 is \$918,219, which is broken down as follows:





**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Administration - Mayor and Council

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Mayor and Council - Wages & Benefits	166,606	164,876	214,000	47,394	28.4 %
Mayor and Council - Conferences/Training/Communications	15,000	7,144	15,000	-	0.0 %
Mayor and Council - Administration	18,100	15,663	17,550	(550)	-3.0 %
<i>Total Expenses</i>	199,706	187,684	246,550	46,844	23.5 %
<i>Net Budget Mayor and Council</i>	199,706	187,684	246,550	46,844	23.5 %

Major Changes Impacting This Budget

1. The wages and benefits line increase is due to additional wages and a new Health Care Spending Account (HCSA), approved by the previous Council, for the Mayor and Councillors effective January 1, 2019. The wage increase impact is \$29,700 and the HCSA results in an annual cost of \$12,800. Statutory benefit expenditures have also increased due to the elimination of the 1/3 non-taxable portion of wages for elected officials of municipal government effective January 1, 2019.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<i>Expenses</i>					
Office of the CAO, Human Resources, and Communications - Wages & Benefits	564,174	570,763	609,169	44,995	8.0 %
Office of the CAO, Human Resources, and Communications - Administration	28,850	28,369	30,900	2,050	7.1 %
Office of the CAO, Human Resources, and Communications - Operations & Maintenance	27,500	22,611	27,600	100	0.4 %
<i>Total Expenses</i>	620,524	621,743	667,669	47,145	7.6 %
<i>Net Budget Office of the CAO, Human Resources, and Communications</i>	620,524	621,743	667,669	47,145	7.6 %

Major Changes Impacting This Budget

1. A new part-time contract for a Digital Media Associate is included with a total cost of \$31,700 in 2019. Also included is an additional \$5,000 of budgeted overtime for staff in this department.
2. A \$1,000 increase to conferences and training and minor increases to mileage, photocopier costs and association fees account for the increase in the administration line.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Administration - Emergency Operations Centre

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Emergency Operations Centre - Expenses	4,000	2,332	4,000	-	0.0 %
<i>Total Expenses</i>	4,000	2,332	4,000	-	0.0 %
<i>Net Budget Emergency Operations Centre</i>	4,000	2,332	4,000	-	0.0 %

Major Changes Impacting This Budget

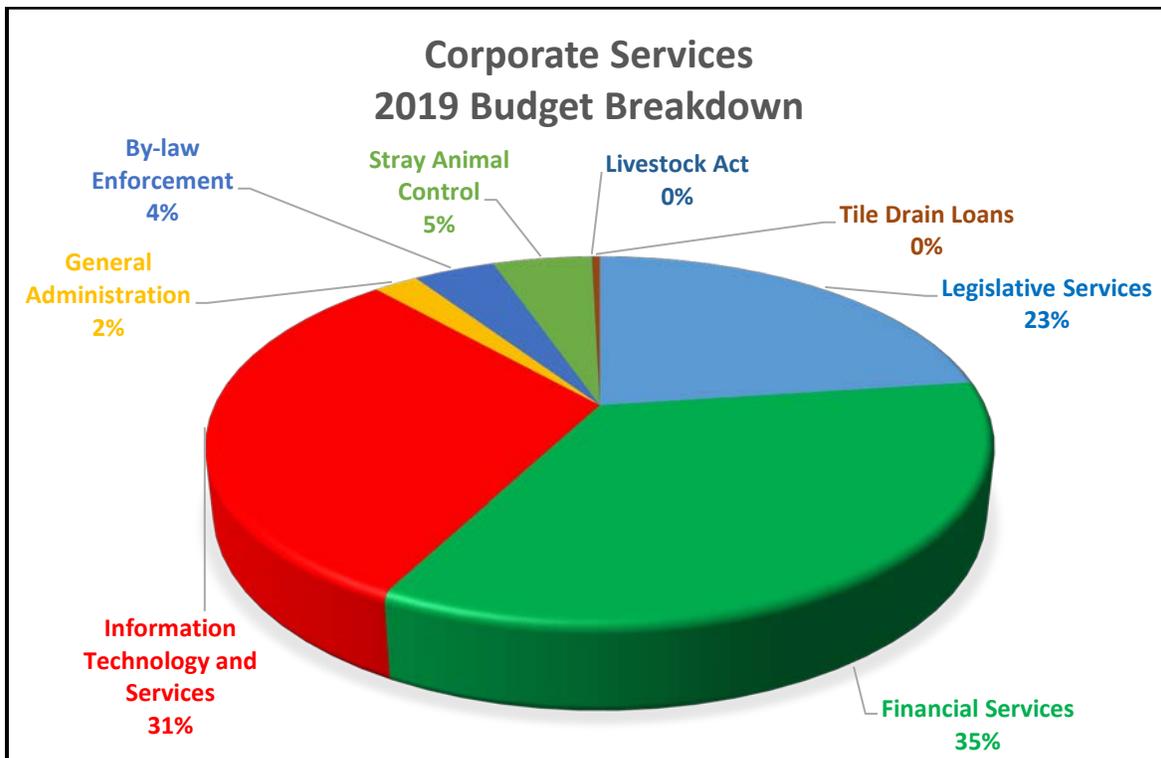


Corporate Services Summary

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 2019 is \$2,733,746, which is broken down as follows:





**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Legislative Services - Revenue	(36,500)	(42,750)	(38,500)	(2,000)	5.5 %
Legislative Services - Transfers from Reserves	(130,000)	(104,263)	(1,800)	128,200	-98.6 %
<i>Total Revenues</i>	(166,500)	(147,013)	(40,300)	126,200	-75.8 %
<u>Expenses</u>					
Legislative Services - Wages & Benefits	480,560	488,840	572,976	92,416	19.2 %
Legislative Services - Administration	19,786	17,179	20,486	700	3.5 %
Legislative Services - Operations & Maintenance	132,500	106,481	4,300	(128,200)	-96.8 %
Legislative Services - Transfers to Reserves	39,000	39,000	27,800	(11,200)	-28.7 %
<i>Total Expenses</i>	671,846	651,499	625,562	(46,284)	-6.9 %
<i>Net Budget Legislative Services</i>	505,346	504,487	585,262	79,916	15.8 %

Major Changes Impacting This Budget

1. Increase in wages and benefits is due to the inclusion of a new full-time Legislative Services Coordinator position with a 2019 cost of \$81,800. The wage line is also impacted by the movement of staff in the salary grid.
2. The decrease in operations and maintenance is due to minimal election related costs expected in 2019. The cost of election expenditures is offset by a transfer from the Election Reserve.
3. The transfer to reserves is required to accumulate sufficient election reserve funds for the 2022 election.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Financial Services - Revenue	(92,600)	(90,114)	(91,300)	1,300	-1.4 %
<i>Total Revenues</i>	(92,600)	(90,114)	(91,300)	1,300	-1.4 %
<u>Expenses</u>					
Financial Services - Wages & Benefits	849,228	814,171	872,255	23,027	2.7 %
Financial Services - Administration	32,600	32,824	36,800	4,200	12.9 %
Financial Services - Operations & Maintenance	43,000	43,200	43,000	-	0.0 %
<i>Total Expenses</i>	924,828	890,195	952,055	27,227	2.9 %
<i>Net Budget Financial Services</i>	832,228	800,081	860,755	28,527	3.4 %

Major Changes Impacting This Budget

1. Increase in wages and benefits is due to the movement of staff in the salary grid.
2. Increase in the administration line is mainly due to a \$2,500 increase in conferences and training for seminars associated with the implementation of asset management legislation. The remaining increase is due to minor increases for association dues, photocopier charges, and telephone expenditures.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Information Technology and Services - Revenue	(12,000)	(4,609)	(6,000)	6,000	-50.0 %
<i>Total Revenues</i>	(12,000)	(4,609)	(6,000)	6,000	-50.0 %
<u>Expenses</u>					
Information Technology and Services - Wages & Benefits	451,509	397,133	419,109	(32,400)	-7.2 %
Information Technology and Services - Administration	15,800	15,836	16,350	550	3.5 %
Information Technology and Services - Corporate Support	339,500	308,387	404,700	65,200	19.2 %
<i>Total Expenses</i>	806,809	721,357	840,159	33,350	4.1 %
<i>Net Budget Information Technology and Services</i>	794,809	716,748	834,159	39,350	5.0 %

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. in 2019.
2. Completion of IT restructuring in 2018 results in the majority of the reduction in the wages and benefits line. This decrease is partially offset by movement of staff in the salary grid.
3. The change in the corporate support line is mainly due to the elimination of the software replacement forecast summary that was funded from the IT&S Software Replacement Reserve in prior years. As a result various items including: security and website tools, and operating system software were relocated to the corporate support line in the 2019 budget. Corporate support also includes a \$20,000 increase for external professional services to assist with programming changes as a result of restructuring the IT&S division in 2017/18.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Corporate Services - General Administration

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
General Administration - Revenue	(37,000)	(38,204)	(37,000)	-	0.0 %
General Administration - Transfers from Reserves	(279,900)	(299,407)	(398,200)	(118,300)	42.3 %
<i>Total Revenues</i>	(316,900)	(337,611)	(435,200)	(118,300)	37.3 %
<u>Expenses</u>					
General Administration - Retiree Benefits	35,000	43,322	50,000	15,000	42.9 %
General Administration - Administration	86,800	65,992	84,950	(1,850)	-2.1 %
General Administration - Operations & Maintenance	595,725	640,048	729,750	134,025	22.5 %
General Administration - Transfers to Reserves	83,000	83,000	62,000	(21,000)	-25.3 %
General Administration - Cost Recovery	(790,448)	(790,448)	(866,419)	(75,971)	9.6 %
<i>Total Expenses</i>	10,077	41,914	60,281	50,204	498.2 %
Net Budget General Administration	(306,823)	(295,697)	(374,919)	(68,096)	22.2 %

Major Changes Impacting This Budget

1. Transfers from reserves includes a \$278,200 transfer from the WSIB reserve, a \$50,000 transfer from the employee future benefits reserve, and a \$70,000 transfer from the insurance claims reserve. Increased reserve transfers are mainly due to:
 - increased WSIB expenditures for presumptive claims for firefighters;
 - actual and forecasted retirements which trigger the payment of benefits to the age of 65 for eligible retirees; and
 - increased insurance claims experience over the past few years.
2. The increase in the retiree benefits expense line is resulting from more long-term staff retiring. As such, an increase in retiree health benefit costs paid to the age of 65 are anticipated.
3. The change in the operations and maintenance line is mainly due to:
 - a \$68,300 increase in estimated WSIB expenditures in 2019, resulting from WSIB presumptive claims for firefighters, and increased costs for occupational accident and excess indemnity insurance for WSIB purposes;
 - a \$35,000 increase in estimated insurance claims based on historical results;
 - a \$20,000 increase in insurance premiums for adding cyber insurance coverage in 2019;
 - a \$7,500 increase in bank charges for estimated charges from expanding services for which the Township will accept credit cards; and
 - \$3,600 for additional operating costs associated with the house located on the CW Sportsplex property.
4. Transfers to reserves includes a \$40,000 transfer to the Employee Future Benefits reserve and a \$22,000 transfer to the wpd reserve. The reduction is due to the elimination of this cost centre's contribution to the WSIB reserve (\$26,000 in 2018) as a result of a review of contributing cost centres to the WSIB reserve and the division from which claims originate. This reduction is offset by a \$5,000 increase in the transfer to the Employee Future Benefit 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
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
By-law Enforcement - By-Law Enforcement Revenue	(1,000)	-	(1,000)	-	0.0 %
<i>Total Revenues</i>	(1,000)	-	(1,000)	-	0.0 %
<u>Expenses</u>					
By-law Enforcement - Wages & Benefits	98,827	63,983	96,974	(1,852)	-1.9 %
By-law Enforcement - Administration	7,300	12,074	7,400	100	1.4 %
By-law Enforcement - Operations & Maintenance	4,000	1,933	4,000	-	0.0 %
By-law Enforcement - Fleet Repair and Maintenance	1,500	363	2,225	725	48.3 %
<i>Total Expenses</i>	111,627	78,353	110,599	(1,027)	-0.9 %
<i>Net Budget By-law Enforcement</i>	110,627	78,353	109,599	(1,027)	-0.9 %

Major Changes Impacting This Budget

1. Revenue line represents a small provision for fines.
2. The inclusion of a provision for vehicle repairs and maintenance accounts for the increase in the fleet repairs and maintenance line.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Stray Animal Control - Revenue	(91,500)	(95,220)	(93,000)	(1,500)	1.6 %
<i>Total Revenues</i>	(91,500)	(95,220)	(93,000)	(1,500)	1.6 %
<u>Expenses</u>					
Stray Animal Control - Operations & Maintenance	119,700	118,180	134,450	14,750	12.3 %
<i>Total Expenses</i>	119,700	118,180	134,450	14,750	12.3 %
<i>Net Budget Stray Animal Control</i>	28,200	22,961	41,450	13,250	47.0 %

Major Changes Impacting This Budget

1. The Township's current contract with the Guelph Humane Society ends June 30, 2019. The change in the operations and maintenance line reflects a half year impact of the proposed contract increase for 2019. As such, a further increase of \$14,750 is anticipated in the 2020 budget under the proposed contract.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Livestock Act - Revenue	(400)	(1,864)	(400)	-	0.0 %
<i>Total Revenues</i>	(400)	(1,864)	(400)	-	0.0 %
<u>Expenses</u>					
Livestock Act - Expenses	500	2,186	650	150	30.0 %
<i>Total Expenses</i>	500	2,186	650	150	30.0 %
<i>Net Budget Livestock Act</i>	100	322	250	150	150.0 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Corporate Services - Tile Drain Loans

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
	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 %
<u>Expenses</u>						
	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 %
<i>Net Budget Tile Drain Loans</i>		-	-	-	-	0.0 %

Major Changes Impacting This Budget

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

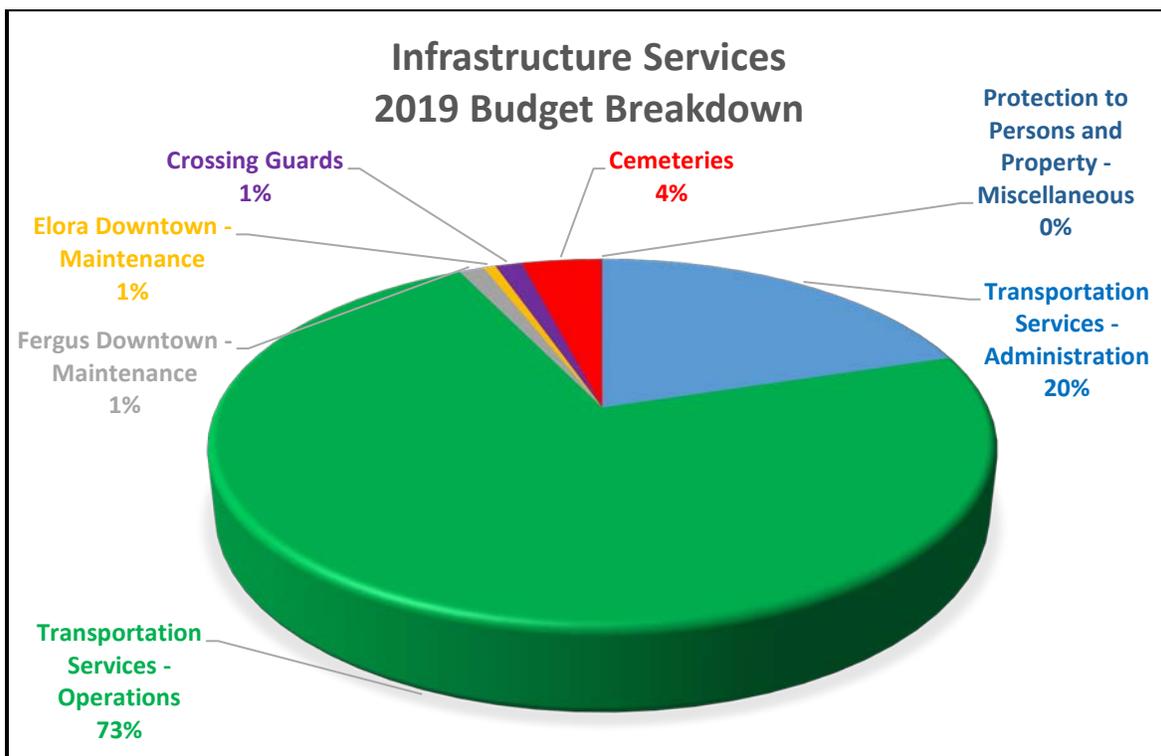


Infrastructure Services Summary

Infrastructure Services is made up of the following budget areas:

- ✓ Transportation Services - Administration
- ✓ Transportation Services - Operations
- ✓ Fergus Downtown
- ✓ Elora Downtown
- ✓ Fergus Downtown - Maintenance
- ✓ Elora Downtown - Maintenance
- ✓ Crossing Guards
- ✓ Cemeteries
- ✓ Protection to Persons and Property - Miscellaneous

The combined gross expenditure budget for Infrastructure Services for 2019 is \$5,062,641, which is broken down as follows:





Township of Centre Wellington 2019 Operating Budget Summary With 2018 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 918 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, leaf pickup, stormwater conveyance channel, ditch and catchbasin cleanouts, culverts and bridge maintenance. Transportation Services also maintains municipal trees, 106 km of sidewalks, crosswalks, and boulevards.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<i>Expenses</i>					
PW Administration - Wages & Benefits	597,277	598,941	636,843	39,567	6.6 %
PW Administration - Administration	45,138	47,579	47,188	2,050	4.5 %
PW Administration - Operations & Maintenance	333,875	332,535	351,000	17,125	5.1 %
PW Administration - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	963,290	966,055	1,022,031	58,742	6.1 %
<i>Net Budget Transportation Services - Administration</i>	963,290	966,055	1,022,031	58,742	6.1 %

Major Changes Impacting This Budget

1. Overall increase for the Transportation Services budget is \$427,992 (10.22%). However the elimination of revenue in this department from a separate levy for the operation of streetlights in the urban and rural areas of Centre Wellington in 2019 accounts for \$294,500 (7.03%) of the increase.
2. Increase in wages and benefits is due to:
 - the movement of staff in the salary grid;
 - a change in the allocation of full time salaried staff between the Public Works and Environmental Services divisions of Infrastructure Services. This results in a \$15,200 reallocation of salary and benefit costs from Environmental Services to Public Works in 2019; and
 - an \$8,000 increase in the Public Works division's contribution to the WSIB reserve.
3. Increase in the administration line is due to minor increases to various budgeted expenditures including: telephone, training, and association/membership dues.
4. Increase in the operations and maintenance line is due to:
 - a \$12,000 increase in insurance costs for Public Works' buildings;
 - a \$2,200 increase in GPS charges for Public Works vehicles; and
 - a \$3,200 increase in the contributions this division makes to the Insurance Claims reserve.
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
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Infrastructure Services - Transportation Services - Operations

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
PW Operations - Revenue	(441,300)	(407,840)	(83,500)	357,800	-81.1 %
<i>Total Revenues</i>	(441,300)	(407,840)	(83,500)	357,800	-81.1 %
<u>Expenses</u>					
PW Operations - Fleet Repair & Maintenance	(470,400)	52,264	(478,150)	(7,750)	1.6 %
PW Operations - Fergus Works Garage	45,300	33,777	35,900	(9,400)	-20.8 %
PW Operations - Elora Works Garage	56,850	44,307	48,550	(8,300)	-14.6 %
PW Operations - West Garafraxa Works Garage	33,100	33,626	29,200	(3,900)	-11.8 %
PW Operations - Pilkington Works Garage	26,400	22,472	21,200	(5,200)	-19.7 %
PW Operations - Bridges & Culverts	119,700	139,124	128,400	8,700	7.3 %
PW Operations - Grass Cutting/Weed Spray	111,900	102,639	112,200	300	0.3 %
PW Operations - Brush & Tree Removal	212,400	189,782	185,500	(26,900)	-12.7 %
PW Operations - Tree Planting	12,100	6,291	10,700	(1,400)	-11.6 %
PW Operations - Ditching	76,300	59,840	94,200	17,900	23.5 %
PW Operations - Curb/Gutter/Basin	64,900	33,255	63,300	(1,600)	-2.5 %
PW Operations - Bituminous Pavement Patch	131,000	138,769	135,500	4,500	3.4 %
PW Operations - Crack Sealing and Asphalt Repair	35,000	32,767	35,000	-	0.0 %
PW Operations - Street Cleaning	91,700	95,731	93,200	1,500	1.6 %
PW Operations - Shoulder Maintenance	115,100	84,423	102,200	(12,900)	-11.2 %
PW Operations - Road Patrol	51,000	31,745	51,900	900	1.8 %
PW Operations - Debris Pick Up	38,900	16,435	38,600	(300)	-0.8 %
PW Operations - Leaf Pick Up	31,200	30,825	31,700	500	1.6 %
PW Operations - Grading	268,500	203,626	268,400	(100)	0.0 %
PW Operations - Dustlaying	322,900	339,090	327,900	5,000	1.5 %
PW Operations - Gravel Resurfacing	383,200	392,145	409,200	26,000	6.8 %
PW Operations - Snow Removal	91,300	28,713	90,200	(1,100)	-1.2 %
PW Operations - Plowing, Sanding & Scarifying	1,067,400	932,617	1,122,500	55,100	5.2 %
PW Operations - Snow Fence/Culvert Thawing	3,600	3,018	3,600	-	0.0 %



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Infrastructure Services - Transportation Services - Operations

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change \$	2018/2019 Budget Change %
PW Operations - Safety Devices	140,500	146,139	137,200	(3,300)	-2.3 %
PW Operations - Street Lighting-Elora	111,000	111,721	76,000	(35,000)	-31.5 %
PW Operations - Street Lighting-Fergus	167,000	169,004	172,500	5,500	3.3 %
PW Operations - Street Lighting-Rural	52,000	55,307	46,000	(6,000)	-11.5 %
PW Operations - Municipal Parking Lots	10,000	14,909	15,600	5,600	56.0 %
PW Operations - Sidewalk Winter Maintenance	117,200	107,810	115,300	(1,900)	-1.6 %
PW Operations - Sidewalk Cleaning	10,900	4,752	10,500	(400)	-3.7 %
PW Operations - Sidewalk-Other	20,600	9,815	20,300	(300)	-1.5 %
PW Operations - Line Painting	70,500	67,543	75,800	5,300	7.5 %
PW Operations - Storm Sewer	25,800	39,520	25,600	(200)	-0.8 %
PW Operations - Storm Water Pond Maintenance	10,700	2,682	16,100	5,400	50.5 %
PW Operations - Municipal Drains	8,300	4,113	3,300	(5,000)	-60.2 %
PW Operations - Snow Removal - Fergus County Roads	-	(11,546)	-	-	0.0 %
PW Operations - Snow Removal - Elora County Roads	-	11,546	-	-	0.0 %
PW Operations - Transfers to Reserves	3,300	3,440	3,500	200	6.1 %
<i>Total Expenses</i>	3,667,150	3,784,035	3,678,600	11,450	0.3 %
Net Budget Transportation Services - Operations	3,225,850	3,376,195	3,595,100	369,250	11.4 %

Major Changes Impacting This Budget

1. In 2019 the streetlight levy for the operation of streetlights in the urban and rural areas of the Township was eliminated and funding for the streetlights was included in the general taxation levy for the Township. This accounts for \$330,000 of the reduction in the revenue line in 2019.
2. The further reduction in revenue is due to the reallocation of lot grading inspection revenue to the Planning division. This is the result of the Engineering Technologist - Development that was hired in 2018 overseeing these inspections. Furthermore, the elimination of area wide charges for storm sewer frontage connections in 2018 and an expected decrease in storm sewer frontage connections in 2019 results in a reduction in revenue.
3. The reduction in the brush and tree removal line is due to more costs for urban forestry being managed by the Parks and Recreation division.
4. An additional 2 weeks are anticipated to be spent cleaning out ditches to improve drainage in 2019 which accounts for the increase in the ditching budget line.
5. A reduction in labour and machine time to be more in line with historical averages accounts for the decrease in the shoulder maintenance line.
6. Additional gravel resurfacing expenditures in 2019 to address an inflationary increase for gravel in the current supply contract and a slight increase in the amount of gravel available. This line item represents the application of 24,000 tonnes of maintenance gravel for approximately 20% to 25% of the rural roads in the Township each year.
7. Total streetlight expenditures are expected to be \$294,500 in 2019. This is a \$35,500 reduction from 2018 due to the repayment of a loan from reserves for the installation of LED lights in 2015.
8. Plowing, sanding and scarifying, sidewalk winter maintenance, and snow removal budgets approximate the annualized five year average. Increases have been included for additional sidewalks and roads that the Township is required to maintain as a result of new subdivisions assumed.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Infrastructure Services - Fergus Downtown

The Township's Infrastructure and Community Services Departments provide a variety of services to support the beautification of the Fergus downtown. These services include, however are not limited to; litter pickup, banner, flag and street furniture installation and removal, planters and hanging baskets installation, maintenance and removal. The Fergus Horticultural Society provides ongoing maintenance and care of the beautification of the downtown with volunteer labour and support.

The River Walk parking lot, walkway and exterior walkways around the Fergus Library maintenance and snow clearing are included in this budget.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Operations & Maintenance	74,000	108,763	-	(74,000)	-100.0 %
<i>Total Expenses</i>	74,000	108,763	-	(74,000)	-100.0 %
Net Budget Fergus Downtown	74,000	108,763	-	(74,000)	-100.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Fergus Downtown cost centre has been split into two new cost centres:
 - Fergus Downtown - Beautification (Community Services)
 - Fergus Downtown - Maintenance (Infrastructure Services)
 The total 2019 Fergus Downtown budget is \$83,201 which represents a \$9,201 (12.4%) increase from the 2018 budget. This increase is mainly due to: additional labour and machine costs allocated to the Fergus downtown to be inline with the historical trend, costs associated with hanging banners in the downtown area, and snow clearing at the Fergus Riverlands parking lot.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Infrastructure Services - Elora Downtown

The Township's Infrastructure and Community Services Departments provide a variety of services to support the beautification of the Elora downtown. These services include, however are not limited to; litter pickup, banner, flag and street furniture installation and removal, planters and hanging baskets installation, maintenance and removal.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Downtown - Operations & Maintenance	59,500	73,554	-	(59,500)	-100.0 %
<i>Total Expenses</i>	59,500	73,554	-	(59,500)	-100.0 %
Net Budget Elora Downtown	59,500	73,554	-	(59,500)	-100.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Elora Downtown cost centre has been split into two new cost centres:
 - Elora Downtown - Beautification (Community Services)
 - Elora Downtown - Maintenance (Infrastructure Services)
 The total 2019 Elora Downtown budget is \$64,371 which represents a \$4,871 (8.2%) increase from the 2018 budget. This increase is mainly due to additional labour and machine costs allocated to the Elora downtown to be inline with the historical trend.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Maintenance - Operations & Maintenance	-	-	62,640	62,640	0.0 %
<i>Total Expenses</i>	-	-	62,640	62,640	0.0 %
<i>Net Budget Fergus Downtown - Maintenance</i>	-	-	62,640	62,640	0.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Fergus Downtown cost centre has been split into two new cost centres:
 - Fergus Downtown - Beautification (Community Services)
 - Fergus Downtown - Maintenance (Infrastructure Services)
 The total 2019 Fergus Downtown budget is \$83,201 which represents a \$9,201 (12.4%) increase from the 2018 budget. This increase is mainly due to: additional labour and machine costs allocated to the Fergus downtown to be inline with the historical trend, costs associated with hanging banners in the downtown area, and snow clearing at the Fergus Riverlands parking lot.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<i>Expenses</i>					
Elora Downtown - Maintenance - Operations & Maintenance	-	-	30,770	30,770	0.0 %
<i>Total Expenses</i>	-	-	30,770	30,770	0.0 %
<i>Net Budget Elora Downtown - Maintenance</i>	-	-	30,770	30,770	0.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Elora Downtown cost centre has been split into two new cost centres:
 - Elora Downtown - Beautification (Community Services)
 - Elora Downtown - Maintenance (Infrastructure Services)
 The total 2019 Elora Downtown budget is \$64,371 which represents a \$4,871 (8.2%) increase from the 2018 budget. This increase is mainly due to additional labour and machine costs allocated to the Elora downtown to be inline with the historical trend.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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; Hill Street at Tower Street; Garafraxa Street at Perry Street; St. David Street at St. Joseph's Catholic School; and Forfar Street at Victoria Terrace. Crossing guards are present at these locations before and after school from September to June.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Crossing Guards - Wages & Benefits	55,950	59,575	66,750	10,800	19.3 %
<i>Total Expenses</i>	55,950	59,575	66,750	10,800	19.3 %
<i>Net Budget Crossing Guards</i>	55,950	59,575	66,750	10,800	19.3 %

Major Changes Impacting This Budget

1. Additional costs associated with a new crossing guard location for a full year at St. Andrew St. and Lamond St. in Fergus (for John Black Public School) accounts for the increase in crossing guard expenditures in 2019.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Cemeteries - Revenue	(193,400)	(202,471)	(199,000)	(5,600)	2.9 %
<i>Total Revenues</i>	(193,400)	(202,471)	(199,000)	(5,600)	2.9 %
<u>Expenses</u>					
Cemeteries - Operations & Maintenance	153,100	133,089	162,750	9,650	6.3 %
Cemeteries - Transfers to Reserves	38,100	35,811	37,900	(200)	-0.5 %
<i>Total Expenses</i>	191,200	168,901	200,650	9,450	4.9 %
<i>Net Budget Cemeteries</i>	(2,200)	(33,571)	1,650	3,850	-175.0 %

Major Changes Impacting This Budget

1. Budgeted revenue is consistent with annualized historical averages. Includes an increase for interest income earned on the cemetery funds.
2. An additional \$10,000 has been budgeted in the operations and maintenance line for beautification and maintenance at the Belsyde cemetery including: benches, water taps, garbage bins and wayfinding signage.
3. The transfer to reserves represents an estimate of fees that are redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Infrastructure Services - Protection to Persons and Property - Miscellaneous

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>						
	Protection to Persons and Property - Miscellaneous - Operations & Maintenance	1,000	2,241	1,200	200	20.0 %
	<i>Total Expenses</i>	1,000	2,241	1,200	200	20.0 %
	<i>Net Budget Protection to Persons and Property - Miscellaneous</i>	1,000	2,241	1,200	200	20.0 %

Major Changes Impacting This Budget

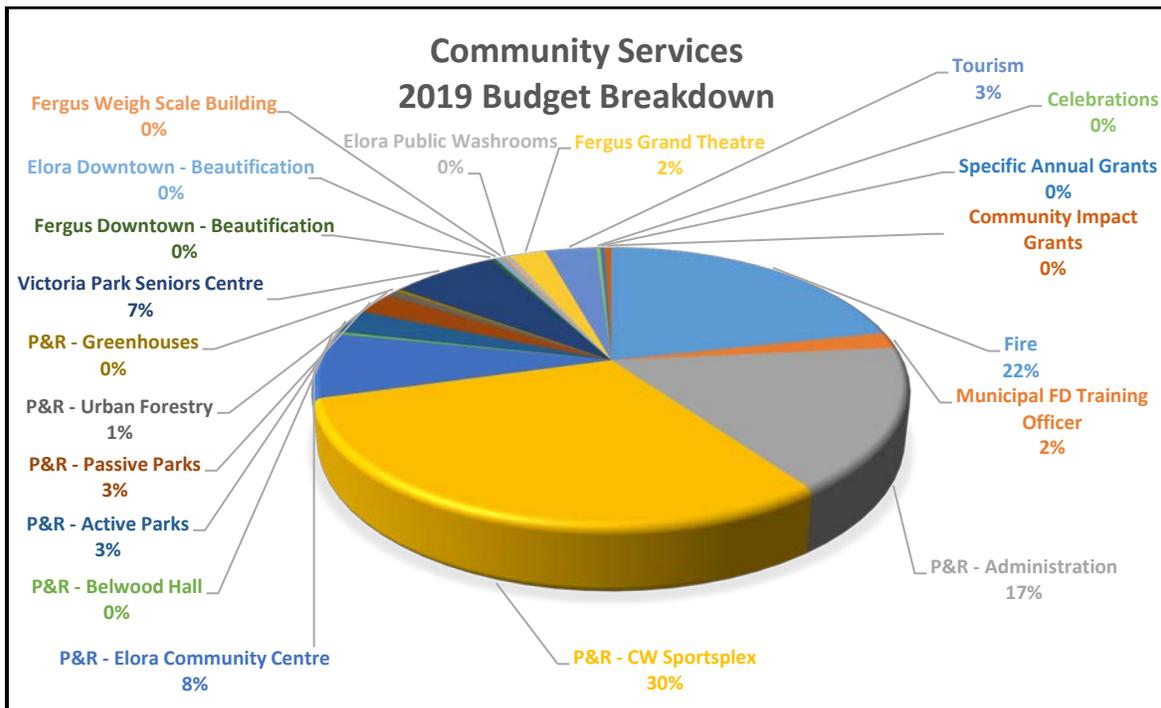


Community Services Summary

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 - Urban 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 2019 is \$7,714,176, which is broken down as follows:





Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Fire - Revenue	(100,500)	(103,185)	(93,000)	7,500	-7.5 %
<i>Total Revenues</i>	(100,500)	(103,185)	(93,000)	7,500	-7.5 %
<u>Expenses</u>					
Fire - Wages & Benefits	1,230,959	1,300,364	1,417,550	186,591	15.2 %
Fire - Administration	36,800	30,720	39,500	2,700	7.3 %
Fire - Operations & Maintenance	75,950	66,358	85,825	9,875	13.0 %
Fire - Fleet Repair & Maintenance	77,400	84,187	77,400	-	0.0 %
Fire - Fergus Fire Station	39,163	48,457	39,863	700	1.8 %
Fire - Elora Fire Station	19,300	15,358	18,900	(400)	-2.1 %
Fire - Transfers to Reserves	-	12,748	-	-	0.0 %
Fire - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	1,466,572	1,545,192	1,666,038	199,466	13.6 %
Net Budget Fire	1,366,072	1,442,007	1,573,038	206,966	15.2 %

Major Changes Impacting This Budget

1. The reduction in revenue is due to a decrease in the historical average revenue received from reports and fire calls.
2. Implementation of the recommendations of the fire master plan (completed in 2017) are:
 - the additional cost for a full year of the new Fire Prevention Officer budgeted for a partial year in 2018 is \$21,700;
 - the additional cost for a full year of the two new Deputy Chief positions budgeted for a partial year in 2018 is \$19,900;
 - the additional cost for increasing the number of volunteer firefighters (VFF) from a complement of 60 to 66 as well as an increase in the historical annual average cost for VFFs is \$60,000; and
 - the additional cost for increasing the number of VFF on weekly standby from six per fire station to seven is \$25,000.
 The wages and benefits line also includes a \$5,000 increase in VFF insurance costs due to the increase in the VFF complement budgeted in 2019 and a \$43,250 increase in the contribution the fire department makes to the WSIB reserve. The fire department will contribute 50% of the \$170,000 total operating budget contributions to the WSIB reserve in 2019 as a result of recent WSIB claims experience.
3. Increase in the administration line is due to training costs in 2019 for new recruits and additional planned fire safety and public education in 2019. These increases are offset by the removal of one-time costs in 2018 for the new Fire Prevention Officer.
4. The increase in the operations and maintenance line is due to a \$9,700 increase in estimated costs for full-service dispatch provided by the City of Guelph as recommended in the fire master plan.
5. Fire department cost recovery represents the proportion of all Fire department expenditures incurred for administering the Municipal FD Training Officer budget.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal FD Training Officer - Revenue	(150,100)	(142,314)	(144,600)	5,500	-3.7 %
<i>Total Revenues</i>	(150,100)	(142,314)	(144,600)	5,500	-3.7 %
<u>Expenses</u>					
Municipal FD Training Officer - Wages & Benefits	112,675	103,554	107,675	(5,000)	-4.4 %
Municipal FD Training Officer - Administration	7,250	9,663	7,250	-	0.0 %
Municipal FD Training Officer - Fleet Repair & Maintenance	4,675	3,597	4,175	(500)	-10.7 %
Municipal FD Training Officer - Transfers to Reserves	6,000	6,000	6,000	-	0.0 %
Municipal FD Training Officer - Cost Recovery Applied	19,500	19,500	19,500	-	0.0 %
<i>Total Expenses</i>	150,100	142,314	144,600	(5,500)	-3.7 %
<i>Net Budget Municipal FD Training Officer</i>	-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. The reduction in the wages and benefits line is due to turnover in the Municipal FD Training Officer position.
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 the administration expenses and Fire department overhead costs allocated to the Municipal FD Training Officer department.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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, 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 and registration services and facility maintenance operations.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Parks, Recreation and Culture Administration - Revenue	(60,250)	(38,934)	(3,000)	57,250	-95.0 %
<i>Total Revenues</i>	(60,250)	(38,934)	(3,000)	57,250	-95.0 %
<u>Expenses</u>					
Parks, Recreation and Culture Administration - Wages & Benefits	1,012,732	1,023,896	997,045	(15,687)	-1.5 %
Parks, Recreation and Culture Administration - Administration	56,100	61,627	61,550	5,450	9.7 %
Parks, Recreation and Culture Administration - Operations & Maintenance	199,061	178,431	200,996	1,935	1.0 %
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	22,602	28,973	26,670	4,068	18.0 %
<i>Total Expenses</i>	1,290,495	1,292,926	1,286,261	(4,235)	-0.3 %
<i>Net Budget Parks, Recreation and Culture Administration</i>	1,230,245	1,253,992	1,283,261	53,015	4.3 %

Major Changes Impacting This Budget

1. Overall increase for the Parks, Recreation and Culture budget is \$163,096 (6.42%).
2. The reduction in revenue is due to the following:
 - Sponsorship revenue for Community Services facilities was budgeted for \$25,000 in 2018. Revenue from sponsorships was to be transferred to the parks and recreation facilities replacement reserve. For 2019, the budgeted sponsorship revenue is reduced to \$NIL; and
 - Revenue from administrative services provided by the Township to local festivals and events has been eliminated due to the end of a festival contract at the end of 2018. This results in a reduction of \$34,000 to the budgeted revenue line.
3. Decrease in wages and benefits is due to retirements in the department in 2018, and a reduction in the budgeted hours for the Community Development Coordinator contract position due to the elimination of the festival contract at the end of 2018. This is offset by movement of staff in the salary grid and a \$6,000 increase in budgeted overtime to be more in line with historical actuals.
4. Due to an increase in Parks and Recreation revenue for 2019, the administration line has been increased accordingly for a rise in ActiveNet facility booking software processing fees.
5. An increase in fuel costs for additional leased vehicles in 2019, and an increase in repair and maintenance costs for an aging and expanding fleet, accounts for the increase in the fleet repairs and maintenance line.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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, 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Centre Wellington Community Sportsplex - Revenue	(943,700)	(928,078)	(963,500)	(19,800)	2.1 %
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(540,400)	(614,076)	(572,000)	(31,600)	5.8 %
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(53,000)	(56,578)	(56,000)	(3,000)	5.7 %
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(34,000)	(50,140)	(50,000)	(16,000)	47.1 %
Centre Wellington Community Sportsplex - Program Revenue - March Break	(3,200)	(4,136)	(4,500)	(1,300)	40.6 %
<i>Total Revenues</i>	(1,574,300)	(1,653,008)	(1,646,000)	(71,700)	4.6 %
<u>Expenses</u>					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	704,613	736,379	690,113	(14,500)	-2.1 %
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	567,465	586,394	590,857	23,392	4.1 %
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	117,907	118,289	118,000	93	0.1 %
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	1,857	2,500	-	0.0 %
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	685,931	784,312	741,411	55,480	8.1 %
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	81,575	67,889	81,754	180	0.2 %
Centre Wellington Community Sportsplex - P&R Fitness Program	47,484	47,142	46,022	(1,462)	-3.1 %
Centre Wellington Community Sportsplex - P&R Weight Room	32,264	35,240	34,965	2,701	8.4 %
Centre Wellington Community Sportsplex - P&R Summer Program	28,380	37,771	38,975	10,595	37.3 %
Centre Wellington Community Sportsplex - March Break Program	-	-	3,345	3,345	0.0 %



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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, 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
Centre Wellington Community Sportsplex - P&R Programs - Other	4,400	3,409	2,800	(1,600)	-36.4 %
<i>Total Expenses</i>	2,272,519	2,418,682	2,350,743	78,224	3.4 %
Net Budget Parks & Recreation - Centre Wellington Community Sportsplex	698,219	765,674	704,743	6,524	0.9 %

Major Changes Impacting This Budget

1. The \$16,000 increase in the summer program revenue line is offset by a corresponding increase in the summer program expenditure line.
2. The \$1,300 increase in the March Break program revenue is offset by a corresponding increase in the March Break program expenditure line that was included in the P&R Programs - Other line in the 2018 budget for \$1,700.
3. A reduction in utility costs is anticipated based on historical hydro, water, and gas usage at the facility. This accounts for the decrease in the operating costs line.
4. The increase in the repairs and maintenance line is due to equal pay for equal work adjustments for eligible part-time Community Services' maintenance staff allocated to this budget line.
5. The increase in aquatic centre costs is mainly due to the inclusion of a contract for an Administration Assistant - Aquatics and additional hours for guards in order to meet new legislation introduced in 2018.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Elora Community Centre - Revenue	(341,560)	(336,196)	(343,000)	(1,440)	0.4 %
<i>Total Revenues</i>	(341,560)	(336,196)	(343,000)	(1,440)	0.4 %
<u>Expenses</u>					
Elora Community Centre - P&R Facilities: Operating Costs	264,677	274,246	276,452	11,775	4.4 %
Elora Community Centre - P&R Facilities: Repairs & Maintenance	262,557	254,283	275,690	13,133	5.0 %
Elora Community Centre - P&R Facilities: Concessions	34,793	40,434	35,000	207	0.6 %
Elora Community Centre - P&R Facilities: Halls	1,500	55	1,500	-	0.0 %
<i>Total Expenses</i>	563,528	569,018	588,642	25,114	4.5 %
Net Budget Parks & Recreation - Elora Community Centre	221,968	232,821	245,642	23,674	10.7 %

Major Changes Impacting This Budget

1. Increase in the operating costs line is due to minor increases to utility costs, snow removal and insurance estimates for 2019 and a \$5,000 increase in refrigeration plant costs to do more preventative maintenance on the aging equipment.
2. The increase in the repairs and maintenance line is due to equal pay for equal work adjustments for eligible part-time Community Services' maintenance staff allocated to this budget line.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Belwood Hall - Revenue	(6,800)	(7,462)	(6,800)	-	0.0 %
<i>Total Revenues</i>	(6,800)	(7,462)	(6,800)	-	0.0 %
<u>Expenses</u>					
Belwood Hall - P&R Facilities: Operating Costs	22,847	23,351	23,560	713	3.1 %
<i>Total Expenses</i>	22,847	23,351	23,560	713	3.1 %
<i>Net Budget Parks & Recreation - Belwood Hall</i>	16,047	15,889	16,760	713	4.4 %

Major Changes Impacting This Budget



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park (Fergus) - Revenue	(6,200)	(4,447)	(5,800)	400	-6.5%
ECC Ball Diamond - Revenue	(9,500)	(13,447)	(13,800)	(4,300)	45.3%
Tye Park - Revenue	(1,400)	(1,569)	(1,600)	(200)	14.3%
South Ridge Park - Revenue	(2,200)	(4,747)	(4,800)	(2,600)	118.2%
Strathallan Park - Revenue	(1,100)	(1,292)	(1,300)	(200)	18.2%
CWCS Ball Diamond - Revenue	(260)	(602)	(700)	(440)	169.2%
Belwood Ball Diamond - Revenue	(1,900)	(2,324)	(3,000)	(1,100)	57.9%
Bissell Park - Revenue	(4,500)	(4,339)	(4,500)	-	0.0%
<i>Total Revenues</i>	(27,060)	(32,766)	(35,500)	(8,440)	31.2%
<u>Expenses</u>					
Belwood Ball Diamond - Operations & Maintenance	6,261	6,094	6,251	(9)	-0.1%
Bissell Park - Operations & Maintenance	43,894	41,001	48,652	4,758	10.8%
CWCS Ball Diamond - Operations & Maintenance	1,708	1,628	1,849	141	8.2%
ECC Ball Diamond - Operations & Maintenance	19,146	14,698	19,600	455	2.4%
Parks - General - Operations & Maintenance	5,600	9,793	15,000	9,400	167.9%
South Ridge Park - Operations & Maintenance	27,067	22,120	34,219	7,152	26.4%
St. Mary's School Park - Operations & Maintenance	3,262	2,913	-	(3,262)	-100.0%
Strathallan Park - Operations & Maintenance	6,953	7,594	7,568	615	8.9%
Tower Street Tennis Courts - Operations & Maintenance	3,266	2,764	5,309	2,043	62.6%
Tye Park - Operations & Maintenance	17,426	17,095	17,540	114	0.7%
Victoria Park (Fergus) - Operations & Maintenance	52,034	42,254	61,541	9,507	18.3%
<i>Total Expenses</i>	186,616	167,954	217,530	30,914	16.6%
<i>Net Budget Parks & Recreation - Active Parks</i>	159,556	135,187	182,030	22,474	14.1%

Major Changes Impacting This Budget

1. Bissell Park - Additional allocation of labour budgeted in 2019 to increase the frequency of cleaning the Bissel Park washroom facility in the summer.
2. ECC Ball Diamond - General ball diamond rentals at this location are anticipated to continue to increase in 2019.
3. Tower Street Tennis Courts - Biannual mobile washing of the tennis courts is required in 2019 which accounts for the increase in budgeted expenditures for this cost centre.
4. Victoria Park (Fergus) - An additional field at Victoria Park (Fergus) will be irrigated in 2019. As such, an increase in budgeted water costs accounts for the majority of the increase in the operations and maintenance line.
5. South Ridge Park - Additional materials and hourly staff labour have been allocated to this park to clean and maintain a new washroom that is planned for construction in 2019.
6. St. Mary's School Park - This park no longer has active sports fields and has been included in the passive parks cost centre in 2019.
7. Parks - General - Increased costs are due to additional dumping fees at the Belwood dump for garbage disposal and the leasing of 3 trucks for parks maintenance staff during the summer period.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Passive Parks - Revenue	(9,500)	(11,842)	(8,500)	1,000	-10.5 %
<i>Total Revenues</i>	(9,500)	(11,842)	(8,500)	1,000	-10.5 %
<u>Expenses</u>					
Passive Parks - Operations & Maintenance	152,901	177,744	203,276	50,375	32.9 %
<i>Total Expenses</i>	152,901	177,744	203,276	50,375	32.9 %
Net Budget Parks & Recreation - Passive Parks	143,401	165,903	194,776	51,375	35.8 %

Major Changes Impacting This Budget

1. Additional hourly labour costs allocated to passive parks to maintain two new washroom facilities located at Forfar Park (Fergus) and O'Brien Park (Elora). This includes the hiring of 2 new summer parks maintenance staff at a cost of \$27,000. Utility increases of \$9,500 are also anticipated due to a larger splash pad and new washroom at O'Brien park and a new washroom facility at Forfar Park.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Parks & Recreation - Urban Forestry

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<i>Expenses</i>					
Urban Forestry	50,000	48,971	50,000	-	0.0 %
<i>Total Expenses</i>	50,000	48,971	50,000	-	0.0 %
<i>Net Budget Parks & Recreation - Urban Forestry</i>	50,000	48,971	50,000	-	0.0 %

Major Changes Impacting This Budget

1. Includes costs associated with removal, replanting, and pruning of the public urban forest and the implementation of the Public Urban Forest Policy. 2019 includes a new Urban Forestry co-op student at a cost of \$13,500.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Greenhouses - Operations & Maintenance	22,643	19,148	27,964	5,321	23.5 %
<i>Total Expenses</i>	22,643	19,148	27,964	5,321	23.5 %
<i>Net Budget Parks & Recreation - Greenhouses</i>	22,643	19,148	27,964	5,321	23.5 %

Major Changes Impacting This Budget

1. Includes a portion of the hours budgeted for a new part-time Horticultural Assistant position in 2019 at a cost of \$13,500. Other hours for the position have been allocated to other cost centres within the Community Services department.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Parks & Recreation - Other Expenditures

These expenditures fund the debt payments for the Centre Wellington Community Sportsplex and the Department's replacement reserve funds.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Parks and Recreation - Other Expenditures - Transfers from Reserves	(1,260)	(1,260)	(1,260)	-	0.0 %
<i>Total Revenues</i>	(1,260)	(1,260)	(1,260)	-	0.0 %
<u>Expenses</u>					
<i>Total Expenses</i>	-	-	-	-	0.0 %
Net Budget Parks & Recreation - Other Expenditures	(1,260)	(1,260)	(1,260)	-	0.0 %

Major Changes Impacting This Budget

1. Transfers from reserves includes a \$1,260 transfer from the Newdon Public Swim reserve for the funding of public swimming at the Sportsplex.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park Seniors Centre - Revenue	(242,600)	(281,913)	(255,000)	(12,400)	5.1 %
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(4,000)	(4,000)	-	0.0 %
<i>Total Revenues</i>	(246,600)	(285,913)	(259,000)	(12,400)	5.0 %
<u>Expenses</u>					
Victoria Park Seniors Centre - Wages & Benefits	232,154	230,370	239,499	7,345	3.2 %
Victoria Park Seniors Centre - Administration	13,294	11,539	12,504	(790)	-5.9 %
Victoria Park Seniors Centre - Operations & Maintenance	99,175	102,019	101,850	2,675	2.7 %
Victoria Park Seniors Centre - VPC - Programs	128,100	147,023	131,400	3,300	2.6 %
Victoria Park Seniors Centre - Transfers to Reserves	46,200	67,120	55,300	9,100	19.7 %
<i>Total Expenses</i>	518,923	558,071	540,553	21,630	4.2 %
Net Budget Victoria Park Seniors Centre	272,323	272,157	281,553	9,230	3.4 %

Major Changes Impacting This Budget

1. Revenue increase is due to a \$17,400 increase in budgeted program and membership revenue. This is offset by an estimated \$5,000 reduction in the provincial special grant for 2019.
2. A \$1,500 provision for staff overtime has been included in the wages and benefits line in 2019.
3. Increase in the operations and maintenance line is mainly due to additional costs anticipated for cleaning and snow removal at the facility.
4. Program expenditures line includes a \$5,000 reduction for costs associated with the provincial special grant revenue and an increase in program costs due to additional planned programming.
5. 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 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
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Beautification - Operations & Maintenance	-	-	20,561	20,561	0.0 %
<i>Total Expenses</i>	-	-	20,561	20,561	0.0 %
<i>Net Budget Fergus Downtown - Beautification</i>	-	-	20,561	20,561	0.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Fergus Downtown cost centre has been split into two new cost centres:
 - Fergus Downtown - Beautification (Community Services)
 - Fergus Downtown - Maintenance (Infrastructure Services)
 The total 2019 Fergus Downtown budget is \$83,201 which represents a \$9,201 (12.4%) increase from the 2018 budget. This increase is mainly due to: additional labour and machine costs allocated to the Fergus downtown to be inline with the historical trend, costs associated with hanging banners in the downtown area, and snow clearing at the Fergus Riverlands parking lot.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Downtown - Beautification - Operations & Maintenance	-	-	33,601	33,601	0.0 %
<i>Total Expenses</i>	-	-	33,601	33,601	0.0 %
<i>Net Budget Elora Downtown - Beautification</i>	-	-	33,601	33,601	0.0 %

Major Changes Impacting This Budget

1. For the 2019 budget, the Elora Downtown cost centre has been split into two new cost centres:
 - Elora Downtown - Beautification (Community Services)
 - Elora Downtown - Maintenance (Infrastructure Services)
 The total 2019 Elora Downtown budget is \$64,371 which represents a \$4,871 (8.2%) increase from the 2018 budget. This increase is mainly due to additional labour and machine costs allocated to the Elora downtown to be inline with the historical trend.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Weigh Scale Building - Wages & Benefits	9,921	8,534	10,865	944	9.5 %
Fergus Weigh Scale Building - Operations & Maintenance	6,365	5,351	6,575	210	3.3 %
<i>Total Expenses</i>	16,286	13,886	17,440	1,154	7.1 %
<i>Net Budget Fergus Weigh Scale Building</i>	16,286	13,886	17,440	1,154	7.1 %

Major Changes Impacting This Budget

1. Increase in wages and benefits line is due to a contract staff person moving through the part-time wage grid.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Elora Public Washrooms

The Elora Public Washrooms include the public washrooms located at 10 East Mill St. It also includes after hours, seasonal access, to the washroom facilities located on the lower level at 1 MacDonald Square.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Public Washrooms - Operations & Maintenance	23,562	25,876	29,793	6,231	26.4 %
<i>Total Expenses</i>	23,562	25,876	29,793	6,231	26.4 %
Net Budget Elora Public Washrooms	23,562	25,876	29,793	6,231	26.4 %

Major Changes Impacting This Budget

1. Increase in expenditures is due to additional labour allocated to this cost centre to clean and maintain the washroom after hours, on the lower level of the Municipal Office in Elora, during the summer tourist season.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Fergus Grand Theatre - Revenue	(83,500)	(77,105)	(92,750)	(9,250)	11.1 %
<i>Total Revenues</i>	(83,500)	(77,105)	(92,750)	(9,250)	11.1 %
<u>Expenses</u>					
Fergus Grand Theatre - Wages & Benefits	88,855	88,791	100,653	11,799	13.3 %
Fergus Grand Theatre - Administration	9,300	10,492	10,300	1,000	10.8 %
Fergus Grand Theatre - Operations & Maintenance	53,350	49,085	63,600	10,250	19.2 %
Fergus Grand Theatre - Transfers to Reserves	4,500	6,198	5,500	1,000	22.2 %
<i>Total Expenses</i>	156,005	154,565	180,053	24,049	15.4 %
<i>Net Budget Fergus Grand Theatre</i>	72,505	77,461	87,303	14,799	20.4 %

Major Changes Impacting This Budget

1. The increase in revenue is due to a \$10,000 increase in new in-house productions.
2. Increase in wages and benefits is due to additional Community Services' hourly staff allocated to this cost centre to provide facility coverage to backup the Theatre Coordinator.
3. An increase in the estimate for costs associated with processing transactions in the TixHub ticketing system accounts for the administration line increase.
4. \$10,000 of expenditures associated with new in-house productions accounts for the majority of the increase in the operations and maintenance line.
5. Transfers to reserves represents a transfer to the repairs and maintenance reserve for the Fergus Grand Theatre. This transfer is funded from user fees and is incorporated into the Township's Fees and Charges By-law annually.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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, open 7 days a week, 52 weeks per year, including 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Tourism - Revenue	(1,500)	(7,524)	(500)	1,000	-66.7 %
<i>Total Revenues</i>	(1,500)	(7,524)	(500)	1,000	-66.7 %
<u>Expenses</u>					
Tourism - Wages & Benefits	155,465	170,764	172,448	16,983	10.9 %
Tourism - Administration	29,013	32,219	28,613	(400)	-1.4 %
Tourism - Operations & Maintenance	58,000	38,569	57,500	(500)	-0.9 %
<i>Total Expenses</i>	242,478	241,552	258,561	16,083	6.6 %
<i>Net Budget Tourism</i>	240,978	234,028	258,061	17,083	7.1 %

Major Changes Impacting This Budget

1. A reduced estimate for souvenir sales in 2019 accounts for the decrease in the revenue line.
2. Wages and benefits increase is due to the implementation of the new Ambassador program in 2019 which includes hiring part-time students for 8 weeks in the summer for an estimated cost of \$10,000.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Celebrations

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>						
	Canada Day Celebrations - Expenses	17,000	12,071	17,000	-	0.0 %
	Victoria Day Celebrations - Expenses	3,000	3,000	3,000	-	0.0 %
	<i>Total Expenses</i>	20,000	15,071	20,000	-	0.0 %
<u>Net Budget Celebrations</u>		20,000	15,071	20,000	-	0.0 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Grants to Community Groups - Specific Annual Grants

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Grants to Community Groups - Specific Annual Grants	20,050	19,860	20,550	500	2.5 %
<i>Total Expenses</i>	20,050	19,860	20,550	500	2.5 %
<i>Net Budget Grants to Community Groups - Specific Annual Grants</i>	20,050	19,860	20,550	500	2.5 %

Major Changes Impacting This Budget
1. Total grants budgeted for community groups in the 2019 budget are \$55,000.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Community Services - Grants to Community Groups - Community Impact Grants

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Grants to Community Groups - Community Impact Grants	33,450	34,950	34,450	1,000	3.0 %
Grants to Community Groups - Emergency Relief	1,500	-	-	(1,500)	-100.0 %
<i>Total Expenses</i>	34,950	34,950	34,450	(500)	-1.4 %
<i>Net Budget Grants to Community Groups - Community Impact Grants</i>	34,950	34,950	34,450	(500)	-1.4 %

Major Changes Impacting This Budget

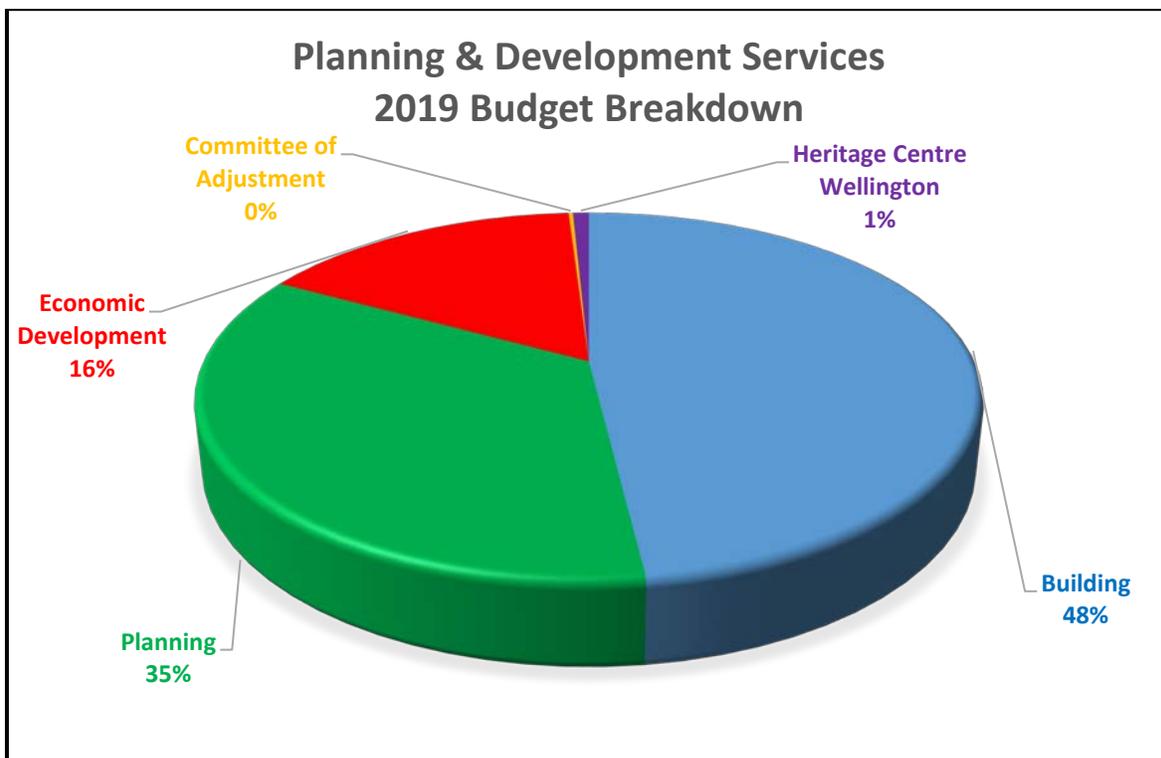


Planning & Development Services Summary

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 2019 is \$1,918,841, which is broken down as follows:





Township of Centre Wellington 2019 Operating Budget Summary With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Building - Revenue	(1,138,800)	(1,492,067)	(1,151,300)	(12,500)	1.1 %
<i>Total Revenues</i>	(1,138,800)	(1,492,067)	(1,151,300)	(12,500)	1.1 %
<u>Expenses</u>					
Building - Wages & Benefits	906,194	851,550	874,745	(31,450)	-3.5 %
Building - Administration	26,875	31,318	28,075	1,200	4.5 %
Building - Operations & Maintenance	3,600	44,854	5,250	1,650	45.8 %
Building - Fleet Repair & Maintenance	12,975	16,653	14,225	1,250	9.6 %
Building - Transfers to Reserves	-	436,993	-	-	0.0 %
<i>Total Expenses</i>	949,644	1,381,367	922,295	(27,350)	-2.9 %
<i>Net Budget Building</i>	(189,156)	(110,700)	(229,005)	(39,850)	21.1 %

Major Changes Impacting This Budget

1. Building permit revenue is budgeted at the five year annualized average. The Township is required to maintain a building permit reserve fund under Bill 124 in the event of a loss from permitting activities.
2. The wages and benefits line decrease is due to the replacement of a Building Official III in 2018 with a Building Official I in 2018 and staff turnover/retirements which will result in increased costs over the next few years as staff move through the salary grid. Wages and benefits includes a continuation of a contract for a Building Customer Service Associate for ten months in 2019 at a cost of \$52,200.
3. Increase in the administration line is mainly due to the addition of data plans for tablets in 2019.
4. Increase in the operations and maintenance line is mainly due to an increase in the amount the building division contributes to the Insurance Claims reserve.
5. The fleet repairs and maintenance line increase is due to additional insurance and repair and maintenance expenditures for building vehicles.



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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, and plans of subdivision. 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Planning - Revenue	(180,000)	(173,370)	(185,000)	(5,000)	2.8 %
Planning - Transfers from Reserves	(50,000)	(90,917)	(50,000)	-	0.0 %
<i>Total Revenues</i>	(230,000)	(264,287)	(235,000)	(5,000)	2.2 %
<u>Expenses</u>					
Planning - Wages & Benefits	552,447	540,258	592,157	39,710	7.2 %
Planning - Administration	13,975	11,130	12,575	(1,400)	-10.0 %
Planning - Operations & Maintenance	65,000	104,468	65,000	-	0.0 %
<i>Total Expenses</i>	631,422	655,856	669,732	38,310	6.1 %
<u>Net Budget Planning</u>	401,422	391,568	434,732	33,310	8.3 %

Major Changes Impacting This Budget

1. Planning revenue is budgeted based on a five year annualized average. Revenue also includes a full year of lot grading inspection revenue in 2019, with inspections being completed in-house by the Engineering Technologist - Development who was hired in 2018.
2. The inclusion of the Engineering Technologist - Development position for a full year in 2019 accounts for \$28,200 of the increase in the wages and benefits line.
3. The decrease in the administration line is mainly due to the removal of one-time costs associated with hiring the new Engineering Technologist - Development.
4. The operations and maintenance line includes \$50,000 of estimated costs associated with ongoing LPAT (formerly OMB) hearing expenditures in 2019. These costs are offset by a transfer from the Legal Matters reserve.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Economic Development - Transfer from Reserves	(147,000)	(84,466)	(125,300)	21,700	-14.8 %
<i>Total Revenues</i>	(147,000)	(84,466)	(125,300)	21,700	-14.8 %
<u>Expenses</u>					
Economic Development - Wages & Benefits	109,629	109,755	112,214	2,585	2.4 %
Economic Development - Administration	7,550	5,340	7,650	100	1.3 %
Economic Development - Operations & Maintenance	205,500	128,076	187,800	(17,700)	-8.6 %
<i>Total Expenses</i>	322,679	243,171	307,664	(15,015)	-4.7 %
<i>Net Budget Economic Development</i>	175,679	158,705	182,364	6,685	3.8 %

Major Changes Impacting This Budget

1. The estimated \$56,000 cost of implementing the Township's Community Improvement Plan (CIP) and \$69,300 cost of implementing the Jobs and Investments Incentive Grant program in 2019 are included in the operations and maintenance line. The anticipated CIP and Jobs and Investments Incentive Grant expenditures are funded by a transfer from their respective reserves. Due to the unpredictability of the expenditures, the two reserves are fully funded by a transfer from the General Capital reserves either through the annual budget process or subsequent to a report to Council during the year.
2. The change in the operations and maintenance line is due to a \$47,700 reduction in estimated costs associated with the Jobs and Investments Incentive Grant program. This is offset by a \$3,000 increase in costs associated with small business training and support provided by the Business Centre Guelph-Wellington and a \$26,000 increase in the estimated expenditures for implementing the CIP grant program in 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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).

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Committee of Adjustment - Revenue	(15,000)	(18,377)	(15,500)	(500)	3.3 %
<i>Total Revenues</i>	(15,000)	(18,377)	(15,500)	(500)	3.3 %
<u>Expenses</u>					
Committee of Adjustment - Wages & Benefits	2,700	2,882	2,700	-	0.0 %
Committee of Adjustment - Administration	1,350	186	1,350	-	0.0 %
<i>Total Expenses</i>	4,050	3,068	4,050	-	0.0 %
<i>Net Budget Committee of Adjustment</i>	(10,950)	(15,309)	(11,450)	(500)	4.6 %

Major Changes Impacting This Budget

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



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>						
	Heritage Centre Wellington - Administration	2,800	565	3,100	300	10.7 %
	Heritage Centre Wellington - Operations & Maintenance	9,000	11,562	9,500	500	5.6 %
	Heritage Centre Wellington - Transfers to Reserves	2,500	2,500	2,500	-	0.0 %
	<i>Total Expenses</i>	14,300	14,627	15,100	800	5.6 %
<i>Net Budget Heritage Centre Wellington</i>		14,300	14,627	15,100	800	5.6 %

Major Changes Impacting This Budget

1. A planned heritage workshop in 2019 for the Township's new Council accounts for an increase in the operations and maintenance line.

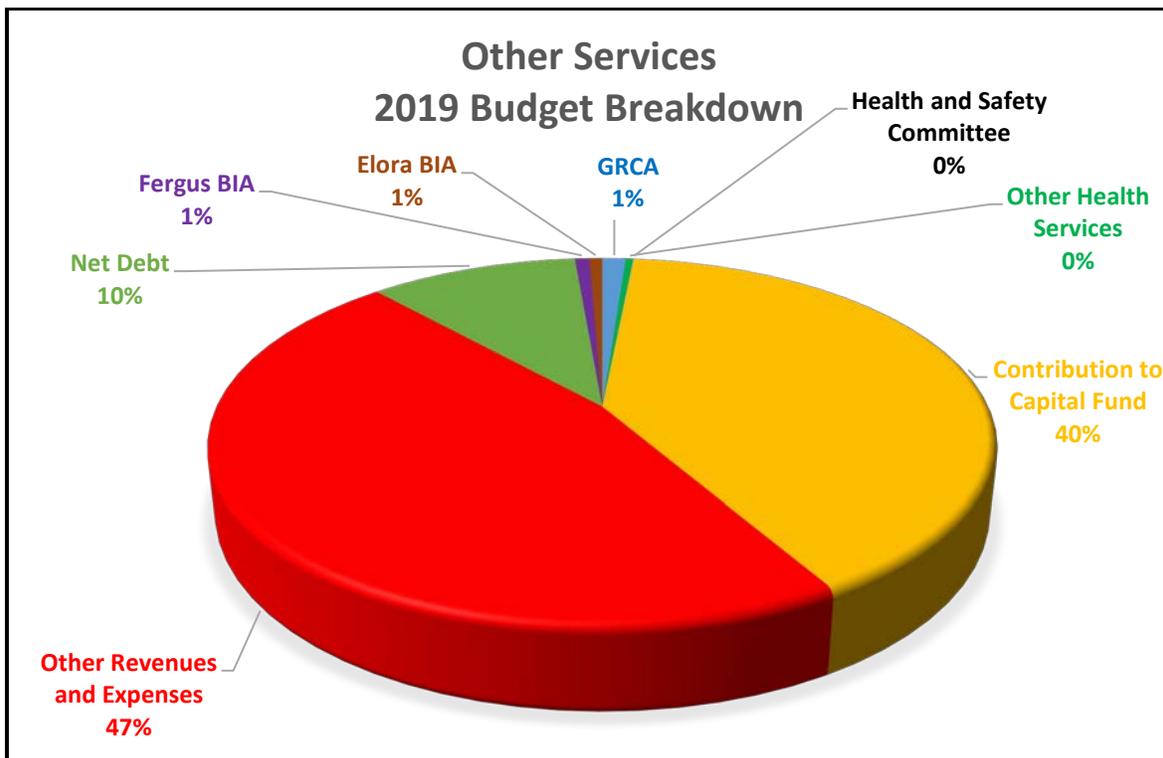


Other Services Summary

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 2019 is \$9,113,891, which is broken down as follows:





**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Grand River Conservation Authority

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
GRCA - Special Levy	(115,330)	(117,947)	(105,753)	9,577	-8.3 %
<i>Total Revenues</i>	(115,330)	(117,947)	(105,753)	9,577	-8.3 %
<u>Expenses</u>					
GRCA - Capital & Operating Levy	115,330	104,930	105,753	(9,577)	-8.3 %
GRCA - Transfer to Reserves	-	13,017	-	-	0.0 %
<i>Total Expenses</i>	115,330	117,947	105,753	(9,577)	-8.3 %
<i>Net Budget Grand River Conservation Authority</i>	-	-	-	-	0.0 %

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 cover 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 2019 is \$291,250. This represents a 1.85% increase from the 2018 total levy amount. Subsequent to passing the 2018 Township budget in December 2017, the GRCA reduced their proposed levy for 2018 to \$285,969 from \$318,063.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Other Health Services

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Other Health Services - Miscellaneous Revenue	-	(750)	-	-	0.0 %
Other Health Services - Transfer from Reserves	-	-	(20,000)	(20,000)	0.0 %
<i>Total Revenues</i>	-	(750)	(20,000)	(20,000)	0.0 %
<u>Expenses</u>					
Other Health Services - Health Professional Recruitment	32,941	25,962	32,973	32	0.1 %
Other Health Services - Transfers to Reserves	-	10,252	-	-	0.0 %
<i>Total Expenses</i>	32,941	36,215	32,973	32	0.1 %
<i>Net Budget Other Health Services</i>	32,941	35,465	12,973	(19,968)	-60.6 %

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 in 2019. 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
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Expenses</u>					
Health and Safety Committee - Administration	4,500	2,871	3,800	(700)	-15.6 %
<i>Total Expenses</i>	4,500	2,871	3,800	(700)	-15.6 %
<i>Net Budget Health and Safety Committee</i>	4,500	2,871	3,800	(700)	-15.6 %

Major Changes Impacting This Budget

1. The training budget was reduced by \$800 for this cost centre in 2019 as there is no WHIMIS or Hazard Identification/Risk Assessment Training and Development planned for 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<i>Expenses</i>					
Contribution to General Capital Reserve	800,500	800,500	825,000	24,500	3.1 %
Transfer to Dedicated Capital Levy Reserve	915,300	944,827	1,208,200	292,900	32.0 %
Public Works Transfer to Vehicle Replacement Reserve	550,000	550,000	575,000	25,000	4.5 %
P&R Transfer to Vehicle Replacement Reserve	60,000	60,000	65,000	5,000	8.3 %
Fire Transfer to Vehicle Replacement Reserve	325,000	325,000	340,000	15,000	4.6 %
Building Transfer to Vehicle Replacement Reserve	14,000	14,000	16,000	2,000	14.3 %
By-Law Transfer to Vehicle Replacement Reserve	-	-	5,000	5,000	0.0 %
Public Works Transfer to Equipment Replacement Reserve	25,000	25,000	35,000	10,000	40.0 %
Fire Transfer to Equipment Replacement Reserve	110,000	110,000	110,000	-	0.0 %
IT&S Transfer to Equipment Replacement Reserve	70,000	70,000	110,000	40,000	57.1 %
IT&S Transfer to Software Replacement Reserve	30,000	30,000	-	(30,000)	-100.0 %
P&R Transfer to Facility Replacement Reserve	193,000	188,703	198,000	5,000	2.6 %
P&R Transfer to Parks Replacement Reserve	135,000	135,000	165,000	30,000	22.2 %
<i>Total Expenses</i>	3,227,800	3,253,030	3,652,200	424,400	13.1 %
<i>Net Budget Contribution to Capital Fund</i>	3,227,800	3,253,030	3,652,200	424,400	13.1 %

Major Changes Impacting This Budget

1. An increase to the contribution to General Capital reserve of \$24,500 is budgeted for 2019.
2. A 2% 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 rehabilitation based on priority determined in the Township's Asset Management Plan.
3. The total increase in transfers to vehicle replacement reserves is \$52,000.
4. The total increase in transfers to equipment replacement reserves is \$55,000.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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).

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Ontario Non-Specific Grants - OMPF Program	(375,900)	(375,900)	(319,515)	56,385	-15.0 %
<i>Total Revenues</i>	(375,900)	(375,900)	(319,515)	56,385	-15.0 %
Net Budget Ontario Non-Specific Grants	(375,900)	(375,900)	(319,515)	56,385	-15.0 %

Major Changes Impacting This Budget

1. A \$56,385 (15%) decrease in OMPF funding is estimated for 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Other Revenues and Expenses

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Other Revenue - Tax Interest/Penalties	(335,000)	(303,552)	(325,000)	10,000	-3.0 %
Other Revenue - Investment Earnings	(654,500)	(1,020,560)	(838,300)	(183,800)	28.1 %
Other Revenue - Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0 %
Other Revenue - OCIF Proceeds	(793,380)	(793,377)	(1,216,174)	(422,794)	53.3 %
Other Revenue - Aggregate Resources	(60,000)	(65,333)	(60,000)	-	0.0 %
Other Revenue - CW Hydro-Interest on Equity	(365,800)	(365,890)	(365,800)	-	0.0 %
Other Revenue - OLGC Gaming Proceeds	(2,125,000)	(2,353,150)	(2,165,000)	(40,000)	1.9 %
Other Revenue - Gas Tax Proceeds	(850,200)	(850,198)	(855,200)	(5,000)	0.6 %
Other Revenue - Year-End (Surplus)/Deficit	-	(403,324)	-	-	0.0 %
<i>Total Revenues</i>	(5,252,520)	(6,224,023)	(5,894,114)	(641,594)	12.2 %
<u>Expenses</u>					
Other Expenses - Elora LCBO Expenditures	9,800	6,057	9,800	-	0.0 %
Other Expenses - West Garafraxa Office Expenditures	9,500	7,084	9,500	-	0.0 %
Other Expenses - Transfers to Reserves	3,768,580	4,400,049	4,236,374	467,794	12.4 %
<i>Total Expenses</i>	3,787,880	4,413,190	4,255,674	467,794	12.3 %
<i>Net Budget Other Revenues and Expenses</i>	(1,464,640)	(1,810,834)	(1,638,440)	(173,800)	11.9 %

Major Changes Impacting This Budget

1. A \$10,000 reduction in interest revenue from overdue tax accounts is expected in 2019 and accounts for the decrease in the tax interest/penalties line.
2. The increase in investment earnings is due to an increase in interest rates in 2018. This results in an increase in budgeted GIC and bank interest revenue.
3. In 2019, the Township will receive \$1,216,174 from the Ontario Community Infrastructure Fund (formula based component). 100% of these funds are transferred to a reserve for the purpose of funding 2019 capital projects in accordance with the funding agreement.
4. 100% of OLGC gaming proceeds are transferred to a reserve which is used to fund capital projects in the following year's capital budget.
5. In 2019, the Township will receive Federal Gas Tax funding of \$855,200. 100% of these funds are transferred to a reserve fund for the purpose of funding capital projects in accordance with the funding agreement.
6. Centre Wellington's policy calls for the year end surplus/deficit to be directed to the general capital reserve. The 2017 surplus was \$403,324.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Transfer from Reserves	-	-	(106,261)	(106,261)	0.0 %
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 %
<i>Total Revenues</i>	(416,706)	(416,706)	(522,967)	(106,261)	25.5 %
<u>Expenses</u>					
P&R Debt Payments	581,606	581,323	687,867	106,261	18.3 %
Planning Debt Payments	14,850	14,850	14,850	-	0.0 %
PW Debt Payments	133,363	131,306	133,025	(338)	-0.3 %
Social Debt Payments	104,839	104,839	104,839	-	0.0 %
<i>Total Expenses</i>	834,658	832,318	940,581	105,923	12.7 %
<i>Net Budget Net Debt</i>	417,952	415,612	417,614	(338)	-0.1 %

Major Changes Impacting This Budget

1. 44.3% of tax supported debt is funded from development charges in 2019.
2. In 2019 a transfer from the Land Sale Reserve will be used to fund the repayment of the Wellington-Waterloo Community Futures debt totalling \$106,261. This debt was assumed upon default of a loan by Wellington Centre for Sustainable Agriculture, which was guaranteed by the Township, for the house located on the Sportsplex property (570 Belsyde Ave, Fergus). The debt payment is included in P&R Debt Payments line.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Fergus BIA

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
Fergus BIA - Fergus BIA Levy		(65,000)	(63,538)	(65,000)	-	0.0 %
	<i>Total Revenues</i>	(65,000)	(63,538)	(65,000)	-	0.0 %
<u>Expenses</u>						
Fergus BIA - Levy		65,000	63,538	65,000	-	0.0 %
	<i>Total Expenses</i>	65,000	63,538	65,000	-	0.0 %
<u>Net Budget Fergus BIA</u>		-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. No change in the Fergus BIA levy for 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Elora BIA

		2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
					\$	%
<u>Revenues</u>						
Elora BIA - Elora BIA Levy		(56,774)	(59,018)	(57,910)	(1,136)	2.0 %
	<i>Total Revenues</i>	(56,774)	(59,018)	(57,910)	(1,136)	2.0 %
<u>Expenses</u>						
Elora BIA - Levy		56,774	59,018	57,910	1,136	2.0 %
	<i>Total Expenses</i>	56,774	59,018	57,910	1,136	2.0 %
Net Budget Elora BIA		-	(1)	-	-	0.0 %

Major Changes Impacting This Budget

1. 2% increase in the Elora BIA levy for 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Payments in Lieu	(208,000)	(216,083)	(205,000)	3,000	-1.4 %
<i>Total Revenues</i>	(208,000)	(216,083)	(205,000)	3,000	-1.4 %
Net Budget Taxation - Payment in Lieu	(208,000)	(216,083)	(205,000)	3,000	-1.4 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Other Services - Taxation - Township Purposes

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Regular Taxation	(12,704,300)	(12,704,290)	(13,732,355)	(1,028,055)	8.1 %
Taxation - Dedicated Capital Levy	(915,300)	(944,827)	(1,208,200)	(292,900)	32.0 %
Taxation - Supp/Omits	(180,000)	(450,213)	(210,000)	(30,000)	16.7 %
<i>Total Revenues</i>	(13,799,600)	(14,099,329)	(15,150,555)	(1,350,955)	9.8 %
<u>Expenses</u>					
<i>Total Expenses</i>	-	-	-	-	0.0 %
<i>Net Budget Taxation - Township Purposes</i>	(13,799,600)	(14,099,329)	(15,150,555)	(1,350,955)	9.8 %

Major Changes Impacting This Budget

1. The regular taxation line includes assessment growth of 3.65% in 2019. The 2019 tax levy change is 2.05% plus a 2% dedicated capital levy for a total increase of 4.05%. Due to the elimination of the separate levy for the operation of streetlights in the urban and rural areas of Centre Wellington in 2019, an additional \$294,500 has been added to the general tax levy.
2. Supplementary taxation has been increased to reflect the assessment of homes in new subdivisions and new businesses assessed during the year.



TAX SUPPORTED 3-YEAR OPERATING FORECAST

2019 BUDGET



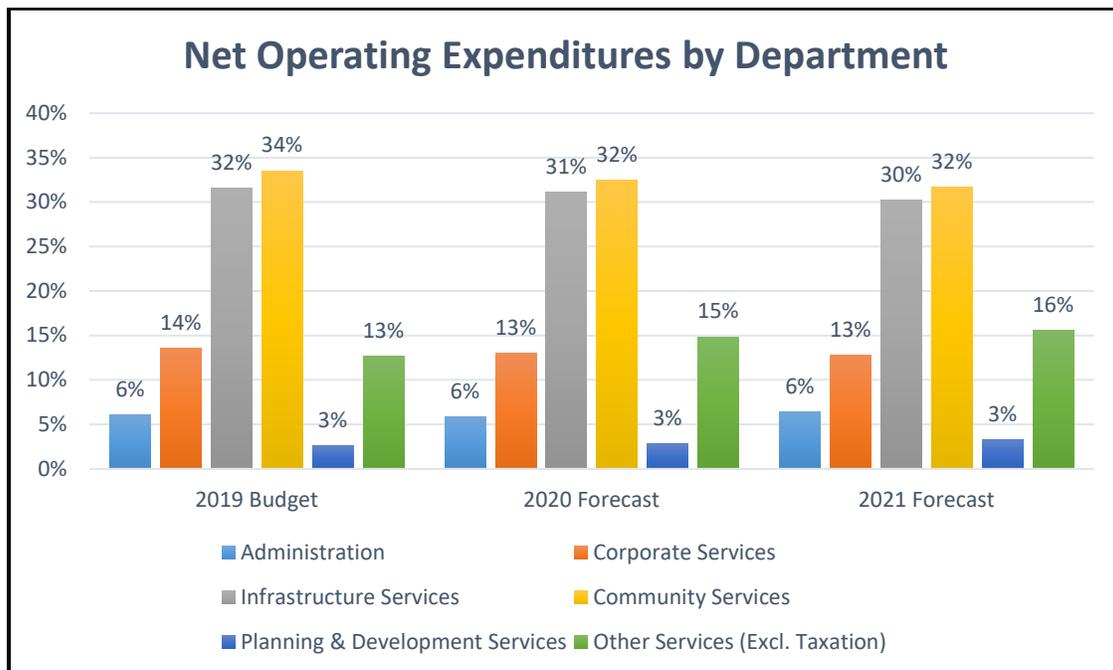
3-Year Operating Forecast Summary

The 3-year Operating Forecast is a new feature in the 2019 Budget. While the 2019 budget is approved by Council, the forecast years of 2020 and 2021 are provided for information purposes only, and are designed to provide anticipated tax-supported operating impacts over this period.

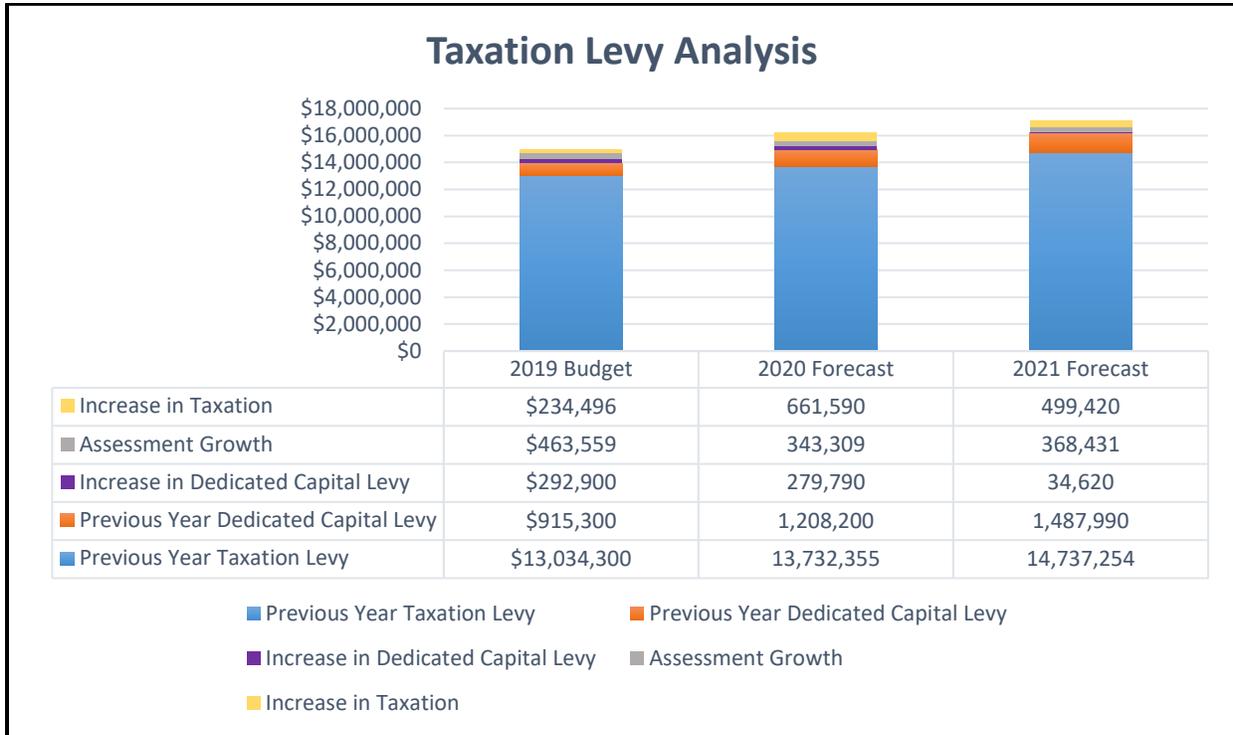
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	1.95%
Capital Inflation	2.5%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on approved COLA
Assessment Growth	2.5% for 2020 and 2021
Insurance Premiums	5%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2019 budget (as shown earlier in the operating section) to the anticipated splits for 2020 and 2021.



The chart below illustrates the taxation levy for 2019, with anticipated taxation levies for 2020 and 2021.



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 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>ADMINISTRATION</u>							
Mayor and Council							
Wages & Benefits	214,000	227,510	232,038	13,510	6.31%	4,528	1.99%
Conferences/Training/Communications	15,000	15,000	15,000	-	0.0%	-	0.0%
Administration	17,550	17,890	18,240	340	1.94%	350	1.96%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	246,550	260,400	265,278	13,850	5.62%	4,878	1.87%
Office of the CAO, Human Resources & Communications							
Wages & Benefits	609,169	634,553	781,361	25,384	4.17%	146,808	23.14%
Administration	30,900	31,500	32,110	600	1.94%	610	1.94%
Operations & Maintenance	27,600	28,140	28,690	540	1.96%	550	1.95%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	667,669	694,193	842,161	26,524	3.97%	147,968	21.32%
Emergency Operations Centre							
Emergency Operations Centre Expenses	4,000	4,000	4,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,000	4,000	4,000	-	0.0%	-	0.0%
TOTAL ADMINISTRATION	918,219	958,593	1,111,439	40,374	4.4%	152,846	15.94%

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 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>CORPORATE SERVICES</u>							
Legislative Services							
Wages & Benefits	572,976	586,703	607,466	13,727	2.4%	20,763	3.54%
Administration	20,486	20,890	21,300	404	1.97%	410	1.96%
Operations & Maintenance	4,300	4,380	4,470	80	1.86%	90	2.05%
Transfers to Reserves	27,800	27,800	27,800	-	0.0%	-	0.0%
Revenue	(40,300)	(41,090)	(41,890)	(790)	1.96%	(800)	1.95%
Net (Revenue)/Expenditure	585,262	598,683	619,146	13,421	2.29%	20,463	3.42%
Financial Services							
Wages & Benefits	872,255	899,604	925,550	27,349	3.14%	25,945	2.88%
Administration	36,800	37,520	38,250	720	1.96%	730	1.95%
Operations & Maintenance	43,000	43,840	44,690	840	1.95%	850	1.94%
Revenue	(91,300)	(93,080)	(94,900)	(1,780)	1.95%	(1,820)	1.96%
Net (Revenue)/Expenditure	860,755	887,884	913,590	27,129	3.15%	25,705	2.9%
Information Technology and Services							
Wages & Benefits	419,109	433,957	531,480	14,848	3.54%	97,523	22.47%
Administration	16,350	16,670	17,000	320	1.96%	330	1.98%
Corporate Support	404,700	416,840	429,350	12,140	3.0%	12,510	3.0%
Revenue	(6,000)	(6,000)	(6,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	834,159	861,467	971,830	27,308	3.27%	110,363	12.81%
General Administration							
Retiree Benefits	50,000	50,000	50,000	-	0.0%	-	0.0%
Administration	84,950	86,610	88,300	1,660	1.95%	1,690	1.95%
Operations & Maintenance	729,750	780,830	835,490	51,080	7.0%	54,660	7.0%
Transfers to Reserves	62,000	62,000	62,000	-	0.0%	-	0.0%
Cost Recovery	(866,419)	(891,848)	(968,517)	(25,429)	2.93%	(76,670)	8.6%
Revenue	(435,200)	(476,930)	(524,920)	(41,730)	9.59%	(47,990)	10.06%
Net (Revenue)/Expenditure	(374,919)	(389,338)	(457,647)	(14,419)	3.85%	(68,309)	17.54%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
By-law Enforcement							
Wages & Benefits	96,974	102,182	105,836	5,208	5.37%	3,654	3.58%
Administration	7,400	7,540	7,690	140	1.89%	150	1.99%
Operations & Maintenance	4,000	4,080	4,160	80	2.0%	80	1.96%
Fleet Repair & Maintenance	2,225	2,280	2,340	55	2.47%	60	2.63%
Revenue	(1,000)	(1,000)	(1,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	109,599	115,082	119,026	5,483	5.0%	3,944	3.43%
Stray Animal Control							
Operations & Maintenance	134,450	149,200	152,110	14,750	10.97%	2,910	1.95%
Revenue	(93,000)	(93,000)	(93,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	41,450	56,200	59,110	14,750	35.59%	2,910	5.18%
Livestock Act							
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%
Tile Drain Loans							
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%
TOTAL CORPORATE SERVICES	2,056,556	2,130,230	2,225,306	73,673	3.58%	95,076	4.46%

Notes:

1. See Staffing Strategy section for increases in staffing complement.
2. Stray Animal Control includes \$14,750 increase in 2020 for phase in of the new contract with the Guelph Humane Society.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>INFRASTRUCTURE SERVICES</u>							
Transportation Services - Administration							
Wages & Benefits	636,843	723,075	745,228	86,232	13.54%	22,152	3.06%
Administration	47,188	48,110	49,050	922	1.95%	940	1.95%
Operations & Maintenance	351,000	364,545	378,743	13,545	3.86%	14,199	3.89%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,022,031	1,122,730	1,160,021	100,699	9.85%	37,291	3.32%
Transportation Services - Operations							
Fleet Repair & Maintenance	(478,150)	(484,938)	(491,776)	(6,788)	1.42%	(6,838)	1.41%
Works Garages	134,850	137,403	140,066	2,553	1.89%	2,663	1.94%
Operations & Maintenance	3,727,400	3,961,124	4,060,356	233,724	6.27%	99,233	2.51%
Street Lighting	294,500	288,564	292,709	(5,936)	-2.02%	4,145	1.44%
Revenue	(83,500)	(83,651)	(83,805)	(151)	0.18%	(154)	0.18%
Net (Revenue)/Expenditure	3,595,100	3,818,501	3,917,550	223,401	6.21%	99,049	2.59%
Fergus Downtown - Maintenance							
Fergus Downtown Operations & Maintenance	62,640	64,096	65,586	1,456	2.32%	1,490	2.32%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	62,640	64,096	65,586	1,456	2.32%	1,490	2.32%
Elora Downtown - Maintenance							
Elora Downtown Operations & Maintenance	30,770	31,383	32,009	613	1.99%	626	1.99%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	30,770	31,383	32,009	613	1.99%	626	1.99%
Crossing Guards							
Wages & Benefits	66,750	67,920	69,111	1,170	1.75%	1,192	1.75%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	66,750	67,920	69,111	1,170	1.75%	1,192	1.75%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Cemeteries							
Operations & Maintenance	200,650	204,951	209,348	4,301	2.14%	4,396	2.14%
Revenue	(199,000)	(203,975)	(209,074)	(4,975)	2.5%	(5,099)	2.5%
Net (Revenue)/Expenditure	1,650	976	273	(674)	-40.83%	(703)	-72.02%
Protection to Persons and Property - Miscellaneous							
Operations & Maintenance	1,200	1,200	1,200	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,200	1,200	1,200	-	0.0%	-	0.0%
TOTAL INFRASTRUCTURE SERVICES	4,780,141	5,106,806	5,245,751	326,665	6.83%	138,944	2.72%

Notes:

1. See Staffing Strategy section for increases in staffing complement.
2. Increase in materials for gravel resurfacing of \$25,000 per year in 2020 and 2021.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>COMMUNITY SERVICES</u>							
Fire							
Wages & Benefits	1,417,550	1,506,396	1,555,076	88,846	6.27%	48,680	3.23%
Administration	39,500	40,270	41,060	770	1.95%	790	1.96%
Operations & Maintenance	85,825	87,500	89,210	1,675	1.95%	1,710	1.95%
Fleet Repair & Maintenance	77,400	79,340	81,320	1,940	2.51%	1,980	2.5%
Fire Stations	58,763	61,850	65,038	3,087	5.25%	3,188	5.15%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	(93,000)	(93,000)	(93,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,573,038	1,669,356	1,725,703	96,318	6.12%	56,348	3.38%
Municipal FD Training Officer							
Wages & Benefits	107,675	114,430	121,480	6,755	6.27%	7,050	6.16%
Administration	7,250	7,390	7,530	140	1.93%	140	1.89%
Fleet Repair & Maintenance	4,175	4,280	4,390	105	2.51%	110	2.57%
Transfers to Reserves	6,000	6,000	6,000	-	0.0%	-	0.0%
Cost Recovery	19,500	19,500	19,500	-	0.0%	-	0.0%
Revenue	(144,600)	(151,600)	(158,900)	(7,000)	4.84%	(7,300)	4.82%
Net (Revenue)/Expenditure	0	0	(0)	-	0.0%	-	0.0%
Parks, Recreation and Culture Administration							
Wages & Benefits	997,045	1,027,671	1,062,206	30,626	3.07%	34,536	3.36%
Administration	61,550	62,750	63,970	1,200	1.95%	1,220	1.94%
Operations & Maintenance	200,996	210,760	221,146	9,764	4.86%	10,386	4.93%
Fleet Repair & Maintenance	26,670	27,340	28,020	670	2.51%	680	2.49%
Revenue	(3,000)	(3,000)	(3,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,283,261	1,325,521	1,372,342	42,260	3.29%	46,822	3.53%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Centre Wellington Community Sportsplex							
Operating Costs	690,113	707,370	725,050	17,257	2.5%	17,680	2.5%
Repairs & Maintenance	590,857	605,513	620,094	14,656	2.48%	14,581	2.41%
Concessions	118,000	120,343	122,757	2,343	1.99%	2,414	2.01%
Halls	2,500	2,550	2,600	50	2.0%	50	1.96%
Aquatic Centre	741,411	758,599	776,340	17,187	2.32%	17,741	2.34%
Grounds	81,754	83,821	85,853	2,066	2.53%	2,032	2.42%
Fitness Program	46,022	46,826	47,653	804	1.75%	827	1.77%
Weight Room	34,965	35,784	36,602	819	2.34%	818	2.29%
Summer Program	38,975	40,020	40,845	1,044	2.68%	825	2.06%
March Break Program	3,345	3,410	3,480	65	1.94%	70	2.05%
Programs - Other	2,800	2,850	2,910	50	1.79%	60	2.11%
Revenue	(1,646,000)	(1,678,100)	(1,710,820)	(32,100)	1.95%	(32,720)	1.95%
Net (Revenue)/Expenditure	704,743	728,986	753,364	24,243	3.44%	24,378	1.87%
Elora Community Centre							
Operating Costs	276,452	283,360	290,440	6,908	2.5%	7,080	2.5%
Repairs & Maintenance	275,690	282,454	289,112	6,763	2.45%	6,658	2.36%
Concessions	35,000	35,703	36,432	703	2.01%	728	2.04%
Halls	1,500	1,530	1,560	30	2.0%	30	1.96%
Revenue	(343,000)	(349,690)	(356,510)	(6,690)	1.95%	(6,820)	1.95%
Net (Revenue)/Expenditure	245,642	253,357	261,033	7,715	3.14%	7,676	3.03%
Belwood Hall							
Operating Costs	23,560	24,082	24,603	522	2.22%	520	2.16%
Revenue	(6,800)	(6,930)	(7,070)	(130)	1.91%	(140)	2.02%
Net (Revenue)/Expenditure	16,760	17,152	17,533	392	2.34%	380	2.22%
Active Parks							
Operations & Maintenance	217,530	230,746	235,933	13,216	6.08%	5,187	2.25%
Revenue	(35,500)	(36,190)	(36,900)	(690)	1.94%	(710)	1.96%
Net (Revenue)/Expenditure	182,030	194,556	199,033	12,526	6.88%	4,477	2.3%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Passive Parks							
Operations & Maintenance	203,276	233,243	238,142	29,966	14.74%	4,900	2.1%
Revenue	(8,500)	(8,670)	(8,840)	(170)	2.0%	(170)	1.96%
Net (Revenue)/Expenditure	194,776	224,573	229,302	29,796	15.3%	4,730	2.11%
Urban Forestry							
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%
Greenhouses							
Operations & Maintenance	27,964	33,315	34,024	5,352	19.14%	708	2.13%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	27,964	33,315	34,024	5,352	19.14%	708	2.13%
Parks and Recreation - Other Expenditures							
Operations & Maintenance	-	-	-	-	0.0%	-	0.0%
Revenue	(1,260)	(1,260)	(1,260)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(1,260)	(1,260)	(1,260)	-	0.0%	-	0.0%
Victoria Park Seniors Centre							
Wages & Benefits	239,499	245,016	253,133	5,517	2.3%	8,116	3.31%
Administration	12,504	12,750	13,000	246	1.97%	250	1.96%
Operations & Maintenance	101,850	103,840	105,860	1,990	1.95%	2,020	1.95%
Programs	131,400	133,960	136,570	2,560	1.95%	2,610	1.95%
Transfers to Reserves	55,300	56,380	57,480	1,080	1.95%	1,100	1.95%
Revenue	(259,000)	(264,050)	(269,200)	(5,050)	1.95%	(5,150)	1.95%
Net (Revenue)/Expenditure	281,553	287,896	296,843	6,343	2.25%	8,946	3.11%
Fergus Downtown - Beautification							
Operations & Maintenance	20,561	21,856	22,298	1,295	6.3%	443	2.03%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	20,561	21,856	22,298	1,295	6.3%	443	2.03%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Elora Downtown - Beautification							
Operations & Maintenance	33,601	36,003	36,747	2,402	7.15%	744	2.07%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	33,601	36,003	36,747	2,402	7.15%	744	2.07%
Fergus Weigh Scale Building							
Wages & Benefits	10,865	11,369	11,605	504	4.64%	236	2.08%
Operations & Maintenance	6,575	6,700	6,830	125	1.9%	130	1.94%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	17,440	18,069	18,435	629	3.61%	366	2.03%
Elora Public Washrooms							
Operations & Maintenance	29,793	30,393	31,017	600	2.01%	624	2.05%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	29,793	30,393	31,017	600	2.01%	624	2.05%
Fergus Grand Theatre							
Wages & Benefits	100,653	102,013	104,924	1,360	1.35%	2,910	2.85%
Administration	10,300	10,500	10,700	200	1.94%	200	1.9%
Operations & Maintenance	63,600	64,501	65,430	901	1.42%	930	1.44%
Transfers to Reserves	5,500	5,610	5,720	110	2.0%	110	1.96%
Revenue	(92,750)	(93,974)	(95,221)	(1,224)	1.32%	(1,247)	1.33%
Net (Revenue)/Expenditure	87,303	88,650	91,553	1,347	1.54%	2,903	3.27%
Tourism							
Wages & Benefits	172,448	189,997	195,630	17,549	10.18%	5,634	2.97%
Administration	28,613	29,170	29,740	557	1.95%	570	1.95%
Operations & Maintenance	57,500	57,500	57,500	-	0.0%	-	0.0%
Revenue	(500)	(500)	(500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	258,061	276,167	282,370	18,106	7.02%	6,204	2.25%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Celebrations							
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%
Grants to Community Groups - Specific Annual Grants							
Specific Annual Grants	20,550	20,550	20,550	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	20,550	20,550	20,550	-	0.0%	-	0.0%
Grants to Community Groups - Community Impact Grants							
Community Impact Grants	34,450	34,450	34,450	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	34,450	34,450	34,450	-	0.0%	-	0.0%
TOTAL COMMUNITY SERVICES	5,080,266	5,329,589	5,495,338	249,323	4.91%	165,749	3.11%

Notes:

1. See Staffing Strategy section for increases in staffing complement.
2. Insurance premiums for the Elora Fire Station increased to account for additional square footage due to expansion.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>PLANNING & DEVELOPMENT SERVICES</u>							
Building							
Wages & Benefits	874,745	910,743	943,148	35,999	4.12%	32,405	3.56%
Administration	28,075	28,620	29,180	545	1.94%	560	1.96%
Operations & Maintenance	5,250	5,350	5,450	100	1.9%	100	1.87%
Fleet Repair & Maintenance	14,225	14,580	14,940	355	2.5%	360	2.47%
Revenue	(1,151,300)	(1,162,530)	(1,173,860)	(11,230)	0.98%	(11,330)	0.97%
Net (Revenue)/Expenditure	(229,005)	(203,237)	(181,142)	25,769	-11.25%	22,095	-10.87%
Planning							
Wages & Benefits	592,157	629,760	644,766	37,603	6.35%	15,006	2.38%
Administration	12,575	12,820	13,070	245	1.95%	250	1.95%
Operations & Maintenance	65,000	65,000	65,000	-	0.0%	-	0.0%
Revenue	(235,000)	(237,290)	(239,600)	(2,290)	0.97%	(2,310)	0.97%
Net (Revenue)/Expenditure	434,732	470,290	483,236	35,558	8.18%	12,946	2.75%
Economic Development							
Wages & Benefits	112,214	115,149	180,304	2,935	2.62%	65,155	56.58%
Administration	7,650	7,800	7,950	150	1.96%	150	1.92%
Operations & Maintenance	187,800	99,000	102,500	(88,800)	-47.28%	3,500	3.54%
Revenue	(125,300)	(30,000)	(30,000)	95,300	-76.06%	-	0.0%
Net (Revenue)/Expenditure	182,364	191,949	260,754	9,585	5.26%	68,805	35.85%
Committee of Adjustment							
Wages & Benefits	2,700	2,700	2,700	-	0.0%	-	0.0%
Administration	1,350	1,380	1,410	30	2.22%	30	2.17%
Revenue	(15,500)	(15,500)	(15,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(11,450)	(11,420)	(11,390)	30	-0.26%	30	-0.26%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Heritage Centre Wellington							
Administration	3,100	3,160	3,220	60	1.94%	60	1.9%
Operations & Maintenance	9,500	9,690	9,880	190	2.0%	190	1.96%
Transfers to Reserves	2,500	2,500	2,500	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	15,100	15,350	15,600	250	1.66%	250	1.63%
TOTAL PLANNING & DEVELOPMENT SERVICES	391,741	462,932	567,058	71,191	18.17%	104,126	22.49%

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 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>OTHER SERVICES</u>							
Grand River Conservation Authority							
Capital & Operating Levy	105,753	107,820	109,920	2,067	1.95%	2,100	1.95%
Special Levy	(105,753)	(107,820)	(109,920)	(2,067)	1.95%	(2,100)	1.95%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Other Health Services							
Health Professional Recruitment	32,973	33,620	34,280	647	1.96%	660	1.96%
Revenue	(20,000)	(20,000)	(20,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	12,973	13,620	14,280	647	4.99%	660	4.85%
Health and Safety Committee							
Administration	3,800	3,870	3,950	70	1.84%	80	2.07%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	3,800	3,870	3,950	70	1.84%	80	2.07%
Contribution to Capital Fund							
Contribution to General Capital Reserve	825,000	850,000	875,000	25,000	3.03%	25,000	2.94%
Transfer to Dedicated Capital Levy Reserve	1,208,200	1,487,990	1,522,610	279,790	23.16%	34,620	2.33%
Transfer to Vehicle Replacement Reserves	1,001,000	1,053,000	1,106,000	52,000	5.19%	53,000	5.03%
Transfer to Equipment Replacement Reserves	618,000	756,000	868,000	138,000	22.33%	112,000	14.81%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	3,652,200	4,146,990	4,371,610	494,790	13.55%	224,620	5.42%
Ontario Non-Specific Grants							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(319,515)	(271,590)	(230,850)	47,925	-15.0%	40,740	-15.0%
Net (Revenue)/Expenditure	(319,515)	(271,590)	(230,850)	47,925	-15.0%	40,740	-15.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Other Revenues and Expenses							
Elora LCBO Expenditures	9,800	9,990	10,180	190	1.94%	190	1.9%
West Garafraxa Office Expenditures	9,500	9,690	9,880	190	2.0%	190	1.96%
Transfers to Reserves	4,236,374	4,291,759	4,330,659	55,385	1.31%	38,900	0.91%
Tax Interest/Penalties	(325,000)	(325,000)	(325,000)	-	0.0%	-	0.0%
Investment Earnings	(838,300)	(854,650)	(871,320)	(16,350)	1.95%	(16,670)	1.95%
Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0%	-	0.0%
OCIF Proceeds	(1,216,174)	(1,271,559)	(1,271,559)	(55,385)	4.55%	-	0.0%
Aggregate Resources	(60,000)	(60,000)	(60,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,800)	(365,800)	(365,800)	-	0.0%	-	0.0%
OLGC Gaming Proceeds	(2,165,000)	(2,165,000)	(2,165,000)	-	0.0%	-	0.0%
Gas Tax Proceeds	(855,200)	(855,200)	(894,100)	-	0.0%	(38,900)	4.55%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(1,638,440)	(1,654,410)	(1,670,700)	(15,970)	0.97%	(16,290)	0.98%
Net Debt							
Debt Payment	940,581	834,320	834,320	(106,261)	-11.3%	-	0.0%
Transfer from Reserves	(522,967)	(416,706)	(416,706)	106,261	-20.32%	-	0.0%
Net (Revenue)/Expenditure	417,614	417,614	417,614	-	0.0%	-	0.0%
Fergus BIA							
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%
Elora BIA							
BIA Levy Expense	57,910	57,910	57,910	-	0.0%	-	0.0%
BIA Levy Revenue	(57,910)	(57,910)	(57,910)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Taxation - Payments in Lieu							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(205,000)	(209,000)	(213,080)	(4,000)	1.95%	(4,080)	1.95%
Net (Revenue)/Expenditure	(205,000)	(209,000)	(213,080)	(4,000)	1.95%	(4,080)	1.95%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
Taxation - Township Purposes							
Expenses	-	-	-	-	0.0%	-	0.0%
Regular Taxation	(13,732,355)	(14,737,254)	(15,605,106)	(1,004,899)	7.32%	(867,851)	5.89%
Dedicated Capital Levy	(1,208,200)	(1,487,990)	(1,522,610)	(279,790)	23.16%	(34,620)	2.33%
Supps/Omits	(210,000)	(210,000)	(210,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(15,150,555)	(16,435,244)	(17,337,716)	(1,284,689)	8.48%	(902,471)	5.49%
TOTAL OTHER SERVICES	(13,226,923)	(13,988,150)	(14,644,892)	(761,227)	5.76%	(656,741)	4.69%

Notes:

1. Increase in contribution to general capital reserve of \$25,000 per year for 2020 and 2021.
2. Contributions to vehicle and equipment replacement reserves are based on replacement forecasts included, and has been adjusted for increased contributions to fund replacement of new assets purchased or constructed within the 3-year forecast.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2019 / 2020		Change 2020 / 2021	
	2019 Budget	2020 Forecast	2021 Forecast	\$	%	\$	%
<u>CONSOLIDATED TAX SUPPORTED OPERATING</u>							
ADMINISTRATION	918,219	958,593	1,111,439	40,374	4.4%	152,846	15.94%
CORPORATE SERVICES	2,056,556	2,130,230	2,225,306	73,673	3.58%	95,076	4.46%
INFRASTRUCTURE SERVICES	4,780,141	5,106,806	5,245,751	326,665	6.83%	138,944	2.72%
COMMUNITY SERVICES	5,080,266	5,329,589	5,495,338	249,323	4.91%	165,749	3.11%
PLANNING & DEVELOPMENT SERVICES	391,741	462,932	567,058	71,191	18.17%	104,126	22.49%
OTHER SERVICES	(13,226,923)	(13,988,150)	(14,644,892)	(761,227)	5.76%	(656,741)	4.69%
NET (REVENUE)/EXPENDITURE	-	-	-	-	-	-	-

Notes:

Taxation Levy Impact Analysis

	<u>2019</u>	<u>2020</u>	<u>2021</u>
Prior Year's Taxation Levy	13,034,300	13,732,355	14,737,254
Add: Assessment Growth	463,559	343,309	368,431
Total Taxation Levy with Growth	13,497,859	14,075,664	15,105,686
Total Taxation Requirements (above)	13,732,355	14,737,254	15,605,106
\$ Increase	234,496	661,590	499,420
Add: 2019 Street light Adjustment	35,500	-	-
Net \$ Increase	269,996	661,590	499,420
% Increase (excluding street lights)	2.05%	4.70%	3.31%
Dedicated Capital Levy % Increase	2.00%	2.00%	0.23%
Total % Increase	4.05%	6.70%	3.54%



**WATERWORKS /
SANITARY SEWER
SUPPORTED
OPERATING BUDGET**

2019 BUDGET



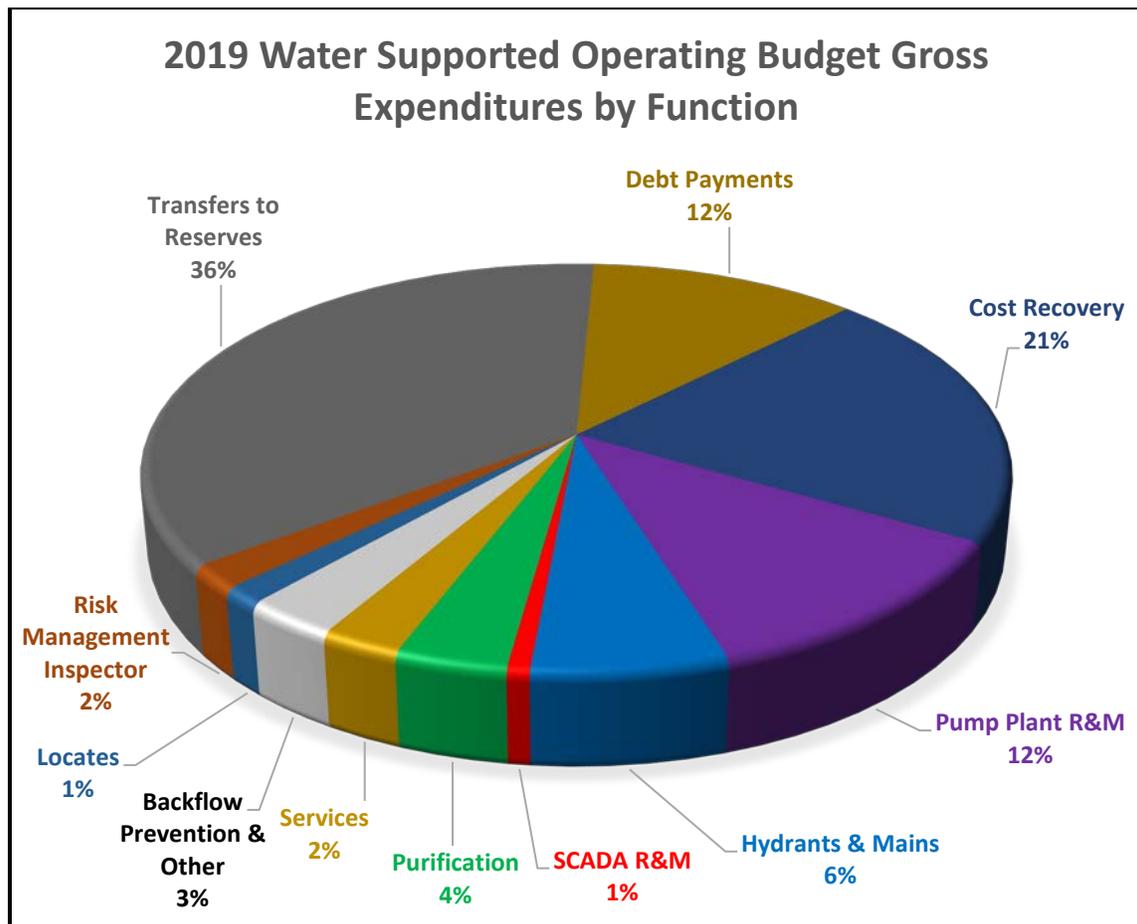
Waterworks & Sanitary Sewer Supported Operating Summary

The waterworks and sanitary sewer operating budgets includes expenditures and revenue associated with the day-to-day provision of these specific Township services. The net waterworks and sanitary sewer supported budgets are funded by water and sanitary sewer rates respectively.

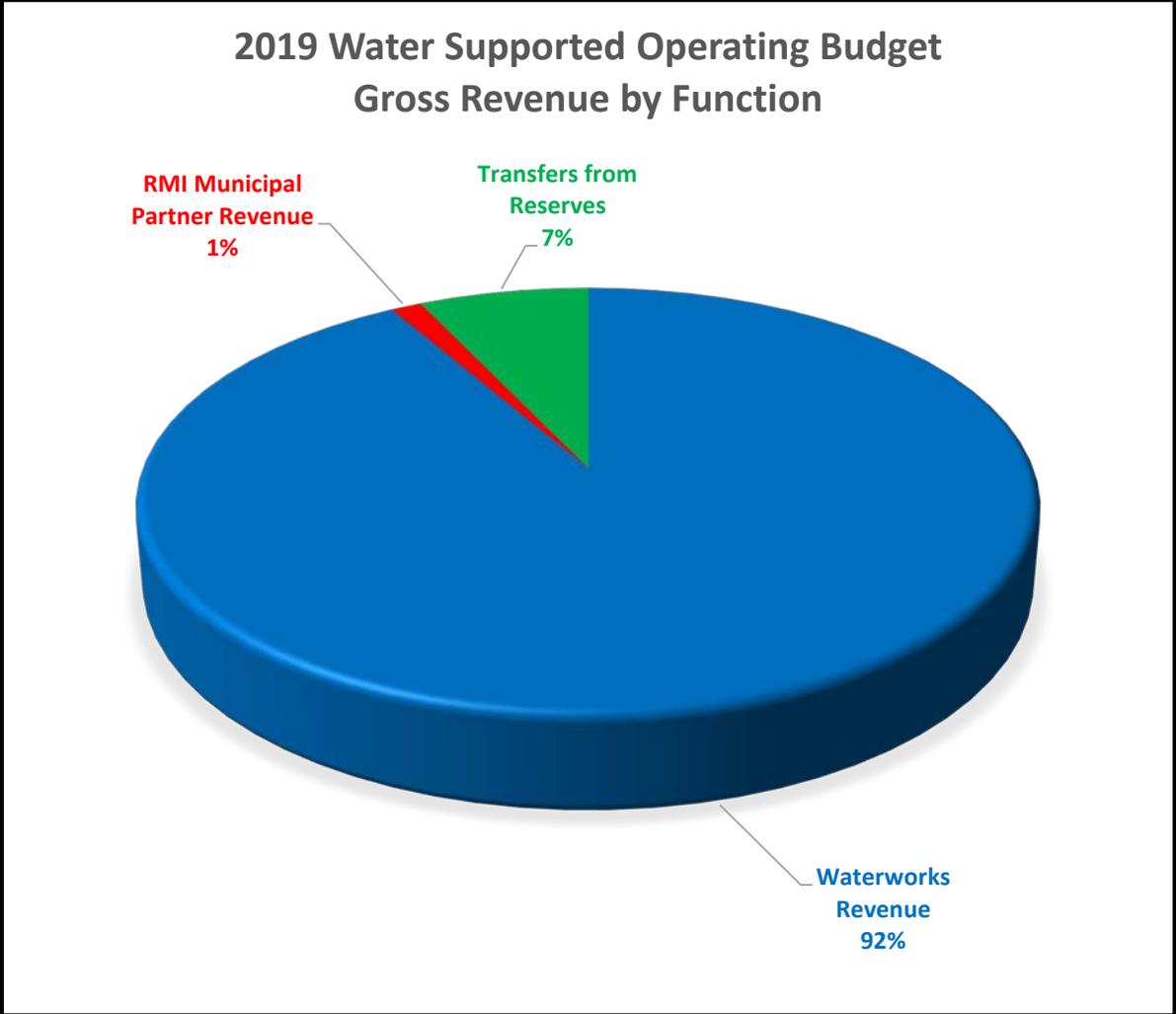
2019 Waterworks Supported Operating Budget

The 2019 waterworks supported operating budget totals \$5,134,267. After deducting other revenues, the net operating budget to be funded from water rates is \$4,705,200. A 2.5% increase in water rates was implemented affective January 1, 2019 as per the approved Fees and Charges By-law, passed in December 2018. This rate increase is based on the Township approved Water and Wastewater (i.e. Sanitary Sewer) Rate Study dated October 30, 2015.

The gross 2019 water supported operating budget is broken down as follows:



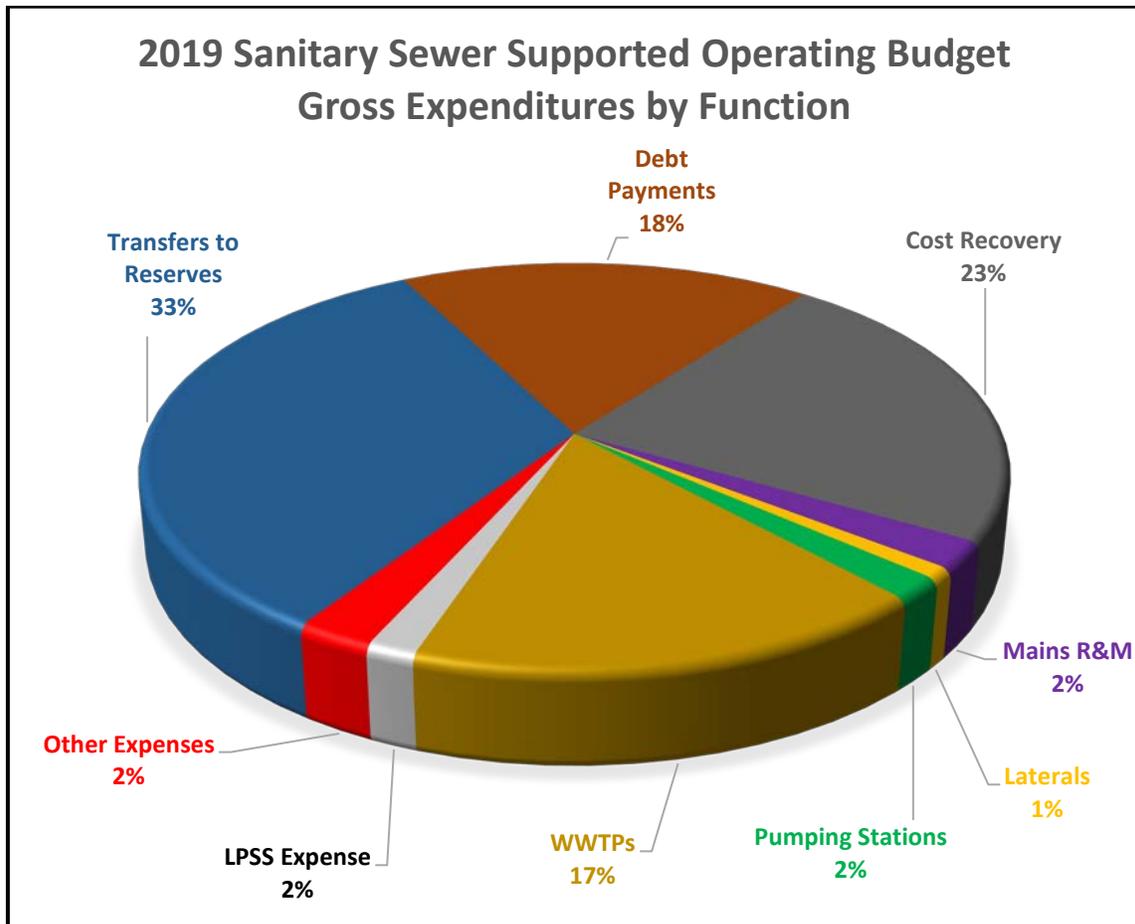
From a gross revenue perspective, the 2019 water supported operating budget is broken down into the following revenue types:



2019 Sanitary Sewer Supported Operating Budget

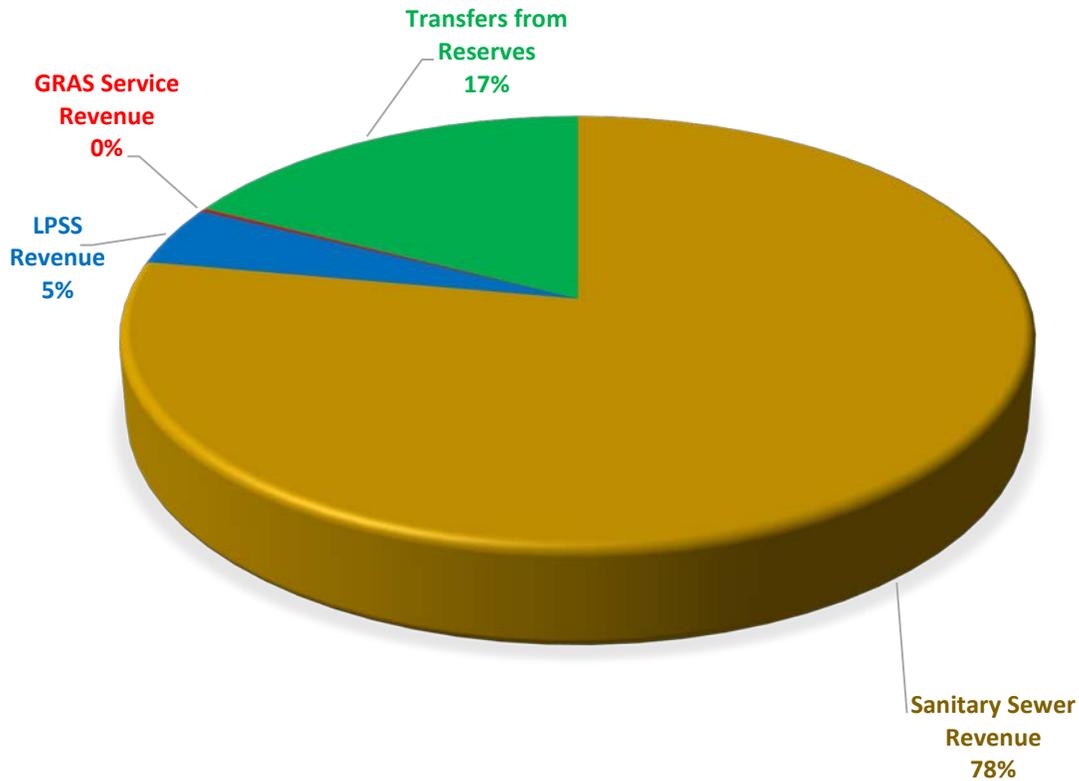
The 2019 sanitary sewer supported operating budget totals \$6,443,585. After deducting other revenues, the net operating budget to be funded from sanitary sewer rates is \$5,308,000. A 4.0% increase in sanitary sewer rates was implemented effective January 1, 2019 as per the approved Fees and Charges By-law, passed in December 2018. This rate increase is based on the Township approved Water and Wastewater (i.e. Sanitary Sewer) Rate Study dated October 30, 2015.

The gross 2019 sanitary sewer supported operating budget is broken down as follows:



From a gross revenue perspective, the 2019 sanitary sewer supported operating budget is broken down into the following revenue types:

2019 Sanitary Sewer Supported Operating Budget Gross Revenue by Function



2019 Municipal Risk Management Official

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

The 2019 operating budget for this area totals \$231,200 and is funded by the County of Wellington.

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



Township of Centre Wellington 2019 Operating Budget Summary With 2018 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, 120 km of watermain, 1,200 watermain valves, 725 hydrants, four (4) elevated water storage tanks, two (2) wastewater treatment plants, seven (7) sewage pumping stations, 110 km of wastewater main, 130 km of storm sewers, 3,900 catch basins, and 2,245 maintenance holes. Along with Transportation Services, Environmental Services also maintains the Township's storm sewer collection system.

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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>					
Environmental Services - Administration - Wages & Benefits	1,022,708	1,018,836	1,053,991	31,283	3.1 %
Environmental Services - Administration - Administration	77,056	59,887	71,956	(5,100)	-6.6 %
Environmental Services - Administration - Operations & Maintenance	1,401,181	1,390,885	1,490,516	89,335	6.4 %
Environmental Services - Administration - Fleet Repair & Maintenance	(28,425)	(78,618)	(69,650)	(41,225)	145.0 %
Environmental Services - Administration - Cost Recovery	(2,472,520)	(2,390,990)	(2,546,813)	(74,293)	3.0 %
<i>Total Expenses</i>	-	-	-	-	0.0 %
<u>Net Budget Administration</u>	-	-	-	-	0.0 %

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. Increase in wages and benefits is mainly due to a \$11,650 increase in the amount of funding this department contributes to the WSIB reserve.
3. The decrease in the administration line is mainly due to a \$5,000 reduction in the conferences, seminars and training budget.
4. The increase in operations and maintenance is mainly due to a \$76,000 increase in the allocation of administrative costs from the tax supported operating budget.
5. The change in fleet repair and maintenance costs is due to an increase in estimated machine time recovery in 2019 to be inline with historical averages.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Environmental Services - Waterworks

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Waterworks - Revenue	(4,297,200)	(4,588,612)	(4,705,200)	(408,000)	9.5 %
Environmental Services - Waterworks - RMI Municipal Partner Revenue	(65,100)	(64,798)	(65,700)	(600)	0.9 %
Environmental Services - Waterworks - Transfers from Reserves	(363,331)	(363,331)	(363,367)	(36)	0.0 %
<i>Total Revenues</i>	(4,725,631)	(5,016,741)	(5,134,267)	(408,636)	8.6 %
<u>Expenses</u>					
Environmental Services - Waterworks - Pump Plant R&M	620,900	584,353	605,500	(15,400)	-2.5 %
Environmental Services - Waterworks - Hydrants & Mains R&M	326,200	308,607	325,400	(800)	-0.2 %
Environmental Services - Waterworks - SCADA R&M	40,000	30,220	37,600	(2,400)	-6.0 %
Environmental Services - Waterworks - Purification	187,200	196,002	187,700	500	0.3 %
Environmental Services - Waterworks - Services	141,500	85,318	134,500	(7,000)	-4.9 %
Environmental Services - Waterworks - Backflow Prevention and Other	153,000	139,544	157,800	4,800	3.1 %
Environmental Services - Waterworks - Locates	69,800	59,107	69,500	(300)	-0.4 %
Environmental Services - Waterworks - Risk Management Inspector	95,756	92,585	96,605	849	0.9 %
Environmental Services - Waterworks - Transfers to Reserves	1,449,227	1,916,525	1,846,896	397,669	27.4 %
Environmental Services - Waterworks - Debt Payments	603,590	600,263	603,105	(485)	-0.1 %



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Environmental Services - Waterworks

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
Environmental Services - Waterworks - Cost Recovery Applied	1,038,458	1,004,216	1,069,661	31,203	3.0 %
<i>Total Expenses</i>	4,725,631	5,016,741	5,134,267	408,636	8.6 %
Net Budget Waterworks	-	-	-	-	0.0 %

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. The Risk Management Inspector (RMI) position and costs were approved by Council in 2016. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 32% of the costs. As such a corresponding RMI Municipal Partner Revenue line has been included to reflect the recovery of 68% of the total RMI cost from the participating municipalities.
3. The reduction in the pump plant repairs and maintenance line is due to a reduction in budgeted utility costs.
4. The transfers to reserves line reflects an increase to the Water General Capital reserve transfer of \$392,900 and a \$4,800 increase in the transfers to the Vehicle and Equipment Replacement reserves.
5. 60.2% of waterworks debt is funded from development charges in 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Environmental Services - Sanitary Sewer - Fergus

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Sanitary Sewer System - Fergus - Revenue	(2,918,000)	(3,139,280)	(3,317,000)	(399,000)	13.7 %
<i>Total Revenues</i>	(2,918,000)	(3,139,280)	(3,317,000)	(399,000)	13.7 %
<u>Expenses</u>					
Environmental Services - Sanitary Sewer System - Fergus - Mains R&M	58,700	114,548	55,200	(3,500)	-6.0 %
Environmental Services - Sanitary Sewer System - Fergus - Laterals	43,800	44,931	43,400	(400)	-0.9 %
Environmental Services - Sanitary Sewer System - Fergus - SCADA R&M	2,000	-	-	(2,000)	-100.0 %
Environmental Services - Sanitary Sewer System - Fergus - Pumping Stations	36,400	39,307	37,200	800	2.2 %
Environmental Services - Sanitary Sewer System - Fergus - WWTP	632,400	548,716	592,900	(39,500)	-6.2 %
Environmental Services - Sanitary Sewer System - Fergus - Other	110,100	112,024	113,700	3,600	3.3 %
<i>Total Expenses</i>	883,400	859,526	842,400	(41,000)	-4.6 %
Net Budget Sanitary Sewer - Fergus	(2,034,600)	(2,279,754)	(2,474,600)	(440,000)	21.6 %

Major Changes Impacting This Budget

1. Repairs and maintenance expenditures at the Fergus wastewater treatment plant (WWTP) have been reduced by \$20,000 as replacement of large components will be considered for funding from the Environmental Equipment Replacement reserve in the future. Furthermore hydro and water costs have been reduced by \$10,000 and material costs by \$20,000. These reductions are offset by a \$5,000 increase in budgeted chemical costs for the WWTP.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Environmental Services - Sanitary Sewer - Elora

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Sanitary Sewer System - Elora - Revenue	(1,547,000)	(1,576,827)	(1,701,000)	(154,000)	10.0 %
Environmental Services - Sanitary Sewer System - Elora - LPSS Revenue	(278,000)	(285,768)	(290,000)	(12,000)	4.3 %
Environmental Services - Sanitary Sewer System - Elora - GRAS Service Revenue	(18,300)	(9,955)	(12,500)	5,800	-31.7 %
<i>Total Revenues</i>	(1,843,300)	(1,872,550)	(2,003,500)	(160,200)	8.7 %
<u>Expenses</u>					
Environmental Services - Sanitary Sewer System - Elora - Mains R&M	66,700	19,088	84,100	17,400	26.1 %
Environmental Services - Sanitary Sewer System - Elora - Laterals	15,700	575	12,400	(3,300)	-21.0 %
Environmental Services - Sanitary Sewer System - Elora - SCADA R&M	1,000	-	-	(1,000)	-100.0 %
Environmental Services - Sanitary Sewer System - Elora - Pumping Stations	65,200	65,419	64,700	(500)	-0.8 %
Environmental Services - Sanitary Sewer System - Elora - GRAS Pumping Station	17,145	8,862	11,148	(5,998)	-35.0 %
Environmental Services - Sanitary Sewer System - Elora - WWTP	468,200	537,162	507,100	38,900	8.3 %
Environmental Services - Sanitary Sewer System - Elora - LPSS Expense	101,000	124,517	104,400	3,400	3.4 %
Environmental Services - Sanitary Sewer System - Elora - Other	47,750	47,434	48,050	300	0.6 %
<i>Total Expenses</i>	782,695	803,057	831,898	49,202	6.3 %
<i>Net Budget Sanitary Sewer - Elora</i>	(1,060,605)	(1,069,493)	(1,171,602)	(110,998)	10.5 %

Major Changes Impacting This Budget

1. A reduction in the Grand River Agricultural Society (GRAS) revenue line is offset by a corresponding reduction in the GRAS pumping station line. The budget for operating the pumping station on behalf of GRAS has been adjusted to reflect historical actuals operating this facility over the past few years.
2. Sewer main flushing is planned in Elora in 2019 and therefore additional hourly labour and machine time has been allocated to this cost centre.
3. An additional \$30,000 has been budgeted for chemical costs at the Elora WWTP. Potassium hydroxide and polymer costs required for the Lystek process are increasing.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 Budget and Actual Results**

Environmental Services - Sanitary Sewer - Other

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Sanitary Sewer - Other - Transfers from Reserves	(1,123,969)	(1,123,969)	(1,123,085)	884	-0.1 %
<i>Total Revenues</i>	(1,123,969)	(1,123,969)	(1,123,085)	884	-0.1 %
<u>Expenses</u>					
Environmental Services - Sanitary Sewer - Other - Transfers to Reserves	1,622,821	1,965,007	2,132,317	509,496	31.4 %
Environmental Services - Sanitary Sewer - Other - Debt Payments	1,162,291	1,121,435	1,159,818	(2,473)	-0.2 %
Environmental Services - Sanitary Sewer - Other - Cost Recovery Applied	1,434,062	1,386,774	1,477,152	43,090	3.0 %
<i>Total Expenses</i>	4,219,174	4,473,216	4,769,287	550,113	13.0 %
<i>Net Budget Sanitary Sewer - Other</i>	3,095,205	3,349,247	3,646,202	550,997	17.8 %

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 transfers to reserves line reflects an increase to the Sanitary Sewer General Capital reserve transfer of \$494,300 and a \$15,200 increase in the transfers to the Vehicle and Equipment Replacement reserves.
3. 96.8% of sanitary sewer debt is funded from development charges in 2019.



**Township of Centre Wellington
2019 Operating Budget Summary
With 2018 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.

	2018 Budget	2018 Actual	2019 Approved Budget	2018/2019 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal RMO - Revenue	(179,300)	(172,222)	(231,200)	(51,900)	28.9 %
<i>Total Revenues</i>	(179,300)	(172,222)	(231,200)	(51,900)	28.9 %
<u>Expenses</u>					
Municipal RMO - Wages & Benefits	123,300	123,032	158,000	34,700	28.1 %
Municipal RMO - Administration	7,550	4,840	17,800	10,250	135.8 %
Municipal RMO - Operations & Maintenance	18,000	12,855	24,900	6,900	38.3 %
Municipal RMO - Fleet Repair & Maintenance	2,950	3,995	3,000	50	1.7 %
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>	179,300	172,222	231,200	51,900	28.9 %
<i>Net Budget Municipal Risk Management Official</i>	-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. Cost recovery applied represents an estimate of the administration expenses and Transportation department 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 line includes \$31,600 for co-op students in 2019.
4. The increase in the operations and maintenance line is due to an increase in software charges of \$1,400 and an additional \$5,500 of professional fees for external consulting and legal support.



CAPITAL BUDGET

2019 BUDGET

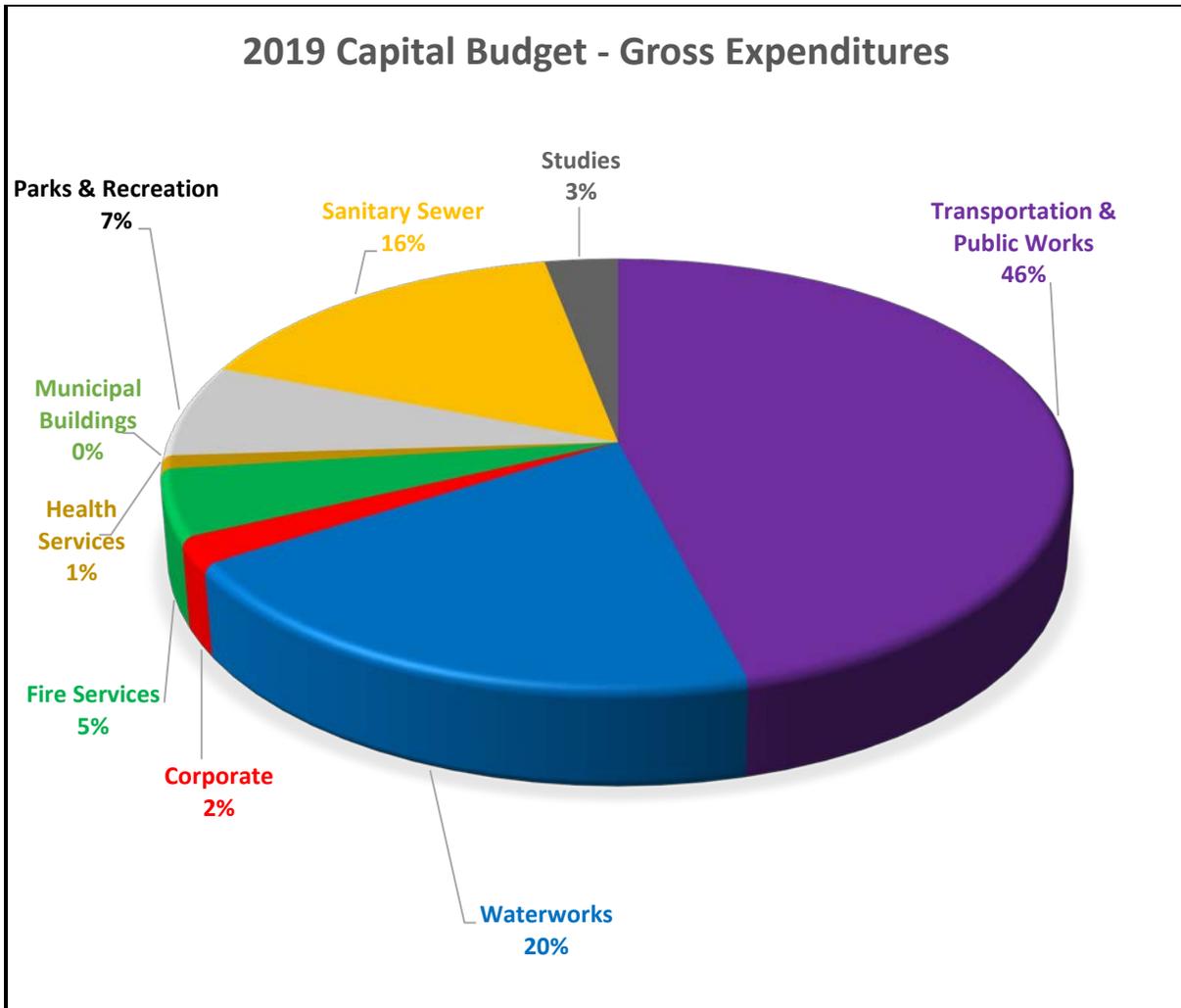


Capital Budget Overview

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.

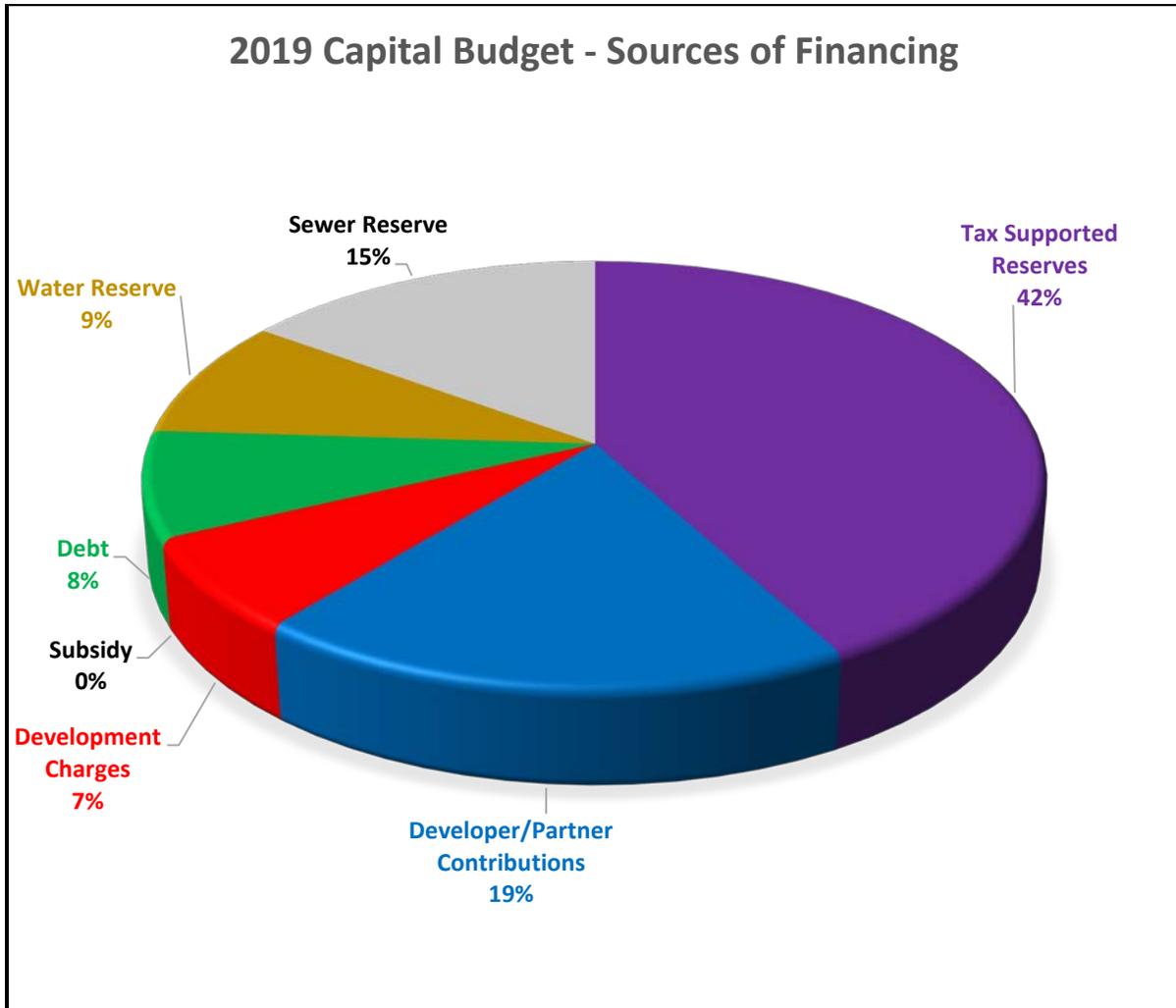
2019 Capital Budget

The 2019 capital budget totals \$21,679,950, and is broken down by area as follows:



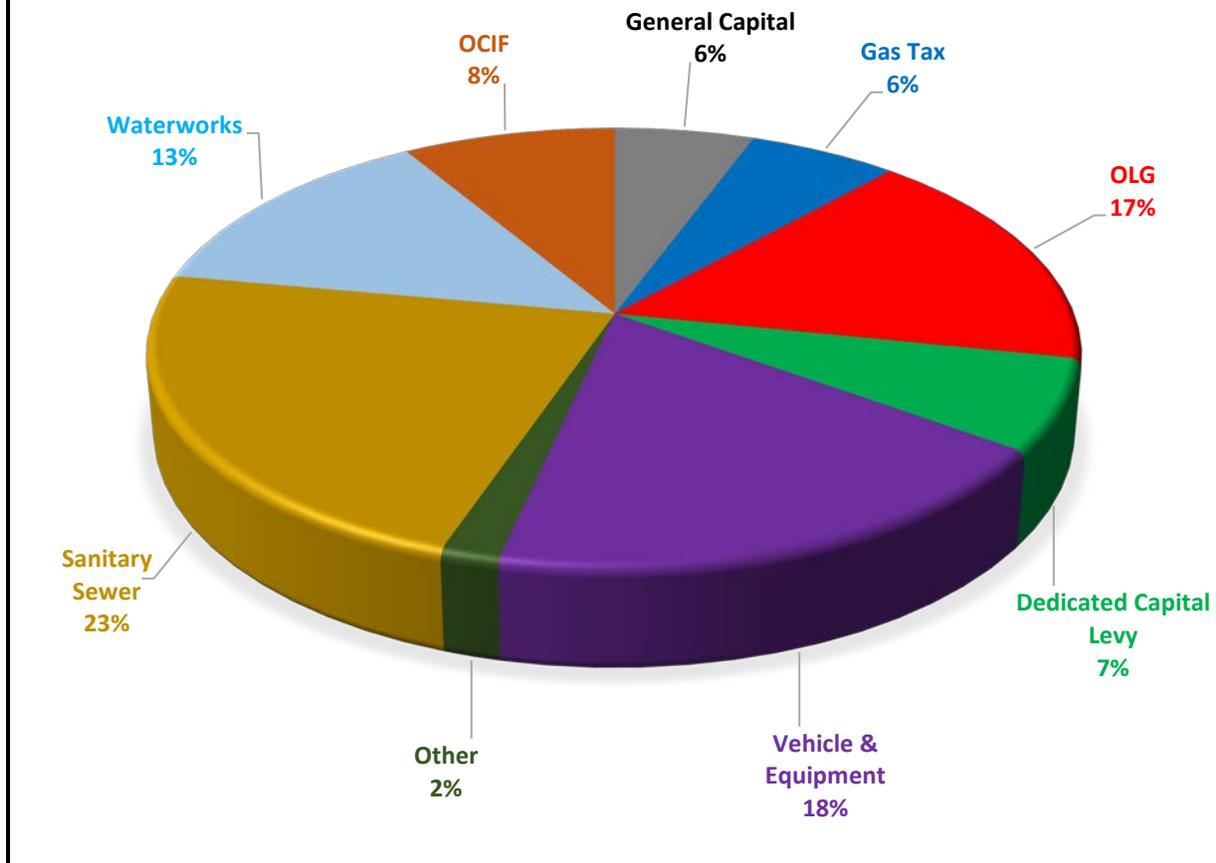
As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of finances used to

fund the 2019 capital budget. 66% of financing sources represent internal Township reserves, while 26% represent external sources (i.e. development charges and developer/partner contributions). The remaining 8% represents debt financing.



Internal Township reserve financing is being drawn from the following sources:

2019 Capital Budget - Use of Internal Reserves (Total: \$14,171,450)



Developer/partner contributions totaling \$4,159,000 relate to 3 developer driven projects:

1. Granwood Gate Phase 3 External Works
2. Gordon Street & St. David Street North Intersection Signalization
3. Beatty Line & Millage Lane Intersection Improvements

These contributions relate to the developer's share of these projects. In each case, the Township will be responsible for the construction of the project, with funding being provided directly from the developers.

The use of development charges (DC) to fund 2019 capital projects totals \$1,566,500, and relate to projects associated with Fire, Public Works, Parks & Recreation, Corporate (Studies), and Water. The Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For 2019 (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.

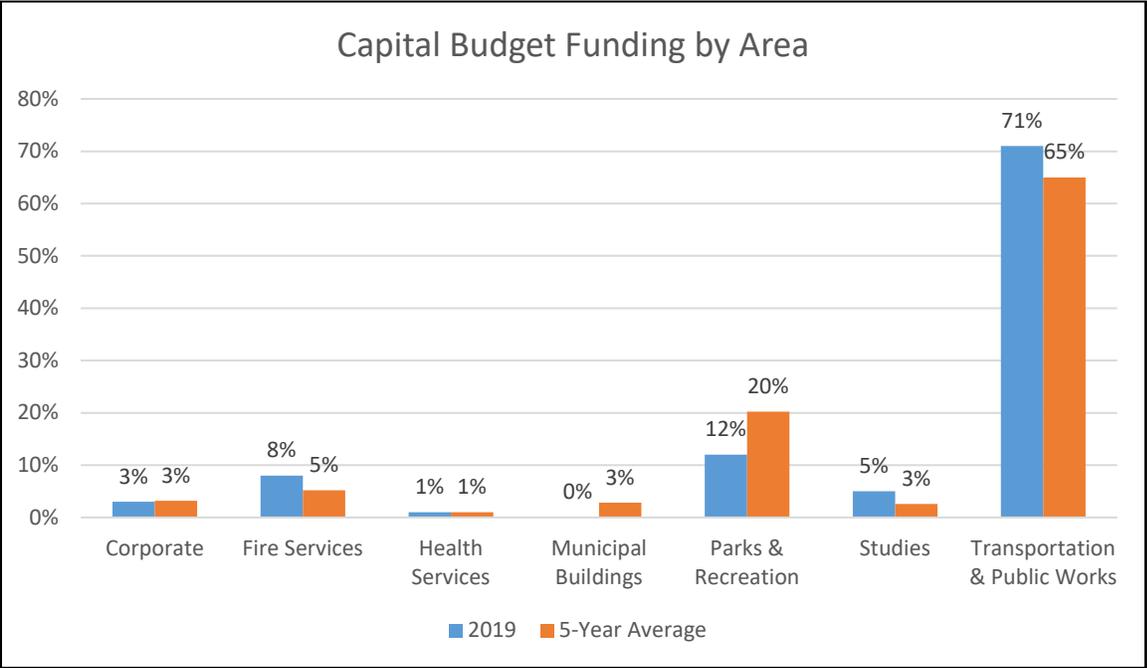
For 2019, there is significant pressure to complete growth related capital projects, and use DC funding. It is recommended within the 2019 capital budget that \$1,758,000 in debt be incurred in 2019 to fund critical water growth related capital needs. More specifically, these projects relate to the watermain extension across the Salem Bridge and the Long-term Water Supply Strategy Implementation (Phase 1) relating to Well Optimization. Both of these projects relate to the provision of additional water supply within the Township water system, and are deemed too critical to defer to future years. In addition, the work on the Salem Bridge must be coordinated with Wellington County capital planning for this bridge.

Highlights of the 2019 draft 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.

2019 Capital Project Highlights

Project	Amount	OLG/Gas Tax
Long-term water supply strategy implementation – Phase I well optimization	\$750,000	
Long-term water supply strategy implementation – Phase II groundwater exploration	450,000	
Elora fire station renovation/expansion	295,000	OLG
Rehabilitation of Fifth Line Bridge (structure 4E)	400,000	
Pier Repointing and Lighting at the Victoria St. Pedestrian Bridge (structure 1-EL)	350,000	
Replacement of Fourth Line bridge (structure 10-P)	1,220,000	
Paving Eramosa/WG Townline from WR 29 to Third Line WG	300,000	OLG/Gas Tax
Eramosa/WG Townline from Sixth Line to WR 26 - Rebuild to ‘A’ Gravel	275,000	OLG/Gas Tax
Rural Road Upgrades	415,000	OLG
Reconstruction of various roads and underground services external to the Granwood development on the South-West side of Elora	3,635,000	OLG/Gas Tax
Continuation of a multi-year pavement management program to replace small sections of pavement	275,000	OLG

Replacement of the Fergus WWTP digester roof	2,000,000	
Reengineering and construction of the roof (original building) at the Victoria Park Seniors Centre	150,000	OLG
Parking Lot and landscaping in the Sorbara Storybrook Development	150,000	
Installation of playground equipment in Revell Park	60,000	
Replacement of splash pad and play structure at O'Brien Park and construction of washroom facility.	475,000	OLG
Wellington Drive on-street parking, sidewalk, and storm sewer	380,000	OLG





TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2019 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	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT
STUDIES														
<u>Studies</u>														
1	105-0010	Long-Term Water Supply Strategy Implementation - Phase 2 Groundwater Exploration	450.0		450.0									
2	105-0692	Update Corporate Strategic Action Plan - 2018	25.0				25.0	25.0						
3	105-0693	Township Wide Job Evaluation Study - 2019	30.0				30.0	30.0						
4	105-0694	Municipal Building Audit Update	150.0				150.0	100.0			25.0	25.0		
5	105-0752	Indoor Turf Training Facility Feasibility Study	50.0		25.0		25.0							
6	755-0639	Rural and Cultural Heritage Landscape Registry	25.0		11.3		13.8	13.8						
7	810-0640	South Fergus Master Environmental Servicing Plan			37.5		-37.5	-37.5						
8	810-0746	Building Permit and Development Fee Review Study	50.0				50.0	50.0						
	Total Studies		780.0	-	523.8	-	25.0	231.3	181.3	-	-	25.0	25.0	-
			780.0	-	523.8	-	25.0	231.3	181.3	-	-	25.0	25.0	-
CORPORATE														
<u>Corporate - IT&S</u>														
9	105-0695	Website Form Builder Module	10.0				10.0	10.0						
10	105-0696	Civic Centre/CW Sportsplex Weight Room KeyScan and Civic Centre Public Washroom Access	40.0				40.0	40.0						
11	105-0697	Public Wifi Extend Downtown Cores	10.0				10.0	10.0						
	Total Corporate - IT&S		60.0	-	-	-	60.0	60.0	-	-	-	-	-	-
<u>Corporate - Other</u>														
12	105-0626	By-Law Review and Enforcement	10.0				10.0	10.0						
13	105-0698	Financial System Review and Implementation	20.0				20.0	20.0						
14	105-0753	Elora Centre For The Arts Building	100.0				100.0	100.0						
	Total Corporate - Other		130.0	-	-	-	130.0	130.0	-	-	-	-	-	-
			190.0	-	-	-	190.0	190.0	-	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

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				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT
<u>MUNICIPAL BUILDINGS</u>														
<u>Municipal Buildings</u>														
15	105-0699	Council Chambers - Audio/Video Battery Replacement - 2019	10.0					10.0	8.0			1.0	1.0	
		Total Municipal Buildings	10.0	-	-	-	-	10.0	8.0	-	-	1.0	1.0	-
			10.0	-	-	-	-	10.0	8.0	-	-	1.0	1.0	-
<u>FIRE SERVICES</u>														
<u>Fire Services</u>														
16	205-0648	Elora Fire Station Renovation/Expansion	295.0		221.3			73.8	73.8					
17	205-0700	Volunteer Firefighter Recruit Personal Protective Equipment	39.0		39.0									
18	205-0701	High Angle Redirect Pod	10.0					10.0	10.0					
19	205-0702	Deputy Fire Chief Vehicle	50.0		50.0									
20	205-0703	Portable Radios and Chargers - 2019	8.0					8.0	8.0					
		Total Fire Services	402.0	-	310.3	-	-	91.8	91.8	-	-	-	-	-
			402.0	-	310.3	-	-	91.8	91.8	-	-	-	-	-
<u>HEALTH SERVICES</u>														
<u>Cemeteries</u>														
21	410-0704	Elora Cemetery - Columbarium Area - Phase I	90.0					90.0	90.0					
22	410-0705	Elora Cemetery Cremation Monument Foundations	30.0					30.0	30.0					
23	410-0706	Belsyde Cemetery - Fence, Benches, Garbage Cans	30.0					30.0	30.0					
		Total Cemeteries	150.0	-	-	-	-	150.0	150.0	-	-	-	-	-
			150.0	-	-	-	-	150.0	150.0	-	-	-	-	-
<u>TRANSPORTATION & PUBLIC WORKS</u>														
<u>Capital Levy/OCIF Funded Projects</u>														
24	301-0585	Fourth Line Bridge - 10-P	1,220.0					1,220.0	1,220.0					
25	301-0711	Fifth Line Bridge - 4-E	400.0					400.0	400.0					
26	301-0712	Bridge Repairs and Remediation - 2019	100.0					100.0	100.0					
27	301-0713	Victoria St Pedestrian Bridge - 1-EL - Repointing and Bridge Lighting	350.0					350.0	350.0					



TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

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				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT	
28	301-0714	Pre-Engineering - Bridges - 2019	100.0					100.0	100.0						
		Total Capital Levy/OCIF Funded Projects	2,170.0	-	-	-	-	2,170.0	2,170.0	-	-	-	-	-	-
		<u>Public Works - Other</u>													
29	301-0664	Redside Dace Monitoring Program Implementation	28.0					28.0	28.0						
30	303-0653	Chipper	15.0		15.0										
		Total Public Works - Other	43.0	-	15.0	-	-	28.0	28.0	-	-	-	-	-	-
		<u>Roadways - Rural</u>													
31	301-0657	Rural Road Rebuild	160.0					160.0	160.0						
32	301-0715	Eramosa/WG Townline - WR 29 to Third Line WG - Paving	300.0					300.0	300.0						
33	301-0754	Eramosa/WG Townline - Sixth Line to WR26 - Rebuild to 'A' Gravel	275.0					275.0	275.0						
34	301-0755	Rural Road Upgrades	415.0					415.0	415.0						
		Total Roadways - Rural	1,150.0	-	-	-	-	1,150.0	1,150.0	-	-	-	-	-	-
		<u>Roadways - Urban</u>													
35	301-0037	Gregson Court Storm Water Management	120.0					120.0	120.0						
36	301-0367	Tower St. S. – Right Hand Turn Lane Improvements at Bridge St.	100.0					100.0	100.0						
37	301-0707	High St - McNab to York {SFA}	880.0			625.0		255.0	255.0						
38	301-0708	Waterloo St - Nichol to York {SFA}	380.0			380.0									
39	301-0709	York St - Waterloo St to Victoria St {SFA}	1,470.0			1,010.0		460.0	460.0						
40	301-0710	WR 7 and York St Turning Lane {SFA}	100.0			100.0									
41	301-0716	2019 Sidewalk Condition Survey and Replacement	90.0					90.0	90.0						
42	301-0717	Pavement Management - 2019	275.0					275.0	275.0						
43	301-0718	Gordon St and St David St Intersection Signalization	850.0			850.0									
44	301-0719	Downtown Fergus Streetlight Electrical Repairs	60.0					60.0	60.0						
45	301-0720	Wellington Dr On-Street Parking, Sidewalk, and Storm Sewer	380.0					380.0	380.0						
46	301-0721	Sidewalk and Storm Sewer from Woodhill Dr to 875 St David St	150.0					150.0	150.0						



TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

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				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT	
47	301-0722	Walkway from Barker St to Atchison Lane Paving	75.0					75.0	75.0						
48	301-0723	Beatty Line and Millage Lane Intersection Improvements	810.0			810.0									
49	303-0724	Infrastructure Services - Pre-Engineering and Approvals 2019	100.0					100.0	40.0			30.0	30.0		
		Total Roadways - Urban	5,840.0	-	-	3,775.0	-	2,065.0	2,005.0	-	-	30.0	30.0		-
		<u>Storm Drainage</u>													
50	302-0725	Catch Basin Rebuilds - 2019	40.0					40.0	40.0						
		Total Storm Drainage	40.0	-	-	-	-	40.0	40.0	-	-	-	-	-	-
			9,243.0	-	15.0	3,775.0	-	5,453.0	5,393.0	-	-	30.0	30.0		-
		SANITARY SEWER													
		<u>Sanitary Sewer System</u>													
51	360-0356	Highway 6 - Sideroad 19 to Sideroad 18	655.0					655.0				655.0			
52	360-0669	Inflow and Infiltration Study	72.0					72.0				72.0			
53	360-0691	LPS Forcemain Temporary Relocation for Salem Bridge Project	210.0					210.0				210.0			
54	360-0707	High St - McNab to York {SFA}	80.0					80.0				80.0			
55	360-0708	Waterloo St - Nichol to York {SFA}	70.0			70.0									
56	360-0709	York St - Waterloo St to Victoria St {SFA}	35.0					35.0				35.0			
57	360-0733	495 Union St - Designated Substances Removal	20.0					20.0				20.0			
58	360-0734	Fergus WWTP - Digester Roof Replacement	2,000.0					2,000.0				2,000.0			
59	360-0735	Elora WWTP Pump Lift	10.0					10.0				10.0			
60	360-0736	LPS Grinder Pumps and LPS Alarm Panel Upgrades	35.0					35.0				35.0			
61	360-9650	LPS Grinder Pumps	35.0					35.0				35.0			
		Total Sanitary Sewer System	3,222.0	-	-	70.0	-	3,152.0	-	-	-	3,152.0	-	-	-
			3,222.0	-	-	70.0	-	3,152.0	-	-	-	3,152.0	-	-	-
		WATERWORKS													
		<u>Waterworks System</u>													
62	330-0157	Wells - Fergus Well F7 Filtration	1,090.0		272.5			817.5					817.5		
63	330-0356	Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	240.0					240.0					240.0		



TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

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				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT
64	330-0496	Well Highlift Pumps - Variable Frequency Drive Controllers	15.0					15.0					15.0	
65	330-0603	Wellington Dr - Cuthbert St to Cuthbert St	15.0					15.0					15.0	
66	330-0691	Salem Bridge, WR 18, and James St Watermain	1,120.0					1,120.0					112.0	1,008.0
67	330-0707	High St - Trunk Watermain McNab St - York St {SFA}	170.0					170.0					170.0	
68	330-0708	Waterloo St - Nichol to York {SFA}	110.0			110.0								
69	330-0709	York St - Waterloo St to Victoria St {SFA}	340.0			204.0		136.0					136.0	
70	330-0726	Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	85.0		85.0									
71	330-0727	Water Taking Permit/Licence Renewal	150.0					150.0					150.0	
72	330-0728	Well F5 Chlorine Monitor Installation	25.0					25.0					25.0	
73	330-0729	Long-Term Water Supply Strategy Implementation - Phase 1 Well Optimization	750.0					750.0						750.0
74	330-0730	Monitoring Well MW2A-11 Replacement	50.0					50.0					50.0	
75	330-0731	Water Supply Well Rehabilitation	100.0					100.0					100.0	
76	330-0732	SCADA Updates and e.RIS Support Services	30.0					30.0					30.0	
	Total Waterworks System		4,290.0	-	357.5	314.0	-	3,618.5	-	-	-	-	1,860.5	1,758.0
			4,290.0	-	357.5	314.0	-	3,618.5	-	-	-	-	1,860.5	1,758.0
	PARKS & RECREATION													
	<u>Facilities - CW Community Sportsplex</u>													
77	510-0737	Power Factor Correction Installation and Control Integration	35.0					35.0	35.0					
	Total Facilities - CW Community Sportsplex		35.0	-	-	-	-	35.0	35.0	-	-	-	-	-
	<u>Facilities - Elora Community Centre</u>													
78	513-0572	Elora Community Centre - Skateboard Area			67.5			-67.5	-67.5					
79	513-0739	ECC/Belwood Hall Concept Design for Accessibility	100.0					100.0	100.0					
	Total Facilities - Elora Community Centre		100.0	-	67.5	-	-	32.5	32.5	-	-	-	-	-
	<u>Facilities - Victoria Park Senior's Centre</u>													
80	760-0619	VPSC - Roof Reengineering and Construction (Original Building)	50.0					50.0	50.0					
	Total Facilities - Victoria Park Senior's Centre		50.0	-	-	-	-	50.0	50.0	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2019 CAPITAL BUDGET (in '000s)

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				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT
		<u>Grounds - CW Community Sportsplex</u>												
81	510-0738	Sportsplex Grounds Survey	15.0					15.0	15.0					
		Total Grounds - CW Community Sportsplex	15.0	-	-	-	-	15.0	15.0	-	-	-	-	-
		<u>Parks</u>												
82	505-0550	Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	50.0					50.0	50.0					
83	505-0674	Southridge Development Park - Washroom Building	50.0		45.0			5.0	5.0					
84	505-0744	3 in 1 Cleaning Machine	7.0					7.0	7.0					
85	550-0740	Sorbara Storybrook Development - Phase I (Parking Lot & Landscape)	150.0		135.0			15.0	15.0					
86	550-0741	O'Brien Park Washrooms	60.0					60.0	60.0					
87	550-0742	Tait Park - Landscaping and Trail (Fergus) - Phase II	30.0		27.0			3.0	3.0					
88	550-0743	Revell Park - Play Equipment	60.0		54.0			6.0	6.0					
		Total Parks	407.0	-	261.0	-	-	146.0	146.0	-	-	-	-	-
		<u>Parks and Recreation - Other</u>												
89	505-0453	Urban Forestry	130.0					130.0	130.0					
90	550-0745	60" Mower	35.0		31.5			3.5	3.5					
		Total Parks and Recreation - Other	165.0	-	31.5	-	-	133.5	133.5	-	-	-	-	-
			772.0	-	360.0	-	-	412.0	412.0	-	-	-	-	-
		VEHICLE REPLACEMENT												
91	210-9500	Building Vehicle Replacement	34.0					34.0	34.0					
92	205-9500	Fire Vehicle Replacement	550.0					550.0	550.0					
93	207-9500	Municipal FD Training Officer Vehicle Replacement	40.0					40.0	40.0					
94	505-9500	P&R Vehicle Replacement	85.0					85.0	85.0					
95	303-9500	Public Works Vehicle Replacement	495.0					495.0	495.0					
96	360-9500	Sanitary Sewer Vehicle Replacement	35.0					35.0			35.0			
97	330-9500	Water Vehicle Replacement	70.0					70.0				70.0		
			1,309.0	-	-	-	-	1,309.0	1,204.0	-	-	35.0	70.0	-



TOWNSHIP OF CENTRE WELLINGTON 2019 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2019 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	SEWER RESERVE	WATER RESERVE	WATER/SEWER DEBT		
<u>EQUIPMENT REPLACEMENT</u>																
98	205-9600	Fire Equipment Replacement	91.1					91.1	91.1							
99	105-9601	IT&S Hardware Equipment Replacement	177.6					177.6	177.6							
100	505-9600	P&R Facilities Equipment Replacement	274.5					274.5	274.5							
101	505-9700	P&R Parks Equipment Replacement	486.3					486.3	486.3							
102	303-9600	Public Works Equipment Replacement	141.6					141.6	141.6							
103	360-9600	Sanitary Sewer Equipment Replacement	117.5					117.5				117.5				
104	330-9600	Water Equipment Replacement	23.4					23.4					23.4			
			1,312.0	-	-	-	-	1,312.0	1,171.1	-	-	117.5	23.4			-
	GRAND TOTAL		21,680.0	0.0	1,566.5	4,159.0	25.0	15,929.5	8,801.1	0.0	0.0	3,360.5	2,009.9			1,758.0



BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST

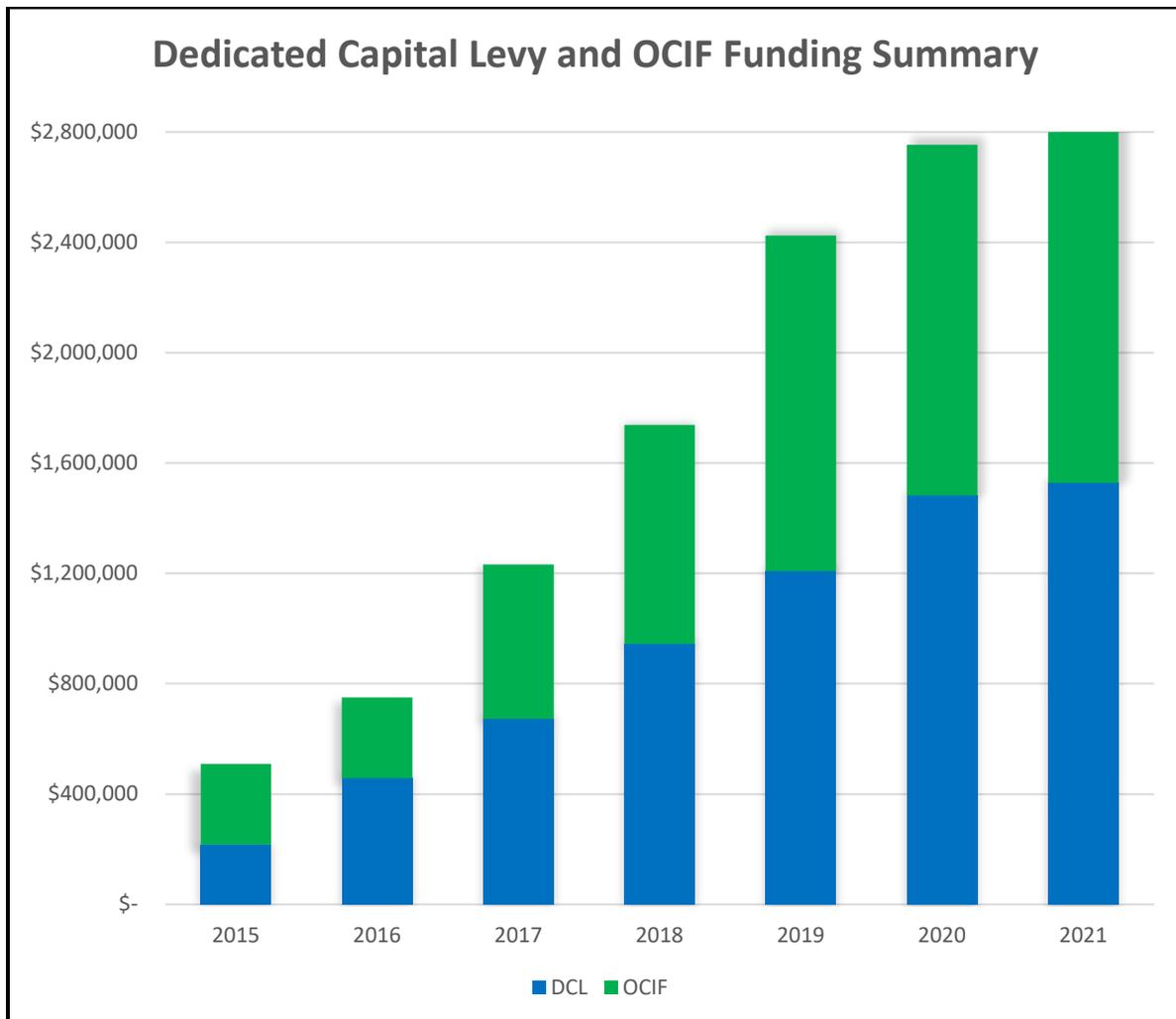
2019 BUDGET



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.

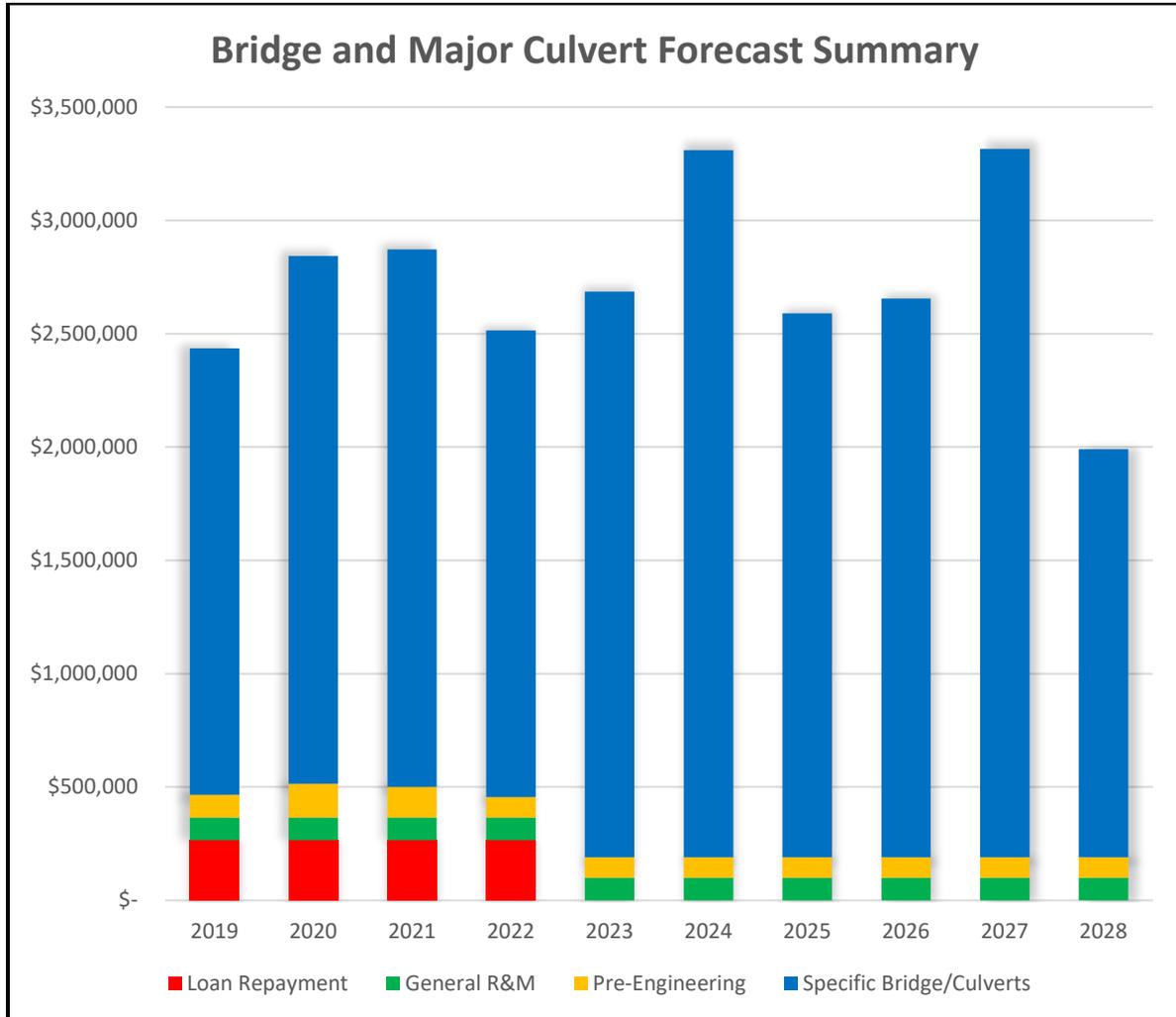
The dedicated capital levy (DCL) was introduced in 2015, based on recommendations for funding increases within the Township's Asset Management Plan. Combined with OCIF funding, the DCL is a funding source for bridge and major culvert rehabilitation and replacement. A summary of these funding sources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

based on projected OCIF funding for 2019 to 2021, a 2% DCL increase for 2019 and 2020, and a DCL increase in 2021 that is less than 2%.

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



The loan repayment in 2019 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 2019 minor repairs proposed includes:

Structure	Description	Cost
Washington St Pedestrian Bridge (12-N)	Concrete patch repairs	\$ 27,000
First Line (29-P)	Concrete patch repairs	10,000
Second Line (13-N)	Concrete patch repairs	37,000
Eighth Line West (23-P)	Wingwall abutment wall	10,000
Beatty Line (3-N)	Patch concrete deck	10,000
Second Line (20-WG)	Steel barrier guiderail repairs	6,000
Total		\$100,000

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 2019 pre-engineering proposed includes:

Structure	Description	Cost
Sideroad 4 (14-P)	Pre-engineering	\$ 10,000
Fifth Line Bridge over Irvine Creek (16-WG)	Pre-engineering	80,000
First Line (23-WG)	Pre-engineering	10,000
Total		\$100,000

A detailed analysis of the 10-year forecast for bridges and major culverts is provided below.



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

Change From Prior Year Budget	Project	Project #	Project Type	Ward(s)	Estimated Project Cost										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Repayment of Loan from General Capital Reserve				265,275	265,275	265,275	265,275	-	-	-	-	-	-	1,061,100
	Bridge Repairs and Remediation	2019-005/006			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
	Pre-Engineering	2019-086/087			100,000	149,000	135,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,014,000
No Change	Structure 10-P (Fourth Line Bridge)	301-0585	Bridge Replacement	2	1,220,000										1,220,000
-	Structure 1-EL (Victoria St Pedestrian Bridge)	2019-021	Pier Repointing & Lighting	1/2	350,000										350,000
1	Structure 4-E (Fifth Line)	2018-048	Bridge Rehabilitation	6	400,000										400,000
-1	Structure 14-P (Sideroad 4)	2018-047	Bridge Rehabilitation	2		108,000									108,000
-	Structure 23-WG (First Line)	2017-083	Bridge Rehabilitation	5		370,000									370,000
1	Structure 24-P (Third Line Bridge)	301-0085	Bridge Replacement	1		1,700,000									1,700,000
-1	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Replacement	1		150,000									150,000
-2	Structure 4-WG (Fifth Line)	2016-062	Culvert Replacement	6			415,000								415,000
-1	Structure 24-WG (First Line Bridge over Irvine Creek)	F0111	Bridge Replacement	5			1,825,000								1,825,000
2	Structure 11-WG (Sideroad 25)	2017-084	Bridge Rehabilitation	5			131,000								131,000
5	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation	6				366,000							366,000
-	Structure 4-F (Pedestrian Bridge behind Fergus Grand Theatre)	2019-089	Bridge Rehabilitation	3				135,000							135,000
-	Structure 8-E (Third Line)	2017-085	Bridge Rehabilitation	6				150,000							150,000
3	Structure 16-WG (Fifth Line Bridge over Irvine Creek)	2014-040	Bridge Replacement	5				1,325,000							1,325,000
-	Structure 18-P (Middlebrook Road)	2019-088	Culvert Rehabilitation	1				84,000							84,000
No Change	Structure 32-P & 33-P (Noah Road)	2016-049	Culvert Replacements	1					2,175,000						2,175,000
No Change	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements	1					320,000						320,000
No Change	Structure 30-WG (Sideroad 15 - Queen Mary)	2010-076	Bridge Replacement	5						2,005,000					2,005,000
-2	Structure 30-P (Sideroad 5)	2016-060	Culvert Replacement	1						480,000					480,000
3	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement	2						635,000					635,000
-1	Structure 5-E (Fourth Line)	2014-073	Culvert Replacement	6							1,245,000				1,245,000
No Change	Structure 1-P (Sideroad 5)	2016-061	Culvert Replacement	1							1,155,000				1,155,000
No Change	Structure 3-N (Beatty Line Bridge)	2015-056	Bridge Replacement	3								2,025,000			2,025,000
-7	Structure 29-P (First Line)	2018-045	Culvert Replacement	1								440,000			440,000
-5	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement	5/6									2,000,000		2,000,000
-6	Structure 28-P (Sideroad 11)	2011-043	Culvert Replacement	1									1,125,000		1,125,000
-1	Structure 29-WG (Sideroad 15)	2017-089	Bridge Replacement	5										1,800,000	1,800,000
	Total				2,435,275	2,842,275	2,871,275	2,515,275	2,685,000	3,310,000	2,590,000	2,655,000	3,315,000	1,990,000	27,209,100
	Opening Balance				119,700	108,799	231,761	342,986	627,711	742,711	433,211	643,211	788,211	273,211	
	Add: 2% Dedicated Capital Levy Allocation				1,208,200	1,523,678	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 Allocation				1,216,174	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)				-	170,000	182,500	-	-	200,500	-	-	-	-	
	Less: Transfer to Capital				(2,435,275)	(2,842,275)	(2,871,275)	(2,515,275)	(2,685,000)	(3,310,000)	(2,590,000)	(2,655,000)	(3,315,000)	(1,990,000)	
	Ending Balance				108,799	231,761	342,986	627,711	742,711	433,211	643,211	788,211	273,211	1,083,211	

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

2019 BUDGET



Vehicle and Equipment Replacement Forecast Summary

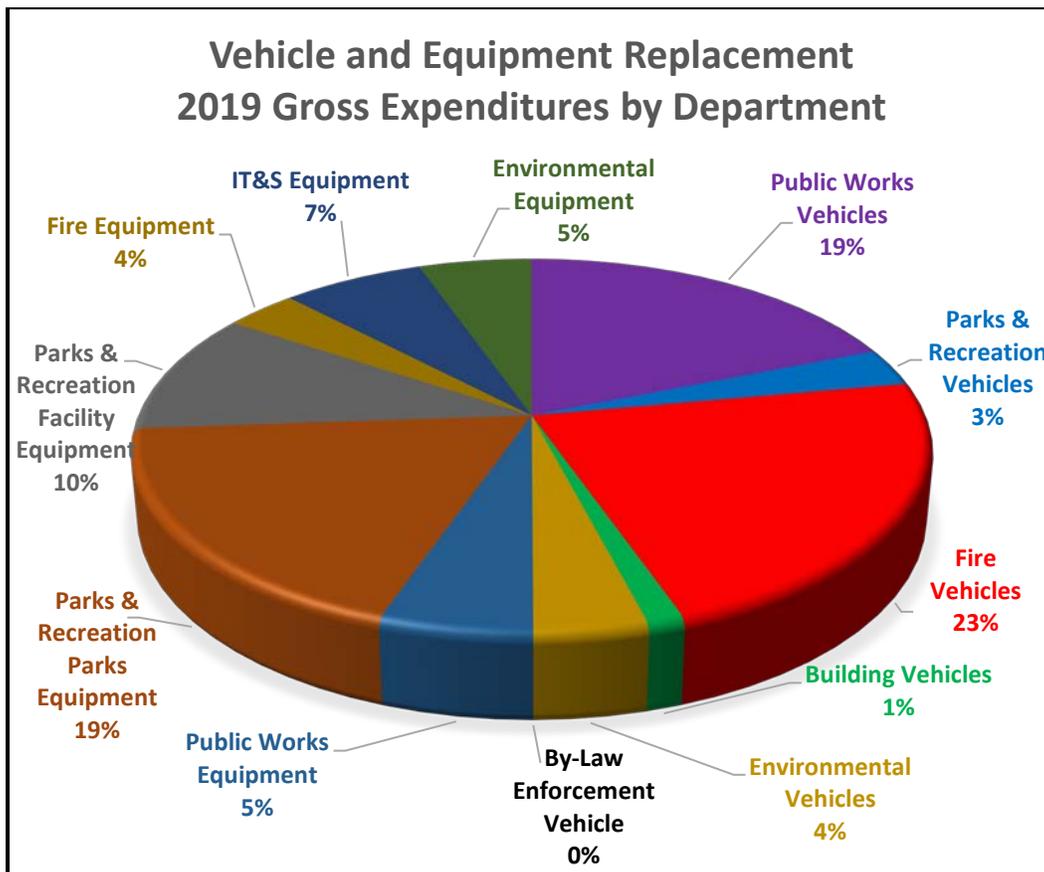
The Township maintains vehicle and equipment replacement schedules that show a 10-year forecast of replacement needs for each area. Replacement schedules are in place for the following areas:

Vehicles:

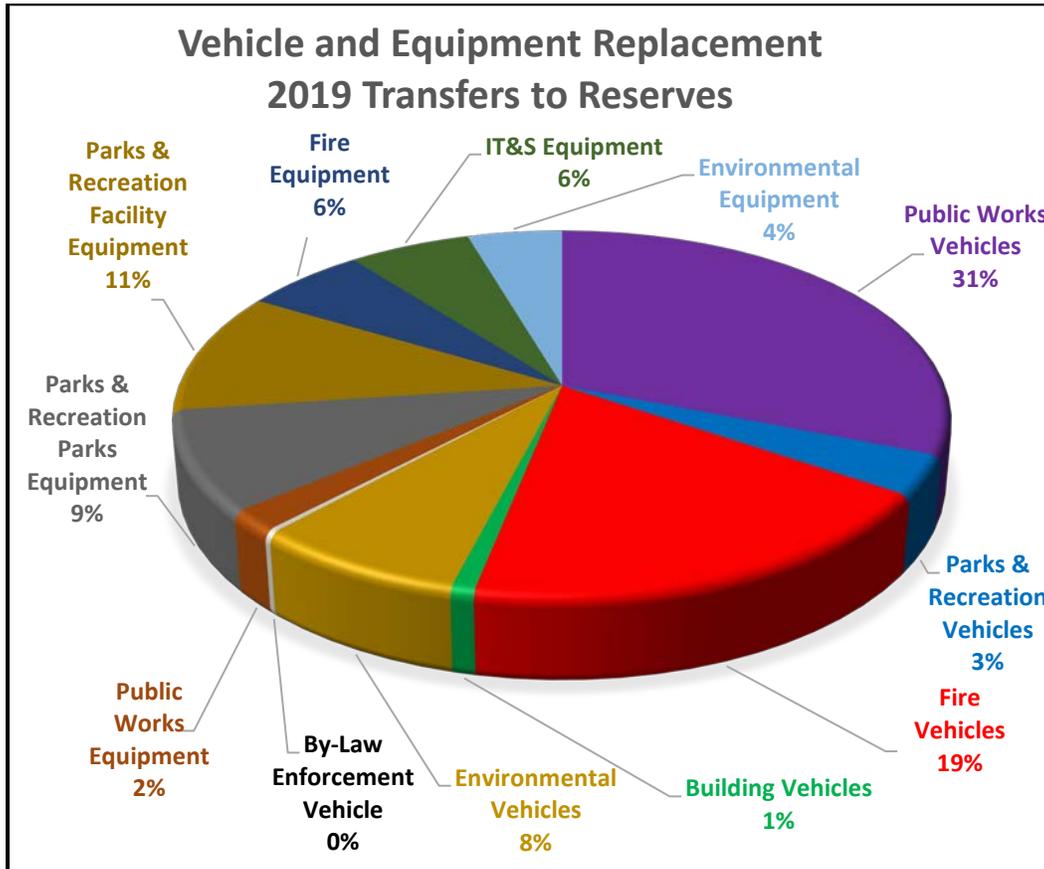
- ✓ Public Works
- ✓ Parks & Recreation
- ✓ Fire Services
- ✓ Building
- ✓ By-Law Enforcement
- ✓ Environmental Services
- ✓ Municipal FD Training Officer
- ✓ Municipal Risk Management Official

Equipment:

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



2019 activity within these replacement schedules is approved as part of the 2019 budget. A breakdown of the gross vehicle/equipment replacement costs for each department within the 2019 budget are shown in the graph above, totalling \$2,620,950. Contributions to the vehicle/equipment replacement reserves in 2019 are shown in the graph below, totalling \$1,855,000.



Vehicle and equipment replacement schedules are funded through replacement reserves that are funded through annual contributions from the operating budget. For 2019, budgeted use of replacement funds exceeds budgeted contributions of funds by \$657,950 (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 Environmental Services vehicles and equipment, which are funded from water and sanitary sewer rates, split based on specific use of vehicles and equipment between water and sanitary sewer.

Detailed replacement schedules are provided below for the 10-year forecast period.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2019 - 2029**

Vehicle Description	Inflation Factor = 2% 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SMALL TRUCKS												
1 12-31 Dodge Ram Pick-up (Elora)	35,000		35,700								41,800	
2 16-03 Chev Silverado Pick-up (Rosso) - 2016	35,000						38,600					
3 11-05 Dodge Pick-up (Swift)	35,000	35,000								41,000		
4 19-06 Chevrolet Equinox (Baker) - 2018	30,000								34,500			
5 15-04 Chev Pick-up (Heseltine) - 2015	35,000					37,900						
6 16-27 Chev Silverado Pick-up (Fergus) - 2016	35,000						38,600					
7 12-37 Ford F350 1 1/2 ton	75,000				79,600							
8 11-83 Chev 4X4 1 1/2 ton (Elora Shop Truck)	75,000			78,000								
9 12-36 Ford F350 1 1/2 ton	75,000				79,600							
10 11-75 4x4 Chev 1 1/2 ton	75,000			78,000								
11 16-47 Chev Silverado (Fergus) - 2016	35,000						38,600					
HEAVY EQUIPMENT												
1 18-10 John Deere Grader - 2018	460,000										549,700	
2 11-15 John Deere 870G Grader	460,000	460,000										560,700
3 08-32 Volvo 960 Grader - retire	460,000											
4 17-77 John Deere Grader	460,000									539,000		
5 12-35 John Deere Rubber Tire Loader	200,000				212,200							
6 17-81 Case 580 Backhoe	150,000									175,700		
7 18-30 Case 450 Backhoe - 2018	150,000										179,300	
8 15-38 Case Backhoe 4WD - 2015	150,000							168,900				
9 08-16 John Deere Backhoe SJ 4WD - retire	150,000											
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	220,000					238,100						
11 05-19 Broombear Sweeper (Fergus)	300,000		306,000								358,500	
12 09-20 Pelican Sweeper (Elora)	220,000				233,500							
DUMP TRUCKS & SNOW PLOWS												
1 05-98 International Single Axle - retire	260,000											
2 12-33 International Single Axle	260,000			270,500								
3 15-68 International Single Axle - 2014	260,000						287,100					
4 15-79 International Single Axle - 2014	260,000						287,100					
5 16-85 International Single Axle - 2015	260,000							292,800				
6 16-82 International Single Axle - 2016	260,000								298,700			
7 16-42 International 7600 Tandem - 2016	285,000								327,400			
8 10-63 International 7300 Tandem	285,000		290,700									
9 14-71 International 7600 Tandem - 2013	285,000					308,500						
10 14-72 International 7600 Tandem - 2013	285,000					308,500						
11 16-99 International 7600 Tandem -2016	285,000								327,400			
12 11-66 International 7600 Tandem	285,000		290,700									



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2019 - 2029**

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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
SIDEWALK & GRASS													
1 09-64 Trackless (Fergus) (Note 1)	50,000		51,000										60,900
2 10-51 Kubota 3080 (Fergus) - retire	40,000												
3 09-62 Kubota (Elora) - retire	40,000												
5 12-34 Kubota 3080 Mower (Fergus)	40,000		40,800									47,800	
6 16-29 Kubota Zero Turn Mower (Fergus) - 2016	23,000						25,400						
7 12-07 3748 Kubota Tractor	60,000				63,700								
8 17-25 Kubota Sidewalk Machine - 2018	50,000									58,600			
9 14-40 Trackless - 2014 (Note 1)	50,000							56,300					
10 18-22 Kubota Zero Turn Mower (Fergus) - 2018	23,000								26,400				
11 18-88 Kubota Zero Turn Mower (Elora) - 2018	23,000								26,400				
12 18-52 Kubota Sidewalk Machine - 2018	50,000										59,800		
TOTAL VEHICLE REPLACEMENT	7,639,000	495,000	1,014,900	426,500	668,600	893,000	715,400	518,000	1,040,800	814,300	1,236,900	621,600	
Reserve Forecast													
January 1 Reserve Balance		243,535	377,535	89,135	337,635	406,535	292,535	351,635	621,135	439,335	486,535	186,135	
Less: Vehicle replacements		(495,000)	(1,014,900)	(426,500)	(668,600)	(893,000)	(715,400)	(518,000)	(1,040,800)	(814,300)	(1,236,900)	(621,600)	
Add: Revenues from sale of vehicles		54,000	126,500	50,000	87,500	104,000	74,500	62,500	109,000	86,500	136,500	80,000	
Add: Operating budget contribution		575,000	600,000	625,000	650,000	675,000	700,000	725,000	750,000	775,000	800,000	825,000	
December 31 Reserve Balance		377,535	89,135	337,635	406,535	292,535	351,635	621,135	439,335	486,535	186,135	469,535	

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

Estimated Useful Life	
Trucks	8 yrs.
1.5 Ton Trucks	10 yrs.
Heavy Equipment	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
2019 - 2029**

Vehicle Description	Inflation Factor = 2% 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SMALL TRUCKS												
1 E06-48 - Blue Dodge 4X4 truck (2006 - Parks & Watering) (Note 1)	31,000		31,600									
2 E13-53 - Blue Chev truck (2013 - Mgr P&FO)	30,000						33,100					
3 E04-51 - Chev Duel Wheel With Box (2004 - Parks)	60,000	60,000										
4 E06-07 - Blue Dodge truck with cap (2006 - Horticulturist) (Note 1)	30,000		30,600									
5 E18-50 - Chev Silverado (2018 - Parks)	40,000											48,800
6 E11-52 - Blue Ford Ranger 4X4 truck (2011 - Sportsplex)	30,000					32,500						
TRACTORS & MOWERS												
1 EGF1800 - Kubota Tractor/Mower (2002)	25,000	25,000										
2 EM5030 - Kubota Tractor FE Loader (1999)	40,000			42,400								
3 E16-3GTM - Gang Turf Mower (2016)	76,000										90,800	
4 E08-43 - John Deere Tractor FE Loader (2009)	46,000						50,800					
5 EF2560 - Kubota Tractor (4WD) Mower (2002)	25,000											30,500
6 E09-36GTM - Gang Turf Mower (2009)	76,000		77,500									
7 EF2260 - Kubota Mower (2001)	25,000											
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000								28,700			
ICE RESURFACERS												
1 CWCS Olympia (2012)	90,000					97,400						
2 Elora Olympia (2016)	90,000											
TOTAL VEHICLE REPLACEMENT	739,000	85,000	139,700	-	42,400	129,900	83,900	-	28,700	-	90,800	79,300
Reserve Forecast												
January 1 Reserve Balance		88,825	74,825	11,125	86,125	121,225	71,325	67,425	142,425	189,725	264,725	251,425
Less: Vehicle replacements		(85,000)	(139,700)	-	(42,400)	(129,900)	(83,900)	-	(28,700)	-	(90,800)	(79,300)
Add: Revenues from sale of vehicles		6,000	1,000	-	2,500	5,000	5,000	-	1,000	-	2,500	3,500
Add: Operating budget contribution		65,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
December 31 Reserve Balance		74,825	11,125	86,125	121,225	71,325	67,425	142,425	189,725	264,725	251,425	250,625

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

Note 1: Vehicle to be retired and used as summer vehicles for Parks staff



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FIRE DEPARTMENT
2019 - 2029**

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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
FERGUS STATION													
1 E1 Pumper Rescue - 2005 (Note 1)	700,000					757,700							
2 Timberwolf Mini Pumper - 2007	600,000							675,700					
3 Tanker-47 (Freightliner FL-80) - 1997	550,000	550,000											
4 Rescue-45 (KME) - 2017	650,000												
5 Boat - B49 - 2012	18,000									21,100			
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000												
7 Truck-45B (2007 Dodge Ram)	35,000		35,700										
ELORA STATION													
1 Pump/Rescue-61 (KME) - 2011	700,000												853,300
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,100,000			100,000					1,263,600				
3 Tanker-67 (International 7500) KME - 2014	550,000												
4 Rescue-65 (KME) - 2017	650,000												
5 Boat - B69 - 2013	18,000										21,500		
6 Truck-65B (2003 Silverado)	35,000		35,700										
ADMINISTRATION													
1 2012 Dodge Ram (T. Mulvey) - 2012	40,000				42,400								
2 2013 Expedition (B. Patton) - 2012	40,000				42,400								
3 2012 Dodge Caravan (C. Paluch) - 2012	35,000				37,100								
TOTAL VEHICLE REPLACEMENT	5,756,000	550,000	71,400	100,000	121,900	757,700	-	675,700	1,263,600	21,100	21,500	853,300	
Reserve Forecast													
January 1 Reserve Balance		185,500	5,500	294,100	554,100	827,200	469,500	889,500	648,800	15,200	439,100	862,600	
Less: Vehicle replacements		(550,000)	(71,400)	(100,000)	(121,900)	(757,700)	-	(675,700)	(1,263,600)	(21,100)	(21,500)	(853,300)	
Add: Revenues from sale of vehicles		5,000	10,000	-	15,000	-	5,000	100,000	5,000	5,000	5,000	5,000	
Add: Operating budget contribution		340,000	350,000	360,000	380,000	400,000	420,000	430,000	440,000	440,000	440,000	440,000	
Add: Transfer from Structural Fire Revenue Reserve		25,000	-	-	-	-	-	-	90,000	-	-	-	
Less: Transfer to Fire Equipment Replacement Reserve		-	-	-	-	-	-	-	-	-	-	-	
December 31 Reserve Balance		5,500	294,100	554,100	827,200	469,500	889,500	648,800	15,200	439,100	862,600	454,300	

Note 1 - Fergus E1 Pumper Rescue will be taken out of service and used for training/stand-by purposes
 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
2019 - 2029**

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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
1 12-01 Chrysler 200	34,000	34,000								39,800			
2 14-02 Jeep Cherokee - 2014	34,000				36,100								
3 15-04 Chevrolet Equinox - 2015	34,000					36,800							
4 16-03 Chevrolet Equinox - 2016	34,000						37,500						
5 19-05 Chevrolet Equinox - 2018	34,000								39,100				
TOTAL VEHICLE REPLACEMENT	170,000	34,000	-	-	36,100	36,800	37,500	-	39,100	39,800	-	-	
<i>Reserve Forecast</i>													
January 1 Reserve Balance		26,560	11,560	29,560	49,560	36,460	24,660	12,160	34,160	22,060	9,260	33,260	
Less: Vehicle replacements		(34,000)	-	-	(36,100)	(36,800)	(37,500)	-	(39,100)	(39,800)	-	-	
Add: Revenues from sale of vehicles		3,000	-	-	3,000	3,000	3,000	-	3,000	3,000	-	-	
Add: Operating budget contribution		16,000	18,000	20,000	20,000	22,000	22,000	22,000	24,000	24,000	24,000	24,000	
December 31 Reserve Balance		11,560	29,560	49,560	36,460	24,660	12,160	34,160	22,060	9,260	33,260	57,260	

Note - The above schedule is based on the future replacement of small cars with small SUVs

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
BY-LAW ENFORCEMENT
2019 - 2029**

Vehicle Description	Inflation Factor = 2% (1.000) 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1 19-05 Chevrolet Equinox - 2018	34,000								39,100			
TOTAL VEHICLE REPLACEMENT	34,000	-	-	-	-	-	-	-	39,100	-	-	-
<i>Reserve Forecast</i>												
January 1 Reserve Balance		-	5,000	10,000	15,000	20,000	25,000	30,000	35,000	3,900	8,900	13,900
Less: Vehicle replacements		-	-	-	-	-	-	-	(39,100)	-	-	-
Add: Revenues from sale of vehicles		-	-	-	-	-	-	-	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		5,000	10,000	15,000	20,000	25,000	30,000	35,000	3,900	8,900	13,900	18,900

Estimated Useful Life	
SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2019 - 2029**

Vehicle Description	Inflation Factor = 2% (1.000) 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SMALL TRUCKS												
1 14-44 Dodge 2500 Pick-up - Water - 2014	35,000				37,100							
2 16-09 Chev 4X4 Crew Pick-up - Waste Water - 2016	35,000						38,600					
3 11-02 Dodge RAM Pick-up (Chilton) - Water - 2011	35,000	35,000								41,000		
4 10-14 Dodge Ram 3500 1 1/2 Ton - Water - 2010	75,000			78,000								
5 11-86 Chev Pick-up - Water - 2011	35,000	35,000								41,000		
6 16-87 Chev 4X4 Crew Pick-up - Water - 2016	35,000						38,600					
7 13-06 Dodge Grand Caravan - Water - 2013	35,000		35,700								41,800	
8 13-46 Chev Pick-up - Waste Water - 2012	35,000		35,700								41,800	
9 11-08 GMC Pick-up - Waste Water - 2010	35,000	35,000								41,000		
10 15-41 Chev Silverado WT 1500 Pick-up - Water - 2015	35,000					37,900						
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	35,000								40,200			
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	35,000								40,200			
13 19-23 - Chev Pick-up - (Buehler) - Waste Water - 2018	35,000								40,200			
OTHER												
1 14-80 Vactor Flusher Truck - Water/Waste Water - 2013	500,000					541,200						
2 10-17 Vactor Flusher Truck - Water/Waste Water - 2010	500,000			520,200								
3 04-28 GMC Camera Truck - Waste Water - 2004	40,000			41,600								
4 14-61 Kubota Mower - Waste Water - 2014	30,000						33,100					
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000						49,700					
TOTAL VEHICLE REPLACEMENT	1,610,000	105,000	71,400	639,800	37,100	579,100	160,000	-	120,600	123,000	83,600	-
Reserve Forecast												
January 1 Reserve Balance		570,600	617,600	704,200	278,400	405,300	40,200	62,200	242,200	313,600	400,600	515,000
Less: Vehicle replacements		(105,000)	(71,400)	(639,800)	(37,100)	(579,100)	(160,000)	-	(120,600)	(123,000)	(83,600)	-
Add: Revenues from sale of vehicles		12,000	8,000	54,000	4,000	44,000	12,000	-	12,000	20,000	8,000	-
Add: Operating budget contribution		140,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	200,000
December 31 Reserve Balance		617,600	704,200	278,400	405,300	40,200	62,200	242,200	313,600	400,600	515,000	715,000

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



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL FD TRAINING OFFICER
2019 - 2029**

Vehicle Description	Inflation Factor = 2% (1.000) 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1 2012 Dodge Ram 1500 4X4 (Hamilton) - 2012	40,000	40,000							45,900			
TOTAL VEHICLE REPLACEMENT	40,000	40,000	-	-	-	-	-	-	45,900	-	-	-
<i>Reserve Forecast</i>												
January 1 Reserve Balance		40,000	9,000	15,000	21,000	27,000	33,000	39,000	45,000	8,100	14,100	20,100
Less: Vehicle replacements		(40,000)	-	-	-	-	-	-	(45,900)	-	-	-
Add: Revenues from sale of vehicles		3,000	-	-	-	-	-	-	3,000	-	-	-
Add: Operating budget contribution		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
December 31 Reserve Balance		9,000	15,000	21,000	27,000	33,000	39,000	45,000	8,100	14,100	20,100	26,100

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL RISK MANAGEMENT OFFICIAL
2019 - 2029**

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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
1 2014 Jeep Cherokee - 2014	32,000			33,300								38,200	
TOTAL VEHICLE REPLACEMENT	32,000	-	-	33,300	-	-	-	-	-	-	-	38,200	-
<i>Reserve Forecast</i>													
January 1 Reserve Balance		26,000	31,000	36,000	10,700	15,700	20,700	25,700	30,700	35,700	40,700	45,700	50,700
Less: Vehicle replacements		-	-	(33,300)	-	-	-	-	-	-	-	(38,200)	-
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	5,000
December 31 Reserve Balance		31,000	36,000	10,700	15,700	20,700	25,700	30,700	35,700	40,700	45,700	50,700	55,700

Estimated Useful Life	
SUV	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
INFORMATION TECHNOLOGY & SERVICES
2019 - 2029**

Description of Equipment	2019 Cost	Units	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Inflation factor = 0%			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Workstations													
Desktops - Four Year Replacement Cycle - Based on 88 Units	1,300	13	16,900	16,900	16,900	16,900	16,900	16,900	16,900	16,900	16,900	16,900	16,900
Laptops - Four Year Replacement Cycle - Based on 32 Units	1,800	17	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600
Tablets (replace as needed)	800	4			3,200	4,800			3,200	4,800			
Monitors (replace as needed)	210	5	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Servers & Storage													
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	
Network Devices													
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								45,000		
SFP - Corporate	300	40	12,000								12,000		
SFP - Corporate 10G - Fergus/Elora Connect	800	6	4,800								4,800		
SFP - Environmental	300	80	24,000								24,000		
Wireless Devices													
802.1 Corporate Wireless Access Points	1,300	26			33,800					33,800			
802.1 Outdoor Wireless Access Points	2,100	4					8,400						8,400
802.1 Wireless Controller	4,500	1			4,500					4,500			
5GHz Wireless Backup Network	6,000	7	42,000									42,000	
Uninterruptible Power Supply Devices (UPS)													
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					1,200
Fire Fergus / Elora	1,200	2			2,400					2,400			
Phones													
Telephone Replacement 6yr	108,000	1		108,000									
TOTAL EQUIPMENT REPLACEMENT			177,600	156,600	144,500	163,400	185,000	113,800	51,800	94,100	226,400	178,800	110,200
Reserve Forecast													
January 1 Reserve Balance			52,980	64,620	33,020	28,520	20,120	5,120	61,320	179,520	255,420	199,020	190,220
Less: Equipment replacements			(177,600)	(156,600)	(144,500)	(163,400)	(185,000)	(113,800)	(51,800)	(94,100)	(226,400)	(178,800)	(110,200)
Add: Revenues from sale of equipment			-	-	-	-	-	-	-	-	-	-	-
Add: Transfer from IT&S Software Replacement Reserve			79,240										
Add: Operating budget contribution			110,000	125,000	140,000	155,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
December 31 Reserve Balance			64,620	33,020	28,520	20,120	5,120	61,320	179,520	255,420	199,020	190,220	250,020

Estimated Useful Life

Workstations:	4 Yrs	5Ghz Wireless Devices	8 Yrs
Servers & Storage:	5 Yrs	Large UPS Devices:	10 Yrs
Switches	8 Yrs	Small UPS Devices:	5 Yrs
802.1 Wireless Devices	5 Yrs	Phones	10 Yrs



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
PUBLIC WORKS
2019 - 2029**

Equipment 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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Hand Equipment													
Hedge Trimmer - Gas (1)	1,200							1,400					
Weed Eaters (9)	500	1,000	1,000	1,000	1,000	1,000	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Chain Saws (6)	800	1,600	1,600	1,600	1,600	1,800	1,800	1,800	1,800	1,800	2,000	2,000	2,000
Quick Cut Saws (2)	1,700		1,700			1,800		1,900			2,000		
Push Mowers (2)	500		500	500				600	600				
Small Equipment													
Hydraulic Water Pump (2)	10,000				10,600	10,800							
Roadside Mower - Colvoy (1) - 2016	20,000				21,200					23,400			
Water Tanks (2)	22,000	44,000					48,600						53,600
Compactor (Jumping Jack) (1)	5,000			5,200					5,700				
Sidewalk Sanders (1)	5,000	5,000					5,500						6,100
2008 Bandit Wood Chipper	50,000	50,000									59,800		
13-67 Linemarkers Paint Machine	8,000				8,500								
Plate Tamper (1)	4,000			5,800					5,800				
Pressure Washer (2)	12,000	12,000	12,200				13,200	13,500					14,600
Utility Trailers (4)	5,000			5,200									
Float Trailer	27,500			28,600									
Grader Packers (4)	25,000	25,000	25,500				27,600	28,200					30,500
Kubota Tractor Snow Blower (2016)	20,000								23,000				
Asphalt Hot Box (2016)	50,000							56,300					
Provision for Miscellaneous Equipment		3,000	3,500	3,500	4,000	4,000	4,500	4,500	5,000	5,000	5,500	5,500	
TOTAL EQUIPMENT REPLACEMENT	268,200	141,600	46,000	51,400	46,900	19,400	102,400	109,400	43,100	31,400	70,500	113,500	
Reserve Forecast													
January 1 Reserve Balance		112,000	5,400	4,400	8,000	26,100	81,700	59,300	29,900	66,800	115,400	124,900	
Less: Equipment replacements		(141,600)	(46,000)	(51,400)	(46,900)	(19,400)	(102,400)	(109,400)	(43,100)	(31,400)	(70,500)	(113,500)	
Add: Revenues from sale of equipment		-	-	-	-	-	-	-	-	-	-	-	
Add: Operating budget contribution		35,000	45,000	55,000	65,000	75,000	80,000	80,000	80,000	80,000	80,000	80,000	
December 31 Reserve Balance		5,400	4,400	8,000	26,100	81,700	59,300	29,900	66,800	115,400	124,900	91,400	



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2019 - 2029**

Equipment 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)	(1.219)
	2019 COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
WATERWORKS													
Quick Cut Saw (1)	1,500		1,500						1,700				
Asphalt Saw (1)	700	700					800						900
Tapping Machine (1)	3,000	3,000						3,400					
Large Generator (2)	60,000				127,300								
Locator Equipment	5,000	5,000					5,500						6,100
Leak Detection System	25,000					27,100							
Uninterruptible Power Supply Devices - Systems (14)	16,000		16,300				17,700					19,100	
Small Generators (4)	1,500	6,000					6,800						7,200
Automatic Valve Turning Device - 2011	30,000			31,200									
Water Meter Reader - 2015	6,000		6,100					6,800					
Watermain Flushing Meter (2) - 2015	2,200	2,200		2,300			2,400		2,500				2,700
Hydrant Transmitters (3) - 2015	10,000			31,200			33,000			35,100			
Valve Turner - 2011	40,000					43,300							
Provision for Miscellaneous Equipment		6,500	6,500	6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	
Total - Waterworks	200,900	23,400	30,400	71,200	134,300	77,400	73,200	19,400	10,000	43,100	27,100	25,400	
SANITARY SEWER													
Sewer Machine - Flex Rods (Electric) (1)	2,000	2,000											2,400
Small Generator (3)	1,000	3,000					3,300						2,400
Lateral Hand Sewer Camera (2)	10,000	10,000		10,400			11,000		11,500				12,200
Automatic Lateral Sewer Camera (1)	80,000	80,000								93,700			
Mainline Sewer Camera (1)	90,000					97,400							
Compactor (Jumping Jack) (1)	7,000	7,000					7,700						8,500
Uninterruptible Power Supply Devices - Systems (23)	29,800			31,000				33,600					36,300
Provision for Miscellaneous Equipment		6,500	6,500	6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	
Total - Sanitary Sewer	219,800	108,500	6,500	47,900	7,000	104,400	29,000	41,100	19,000	101,700	8,000	70,300	
WASTE WATER TREATMENT PLANTS													
Weed Eater (2)	500	1,000				1,000		1,200				1,200	
Hydraulic Ram Set	2,500									2,900			
Portable Generator (1)	50,000		51,000										
Truck Snow Blade - 2015	7,000							7,900					
Provision for Miscellaneous Equipment		8,000	8,000	8,000	9,000	9,000	9,000	10,000	10,000	10,000	10,500	10,500	
Total - Waste Water Treatment Plant	60,000	9,000	59,000	8,000	10,000	9,000	9,000	19,100	10,000	12,900	11,700	10,500	
TOTAL EQUIPMENT REPLACEMENT	480,700	140,900	95,900	127,100	151,300	190,800	111,200	79,600	39,000	157,700	46,800	106,200	
Reserve Forecast													
January 1 Reserve Balance		571,640	515,740	504,840	462,740	401,440	300,640	279,440	294,840	350,840	288,140	346,340	
Less: Equipment replacements		(140,900)	(95,900)	(127,100)	(151,300)	(190,800)	(111,200)	(79,600)	(39,000)	(157,700)	(46,800)	(106,200)	
Less: WWTP equipment replacements included in capital budget		-	-	-	-	-	-	-	-	-	-	-	
Add: Revenues from sale of equipment		-	-	-	-	-	-	-	-	-	-	-	
Add: Operating budget contribution		85,000	85,000	85,000	90,000	90,000	90,000	95,000	95,000	95,000	105,000	105,000	
December 31 Reserve Balance		515,740	504,840	462,740	401,440	300,640	279,440	294,840	350,840	288,140	346,340	345,140	



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FIRE SERVICES
2019 - 2029**

Equipment Description	Inflation Factor = 2% (1.000) 2019 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
RESCUE & MEDICAL EQUIPMENT												
1 Gas Resuscitators & Detectors	N/A	5,000	2,652	8,323	-	8,659	-	2,928	9,189	-	9,561	6,095
2 Hydraulic Equipment	N/A	13,000	19,890	22,889	-	-	11,041	85,588	-	-	-	15,847
3 Rescue Equipment	N/A	13,000	14,484	-	-	3,247	-	-	-	18,747	11,234	-
4 Other	N/A	-	11,220	10,404	14,857	3,680	11,041	33,785	-	-	16,014	-
SUPPRESSION EQUIPMENT												
5 Portable Pumps	N/A	4,800	11,322	12,693	-	-	-	-	-	-	-	-
6 Exhaust Fans	N/A	7,000	-	-	7,428	-	-	3,942	-	-	4,183	-
7 Hoses	N/A	15,000	-	-	20,163	-	-	24,776	-	-	26,292	-
8 Nozzles	N/A	2,000	-	-	4,669	-	-	20,271	2,757	-	2,390	-
9 Generators	N/A	-	15,300	8,323	-	6,495	-	-	-	-	7,171	-
10 Ladders	N/A	-	-	-	2,122	2,165	2,208	3,378	-	-	-	-
11 Other	N/A	8,800	39,066	5,202	15,918	7,036	-	17,118	32,163	-	-	7,680
12 Station Supplies	N/A	6,000	10,200	4,162	6,367	6,495	-	11,262	6,892	7,030	-	-
FIREFIGHTER PERSONNEL EQUIPMENT												
13 Radios	N/A	-	-	-	54,122	-	-	-	-	-	-	-
15 S.C.B.A. & Cylinders	N/A	-	-	-	-	-	-	-	-	-	-	-
16 Bunker Gear	N/A	-	-	-	-	-	-	115,544	-	-	-	-
17 Personal Protective Equipment	N/A	16,500	-	17,167	-	17,860	-	176,526	-	19,332	-	20,113
TOTAL EQUIPMENT REPLACEMENT		91,100	124,134	89,162	125,647	55,637	24,290	495,117	51,002	45,109	76,844	49,735
Reserve Forecast												
January 1 Reserve Balance		52,660	71,560	67,426	108,264	122,617	216,980	352,690	17,573	136,571	261,462	354,618
Less: Equipment replacements		(91,100)	(124,134)	(89,162)	(125,647)	(55,637)	(24,290)	(495,117)	(51,002)	(45,109)	(76,844)	(49,735)
Add: Revenues from sale of equipment		-	-	-	-	-	-	-	-	-	-	-
Add: Transfer from Fire Vehicle Replacement Reserve		-	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution		110,000	120,000	130,000	140,000	150,000	160,000	160,000	170,000	170,000	170,000	170,000
December 31 Reserve Balance		71,560	67,426	108,264	122,617	216,980	352,690	17,573	136,571	261,462	354,618	474,883



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2019 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
RESCUE & MEDICAL															
GAS RESUSCITATORS & DETECTORS															
Multi Gas Detector	Elora	2	4,000	5				4,162	4,330			4,595		4,780	
Multi Gas Detector	Fergus	2	4,000	5				4,162	4,330			4,595		4,780	
First-Aid Mannequins		1	5,000	10	5,000										6,095
Rescue litter	Elora	2	1,300	10		1,326					1,464				
Rescue litter	Fergus	2	1,300	10		1,326					1,464				
					5,000	2,652	8,323	-	8,659	-	2,928	9,189	-	9,561	6,095
HYDRAULIC EQUIPMENT															
Hydraulic Main Power Pack # 1	Elora	1	12,000	15		12,240									
Hydraulic Small Power Pack	Elora	1	10,000	15						11,041					
Hydraulic Cutter	Elora	1	7,500	15		7,650									
Hydraulic Spreader	Elora	1	8,000	15			8,323								
Hydraulic Ram - Large	Elora	1	6,000	15			6,242								
Hydraulic Ram - Small	Elora	1	5,000	15			5,202								
Hydraulic Hoses - 50'	Elora	2	1,500	10			3,121								
Hurst E-Tool Spreader	Fergus	1	16,000	10							18,019				
Hurst E-Tool Cutter	Fergus	1	15,000	10							16,892				
Hurst E-Tool Ram	Fergus	1	13,000	10							14,640				
Hurst E-Tool Combi	Fergus	1	16,000	10							18,019				
Hurst E-Tool Combi	Elora	1	16,000	10							18,019				
Rescue Jack	Fergus	1	6,500	10	6,500										7,923
Rescue Jack	Elora	1	6,500	10	6,500										7,923
					13,000	19,890	22,889	-	-	11,041	85,588	-	-	-	15,847
RESCUE EQUIPMENT															
Full Body Rescue Harnesses	Elora	8	700	10		5,712									
Full Body Rescue Harnesses	Fergus	8	700	10		5,712									
Ice Water Rescue Suits	Elora	5	1,300	8	6,500								7,616		
Ice Water Rescue Suits	Fergus	5	1,300	8	6,500								7,616		
Marsar Boards	Elora	1	4,700	10										5,617	
Marsar Boards	Fergus	1	4,700	10										5,617	
Rechargeable Scene Lights	Elora	4	1,500	7		1,530		1,624					1,757		
Rechargeable Scene Lights	Fergus	4	1,500	7		1,530		1,624					1,757		
					13,000	14,484	-	-	3,247	-	-	-	18,747	11,234	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2019 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219	
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
OTHER																
Air Chisels	Elora	1	2,000	15		2,040										
Air Chisels	Fergus	1	2,000	15		2,040										
Cribbing	Elora	1	7,000	15												
Cribbing	Fergus	1	7,000	15												
Defib	Elora	4	5,000	7			5,202			5,520				5,975		
Defib	Fergus	4	5,000	7			5,202			5,520				5,975		
High Pressure Air Bag Set	Elora	1	7,000	10				7,428								
High Pressure Air Bag Set	Fergus	1	7,000	10				7,428								
High Angle Stretcher	Elora	2	1,700	10					1,840						2,032	
High Angle Stretcher	Fergus	2	1,700	10					1,840						2,032	
Vehicle Stabilization Kit	Elora	1	10,000	10							11,262					
Vehicle Stabilization Kit	Fergus	1	10,000	10							11,262					
Drone - Inspire 1 Pro	Shared	1	7,000	5		7,140					7,883					
Command Table	Elora	1	1,500	10							1,689					
Command Table	Fergus	1	1,500	10							1,689					
						-	11,220	10,404	14,857	3,680	11,041	33,785	-	-	16,014	-
TOTAL RESCUE & MEDICAL						31,000	48,246	41,616	14,857	15,587	22,082	122,301	9,189	18,747	36,809	21,942
SUPPRESSION EQUIPMENT																
PORTABLE PUMPS																
Portable Pumps (20hp)	Elora	1	4,800	15				4,994								
Portable Pumps (20hp)	Fergus	1	4,800	15	4,800											
Portable Pumps (11hp)	Elora	1	3,700	15		3,774										
Portable Pumps (11hp)	Fergus	2	3,700	15		7,548										
Wildland Pump	Elora	1	2,500	10			2,601									
Wildland Pump	Fergus	1	2,500	10			2,601									
Salvage Pump	Elora	1	1,200	10			1,248									
Salvage Pump	Fergus	1	1,200	10			1,248									
						4,800	11,322	12,693	-	-	-	-	-	-	-	-
EXHAUST FANS																
Positive Pressure Fan	Elora	1	3,500	10											4,183	
Positive Pressure Fan	Fergus	2	3,500	10						3,942						
Electronic-Pressure Fan	Elora	2	3,500	15	3,500			3,714								
Electronic-Pressure Fan	Fergus	2	3,500	15	3,500			3,714								
						7,000	-	-	7,428	-	-	3,942	-	-	4,183	-



**TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES**

ITEM	STATION	QTY	2019 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
HOSES															
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	300	15	1,500			1,592			1,689			3,585	
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	300	15	1,500			1,592			1,689			3,585	
Fire Hose 2 1/2" 1,000' - 50' lengths	Elora	20	400	15	2,000			4,245			4,505			4,780	
Fire Hose 2 1/2" 1,000' - 50' lengths	Fergus	20	400	15	2,000			4,245			4,505			4,780	
Fire Hose 4" 1,800' - 100' lengths	Elora	18	800	15	4,000			4,245			4,505			4,780	
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15	4,000			4,245			4,505			4,780	
4" Y Clapper Valve	Elora	1	1,500	15							1,689				
4" Y Clapper Valve	Fergus	1	1,500	15							1,689				
					15,000	-	-	20,163	-	-	24,776	-	-	26,292	-
NOZZLES															
Nozzles 1 1/2"	Elora	12	1,000	20	1,000			1,061			1,126			1,195	
Nozzles 1 1/2"	Fergus	12	1,000	20	1,000			1,061			1,126			1,195	
Nozzles 2 1/2"	Elora	6	1,200	20				1,273				1,378			
Nozzles 2 1/2"	Fergus	6	1,200	20				1,273				1,378			
Deck Gun 4"	Elora	1	3,000	15							3,378				
Deck Gun 4"	Fergus	1	3,000	15							3,378				
Blitz Fire	Elora	1	5,000	15							5,631				
Blitz Fire	Fergus	1	5,000	15							5,631				
					2,000	-	-	4,669	-	-	20,271	2,757	-	2,390	-
GENERATORS															
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				4,162							
Portable Generator (3500wt)	Fergus	1	4,000	10				4,162							
Portable Generator (1500wt)	Elora	2	3,000	10					3,247					3,585	
Portable Generator (1500wt)	Fergus	2	3,000	10					3,247					3,585	
					-	15,300	8,323	-	6,495	-	-	-	-	7,171	-
LADDERS															
Ladders 36'	Elora	2	1,500	20							1,689				
Ladders 36'	Fergus	1	1,500	20							1,689				
Ladders 24'	Elora	2	1,000	20					1,082						
Ladders 24'	Fergus	2	1,000	20					1,082						
Roof Ladder	Elora	2	1,000	20						1,104					
Roof Ladder	Fergus	2	1,000	20						1,104					
Attic Ladder	Elora	2	1,000	20				1,061							
Attic Ladder	Fergus	2	1,000	20				1,061							
					-	-	-	2,122	2,165	2,208	3,378	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2019 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OTHER															
Chain Saw Vent Master	Elora	1	3,600	10		3,672									
Chain Saw Vent Master	Fergus	1	3,600	10	3,600										4,388
Rescue Circular Saw	Elora	2	2,700	10		2,754					3,041				
Rescue Circular Saw	Fergus	1	2,700	10	2,700										3,291
Port-A-Tank (2000 gal)	Elora	1	2,500	15							8,446				
Port-A-Tank (2000 gal)	Fergus	2	2,500	15	2,500				2,706						
Pressure Washer	Elora	1	4,000	10		4,080									
Pressure Washer	Fergus	1	4,000	10					4,330						
Air Compressor	Elora	1	5,000	15							5,631				
Air Compressor	Fergus	1	5,000	15			5,202								
Thermal Imaging Camera	Elora	2	14,000	10		14,280						16,082			
Thermal Imaging Camera	Fergus	2	14,000	10		14,280						16,082			
Fire Safety Trailer (Shared)	Fergus	1	15,000	15				15,918							
					8,800	39,066	5,202	15,918	7,036	-	17,118	32,163	-	-	7,680
STATION SUPPLIES															
Snow Blower	Fergus	1	2,000	10			2,081								
Riding Lawnmower	Fergus	1	2,000	10			2,081								
Bunker Gear Washing Machine	Elora	1	10,000	15		10,200									
Bunker Gear Washing Machine	Fergus	1	10,000	15							11,262				
Bunker Gear Dryer	Elora	2	6,000	8				6,367				6,892			
Bunker Gear Dryer	Fergus	2	6,000	8	6,000	10,200	4,162	6,367	6,495	-	11,262	6,892	7,030	-	-
					6,000	10,200	4,162	6,367	6,495	-	11,262	6,892	7,030	-	-
TOTAL SUPPRESSION EQUIPMENT					43,600	75,888	30,380	56,669	22,190	2,208	80,746	41,812	7,030	40,036	7,680
FIREFIGHTER PERSONNEL EQUIPMENT															
RADIOS															
Portable Radios	Elora	15	1,500	10				23,877							
Portable Radios	Fergus	19	1,500	10				30,244							
					-	-	-	54,122	-	-	-	-	-	-	-
S.C.B.A. & CYLINDERS															
Self Contain Breathing Apparatus	Elora	17	7,500	15											
Self Contain Breathing Apparatus	Fergus	21	7,500	15											
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											
					-	-	-	-	-	-	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2019 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219	
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUNKER GEAR																
Bunker Gear	Elora	27	1,800	10							54,731					
Bunker Gear	Fergus	30	1,800	10							60,813					
					-	-	-	-	-	-	115,544	-	-	-	-	-
PERSONAL PROTECTIVE EQUIPMENT																
Personal Protective Equipment (Note 1)	Elora	27	2,750	10	8,250		8,583		8,930		83,618		9,666		10,057	
Personal Protective Equipment (Note 1)	Fergus	30	2,750	10	8,250		8,583		8,930		92,908		9,666		10,057	
					16,500	-	17,167	-	17,860	-	176,526	-	19,332	-	20,113	
TOTAL PERSONNEL EQUIPMENT					16,500	-	17,167	54,122	17,860	-	292,070	-	19,332	-	20,113	
GRAND TOTAL - FIRE EQUIPMENT					91,100	124,134	89,162	125,647	55,637	24,290	495,117	51,002	45,109	76,844	49,735	

Note 1: Amount every other year is for VFF turnover. Large amounts are to replace old equipment every 10 years



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

Equipment Description	QTY	LIFE	Inflation Factor = 2%		(1.000) 2019 UNIT COST	(1.000) 2019	(1.020) 2020	(1.040) 2021	(1.061) 2022	(1.082) 2023	(1.104) 2024	(1.126) 2025	(1.149) 2026	(1.172) 2027	(1.195) 2028	(1.219) 2029
ELORA COMMUNITY CENTRE																
Site works																
Parking Lot (line painting)						3,000										
Sidewalks						3,000	-	-	-	-	-	-	-	-	-	-
Building Exterior																
Roofing Systems (Facility Capital)													100,000			
Eaves Troughs																
Soffit & Fascia																
Caulking								3,700								
Exterior Walls																50,000
Windows						15,000										
Doors						15,000	-	3,600	2,450	-	-	-	100,000	-	-	50,000
Building Interior																
Walls - common and service areas (painting & protective netting)								28,100								
Floors- common and service areas (vinyl & skate tiles)							23,700									75,000
Lighting Fixtures - common and service areas																
Plumbing Fixtures - common and service areas																
Appliances - Other																
Concession equipment (small, large & vending machines)							1,500		1,500							
Cabinetry															29,877	
Electrical Systems																
Distribution Panel - Main/intermediate							4,250									
Transformer								12,000								
Fire Alarm - Panel																
Emergency Lighting									10,000							
Exterior Lighting System							14,200									
Mechanical Systems																
Heating System - common and service areas						7,800	7,000									
Exhaust Systems																
Arena exhaust fans																
Ice Making System		pump						7,200								
Compressor									48,400			50,000				
Ice Rink De-humidification																
Domestic Water Shut-off Valves and Mains								3,600								
Domestic Water - Risers and Laterals								13,200								
Domestic Water - Hot water Boilers and Tanks																
Domestic Water Recirculating System							1,650									
Storm Water including Roof Drains						3,500			3,700							
Condenser															77,681	
						11,300	8,650	24,000	3,700	48,400	-	50,000	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

			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)	(1.219)
Equipment Description	QTY	LIFE	2019 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Various Arena Equipment														
Hockey Nets	2 set	15 years	3,000	3,000			3,200							
Lacrosse Nets	2 set	15 years	1,500	1,500			1,600							
Ice Surface Edger (propane)	1	5 years	6,000		6,100					6,800				
Score Clock	1	15 years	20,000											
30 Second Clocks	2	15 years	4,000	4,000										
Power Electrical Box (for shows)	1	20 years	10,000	10,000										
P.A. System- speakers	3	10 years	2,400						7,800					
P.A. System- amplifier	1	10 years	10,000						11,000					
Oscillating Fans	3	15 years	2,000						6,600					
				18,500	6,100	-	4,800	-	25,400	6,800	-	-	-	-
Lobby Equipment														
Display Case	1	40 years	5,000											
Benches	3	20 years	2,500											
				-	-	-	-							
Hall Equipment														
Tables 6' rectangle)	50	5 years	125	1,000	1,000		1,000		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	1,000	1,000	1,000
Chairs	300	5 years	50	3,000	3,000		3,000		3,000		3,000	3,000	3,000	3,000
Sound System	1	10 years	3,000								3,400			
Speakers	2	10 years	1,000								1,100			
Acoustic Tiles	24	10 years	5,000	15,000								5,900		
Projector	1	5 years	1,000					1,100					1,200	
Bar Freezer	1	10 years	1,000			1,000					1,100			
Dishwasher	1	10 years	25,000				26,500							
Double Door Fridge	1	10 years	5,000			5,200								
Beer Fridge	1	10 years	7,000		7,100									
				20,000	12,100	6,200	31,500	1,100	5,000	-	10,600	10,900	6,200	-
Cleaning Equipment														
Floor Scrubbers	1	5 years	7,500			7,800					8,600			
Snow blower	1	5 years	1,000				1,100					1,200		
Carpet Cleaner	1	7 years	1,000							1,100				
Floor polisher	1	10 years	2,000											
				-	-	7,800	1,100	-	-	1,100	8,600	1,200	-	-
ELORA COMMUNITY CENTRE SUB-TOTAL				67,800	70,500	81,700	57,250	51,000	30,400	57,900	119,200	12,100	36,077	125,000
CENTRE WELLINGTON COMMUNITY SPORTSPLEX														
Building Exterior														
Caulking														
Front Entrance Roof Painting														60,900
Windows														
Doors					3,500		3,300							



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

Equipment Description	QTY	LIFE	Inflation Factor = 2%		(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
					-	3,500	-	3,300	-	-	-	-	-	-	60,900
Building Interior															
Ceilings-common and service areas															
Mezzanine upgrades												8,600			
Community hall washroom upgrades						10,000									
Fitness change rooms upgrades															
Walls - common and service areas															
Community hall folding door covering repairs															
Floors- common and service areas					23,000		45,750	44,000	14,000						
Interior Doors - common and service areas					1,700	1,700	1,800	34,000							
Lighting Fixtures - common and service areas						2,000									
Plumbing Fixtures - common and service areas															
T.V. Monitor Program															
Vending Machine									5,100			5,400			
Pool Windows															119,500
Lighting for Streetscape					10,000										
Plumbing for Cross Connections															
Floor Scrubber											14,000				
Concession equipment (small, large & vending machines)								3,000						3,400	
Cabinetry							19,200								
Storage Lockers								10,000							
					34,700	23,700	66,750	91,000	14,000	5,100	14,000	14,000	3,400	119,500	-
Electrical Systems															
Distribution Panel - Main/intermediate															
Fire Alarm - Panel															
Emergency Lighting					5,000										
Exterior Lighting System															
Pad B Lighting											54,000				
Door System/Entry System					12,000										
Security Surveillance													60,000		
					17,000	-	-	-	-	-	54,000	-	60,000	-	-
Mechanical system															
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															36,600
Domestic Water - Hot Water Boilers and Tanks												34,500			
Domestic Water Recirculating System							1,700								
Condenser Replacement Pad A and Pad B						81,600		86,600							
Compressor Replacement									139,400				175,700		
Domestic Water Treatment System						5,900									
Fire Hoses Cabinets															
Sanitary Waste Removal System															
Storm Water including Roof Drains						3,500									



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

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)	(1.219)
Equipment Description	QTY	LIFE	2019 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
				-	91,000	-	1,700	86,600	139,400	71,300	54,500	175,700	-	36,600
Pad A Arena, Dressing Room Equipment														
Hockey Nets	2 sets	15 years	6,000	6,000										
Lacrosse Nets	2 sets	15 years	1,500					1,600					1,800	
Ice Surface Edger	1	5 years	6,000	6,000					6,600					
Sound System														
Score Clocks	1	15 years	20,000											
30 Second Clocks	1	15 years	2,000											
Oscillating fan	2	15 years	2,000					2,200						
				12,000	-	-	-	3,800	6,600	-	-	-	1,800	-
Pad B Arena, Dressing Room Equipment														
Hockey Nets	2 sets	15 years	3,000	6,000		3,100								
Lacrosse Nets	2 sets	15 years	1,500			1,600								
Score Clocks	1	15 years	20,000											
30 Second Clocks	1	15 years	2,000				2,100							
				6,000	-	4,700	2,100	-	-	-	-	-	-	-
Aquatic Centre														
Water Slide	1	20 years	25,000					27,100						
				-	-	-	-	27,100	-	-	-	-	-	-
Pool Equipment														
Various Pool Toys		varies	250	300		300			300	300		300		300
Lifeguard Equipment		varies	750	800		800			800	800		900		900
Various Pool Equipment		varies	5,500	5,500		5,700			6,100	6,200		6,400		6,700
Aquafit Equipment		varies	575	600		600			600	600		700		700
Pool Maintenance Equipment		varies	5,000	5,000		5,200			5,500	5,600		5,900		6,100
				12,200	-	12,600	-	-	13,300	13,500	-	14,200	-	14,700
Hall Equipment														
Tables - 8' rectangle	50	5 years	130		1,000	1,000	1,000	1,000		1,000		2,000		2,000
Tables - round	35	5 years	200		1,400	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		2,500
Sound System	1	10 years	3,000											3,700
Speakers	4	10 years	500	2,000										
Flooring VCT	921 sq.m	15 years	60,000				63,700							
Dishwasher	1	10 years	50,000			52,000								
Convection Ovens	1	10 years	7,000						7,700					
Stovetop Ovens	1	10 years	21,000					22,700						
Double Door Fridge	3	10 years	5,000		15,300									
Freezers	2	10 years	3,500		7,200									
Dividing Wall	1	30 years	75,000								86,200			
				2,000	27,400	56,900	68,600	27,600	7,700	4,900	86,200	5,900	-	9,600
Cleaning Equipment														
Snow blower	1	5 years	1,000		1,000					1,100				
Floor Scrubber - Small	1	5 years	13,000					14,100					23,900	
Floor Scrubber - Large	1	7 years	20,000	20,000							23,000			
				20,000	1,000	-	-	14,100	-	1,100	23,000	-	23,900	-
Weight Room / Fitness Equipment														
Weight Equipment		varies	15,000	15,000						16,900			17,900	
Women's Sauna	1	7 years	5,000							5,600				
Men's Sauna	1	7 years	5,000					5,400						
Cardio Equipment		varies	35,000	35,000			37,100			39,400			41,800	
				50,000	-	-	37,100	5,400	-	61,900	-	-	59,700	-
CWCS SUB-TOTAL				153,900	146,600	140,950	203,800	178,600	172,100	220,700	177,700	259,200	204,900	121,800



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

			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)	(1,219)
Equipment Description	QTY	LIFE	2019 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
VICTORIA PARK SENIOR CENTRE														
Site Works														
Sidewalks				6,500		6,000								
				6,500	-	6,000	-	-	-	-	-	-	-	-
Building Exterior														
Re-roof with shingles and flat roofs		35 years												
Eaves Troughs		20 years		1,000										
Soffit & Fascia		35 years												
Exterior Walls														
				1,000	-	-	-	-	-	-	-	-	-	-
Building Interior														
Ceilings-common and service areas														
Walls - common and service areas														
Floors- common and service areas														
Lighting Fixtures - common and service areas					5,800									
Plumbing Fixtures - common and service areas								5,000						
Appliances - Other					1,700									50,000
Cabinetry														
Countertops														
				-	7,500	-	-	5,000	-	-	-	-	-	50,000
Electrical System														
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
Mechanical Systems														
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				5,000										
Other (Sump Pumps)					8,160									
				5,000	8,160	3,600	2,300	-	-	-	10,000	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL				12,500	15,660	9,600	4,400	10,000	-	-	10,000	-	-	60,000



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2019 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
FERGUS GRAND THEATRE														
Site Work														
Sidewalks				-	-	-	-	-	-	-	-	-	-	-
Building Exterior														
Roof system														
front metal canopy		25 years												
main & secondary roof (EPDM)		25 years												
Caulking				2,500										
Eaves		30 years												
Exterior Walls														
Windows														
Doors						3,600								
				2,500	-	3,600	-	-	-	-	-	-	-	-
Building Interior														
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			35,900	
Plumbing Fixtures - common and service areas						4,800								
				-	-	4,800	-	-	-	19,200	-	-	35,900	-
Electrical Systems														
Distribution Panel - Main/intermediate					1,900									
Emergency Lighting														
Exterior Lighting System				-	1,900	-	-	-	-	-	-	-	-	-
Mechanical Systems														
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						1,200								
				4,600	1,200	3,600	-	50,000	50,000	-	-	-	1,400	-
FERGUS GRAND THEATRE SUB-TOTAL				7,100	3,100	12,000	-	50,000	50,000	19,200	-	-	37,300	-
BELWOOD HALL														
Site Work														
Sidewalks				-	-	-	-	-	-	-	-	-	-	-
Building Exterior														
Paint siding														
Replace metal roof on entire building (\$22,500 in 2007)		40 years	25,000											30,500
Eaves trough - Soffit & Fascia (\$3,500 in 2007)														
Windows (\$16,800 in 2007)				20,000										
Siding board & batten (\$17,750 in 2007)						20,000								
Caulking														
Doors													17,900	



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2019 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
				20,000	-	20,000	-	-	-	-	-	-	17,900	30,500
Building Interior														
Ceilings - common and services areas														
Floors - common and service areas				5,000					25,000	30,000				
Lighting Fixtures - common and service areas				2,000										
Plumbing Fixtures - common and service areas							2,500							
Stage Curtains														
Double Door Fridge						5,000								
Appliances - Other					850								1,000	
				7,000	850	5,000	2,500	-	25,000	30,000	-	-	1,000	-
Electrical System														
Distribution Panel - Main/intermediate														
Emergency Lighting														
				-	-	-	-	-	-	-	-	-	-	-
Mechanical System														
Heating System - common and service areas					1,000						15,000			
Domestic Water Supply and Distribution														
Domestic Water - Risers and Laterals														
Domestic Water Treatment System														
Sanitary Waste Removal System				1,150								50,000		
				1,150	1,000	-	-	-	-	-	15,000	50,000	-	-
BELWOOD HALL SUB-TOTAL				28,150	1,850	25,000	2,500	-	25,000	30,000	15,000	50,000	18,900	30,500
CWCS CAMPGROUND WASHROOM														
Building Exterior														
Roof systems														
Soffit and fascia													17,900	
Building Interior														
Walls - common and service areas				5,000									23,900	
				5,000	-	-	-	-	-	-	-	-	41,800	-
CWCS CAMPGROUND SUB-TOTAL				5,000	-	-	-	-	-	-	-	-	41,800	-
TOTAL EQUIPMENT REPLACEMENT				274,450	237,710	269,250	267,950	289,600	277,500	327,800	321,900	321,300	338,977	337,300
Reserve Forecast														
January 1 Reserve Balance				120,605	44,155	30,445	8,195	10,245	8,645	32,145	18,345	18,445	32,145	31,168
Less: Equipment replacements				(274,450)	(237,710)	(269,250)	(267,950)	(289,600)	(277,500)	(327,800)	(321,900)	(321,300)	(338,977)	(337,300)
Add: Revenues from sale of equipment				-	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution				110,000	130,000	150,000	170,000	185,000	195,000	205,000	210,000	220,000	220,000	220,000
User Fee Contribution				88,000	94,000	97,000	100,000	103,000	106,000	109,000	112,000	115,000	118,000	121,000
December 31 Reserve Balance				44,155	30,445	8,195	10,245	8,645	32,145	18,345	18,445	32,145	31,168	34,868



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

				Inflation Factor = 2%											
				(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)	
Equipment Description	QTY	Year Install	LIFE	2018 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
GENERAL PARK															
Bleachers															
CWSC Grounds (80 seat unit)	30	old	10 years	26,000						28,700	58,600				31,100
Elora CC Diamonds (40 seat unit)	5	old	10 years	3,000		3,100	3,100					3,400	3,500	3,600	
Elora Lion's Park (40 seat unit)	3	old	10 years	3,000		3,100	3,100					3,400			
Forfar Park (60 seat ut) - DO NOT REPLACE	2	old	10 years	3,000											
Highland Park - Tye (80 seat unit)	6	old	10 years	8,000			8,300					9,200			9,600
Highland Park - (40 seat unit)	4	old	10 years	3,000		3,100		3,200					3,500		
Belwood Ball Diamond (80 seat unit)	3	old	10 years	8,000			8,300	8,500							
St Mary's School (40 seat unit)	2	old	10 years	3,000											
					-	9,300	22,800	11,700	-	28,700	58,600	16,000	7,000	44,300	-
Benches & Tables															
Picnic Tables (various locations)	50	old	10 years	500		1,000						1,200		4,800	
Park Benches	25	old	10 years	600			600					700			
					-	1,000	600	-	-	-	-	1,900	-	4,800	-
Fencing															
Fencing					-	-	-	-	-	-	-	-	-	-	-
Tennis Courts															
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			33,300								
TSTC - Replace lights		old	15 years	45,000				47,800							
CWSC - fencing	2009	20 years		25,000											
CWSC - re-colour coat surface	2009	5 years		7,500	7,500					8,300					9,100
CWSC - Re-asphalt & re-colour coat	2009	15 years		25,000							28,200				
CWSC - replace lights	2009	15 years		45,000										53,800	
					7,500	-	33,300	74,300	-	8,300	28,200	-	-	53,800	9,100
Light Towers															
ECC Diamonds - "A"		old	2018	100,000									117,200		
ECC Diamonds - "B"		old	2019	100,000							112,600				
CWSC - Hardball		old	2013	80,000											
Victoria Park Soccer	2003	2020		120,000										143,400	
Victoria Park Rugby/Soccer	2003	2020		40,000										47,800	
Tye/Highland Park Diamonds		old	2015	100,000			104,000								
Belwood Ball Diamond	1997	2021		100,000									117,200		
					-	-	104,000	-	-	-	112,600	-	234,400	191,200	-



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

				Inflation Factor = 2%											
				(1,000)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,195)	(1,219)	
Equipment Description	QTY	Year Install	LIFE	2018 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Shelters (25 years)															
Elora Community Centre	1	1990	25 years	50,000					54,100						
CWSC Centre	1	old		40,000						44,200					
Bissell Park	1	1995	25 years	40,000								45,900			
Hoffer Park	1	old	25 years	20,000			21,200								
Confederation Park - DO NOT REPLACE	1	old	not replace												
Veteran's Park (Salem) - DO NOT REPLACE	1	old	25 years	35,000											
Maple Park (Belwood)	1	old	10 years	50,000					54,100						
					-	-	-	21,200	108,200	44,200	-	45,900	-	-	-
Playground Equipment															
Belwood - Douglas Park (swings, spring toy, structure & slide)			15 years	50,000										59,800	
Belwood - Maple Park (swings & slide)	1	2014	15 years	75,000											
ECC - play equipment	1		15 years	200,000								229,700			
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	15 years	75,000											
Elora - O'Brien Park	1		15 years	100,000	100,000										
Elora - Keating Park - play equipment	1		15 years	45,000											
Elora - Drimmie Park - play equipment	1		15 years	100,000									117,200		
Elora - Foote Park - play equipment	1		15 years	50,000					54,100						
Elora - Southridge - play equipment	1	2014	15 years	200,000											
CWSC - play equipment	1		15 years	150,000											
Fergus - Strathallan park - play equipment	1		15 years	75,000		153,000						86,200			
Fergus - Victoria Park (play structure)	1		15 years	150,000						165,600					
Fergus - Tait Park - play equipment	1		15 years	50,000	50,000										
Fergus - Stait Park - play equipment	1		15 years	200,000											
Fergus - Graham Park	1		15 years	50,000		51,000									
Fergus - Ferrier Park (play structure)	1		15 years	75,000			78,000								
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						4,400					
Fergus - Beatty Park - play equipment	1	2008	15 years	75,000					81,200						
Fergus - Holman Park - play equipment	1	2008	15 years	50,000							56,300				
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		15 years	50,000											
					150,000	204,000	78,000	-	135,300	225,200	56,300	315,900	217,200	59,800	-



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

				Inflation Factor = 2%											
				(1,000)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,195)	(1,219)	
Equipment Description	QTY	Year Install	LIFE	2018 UNIT COST	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SPORT SPECIFIC EQUIPMENT															
Backstops (Baseball)															
Forfar Park Diamond - DO NOT REPLACE	1		not replace												
Tye/Highland Park Diamond	1	old	15 years	50,000					54,100						
Highland Park - small dia.	2	2002	15 years	5,000			10,600								
Webster Park	1	old													
St. Mary's School Diamond	1	2000	15 years	10,000											
Belwood Diamond - DO NOT REPLACE	1	old	15 years	50,000											
ECC Diamonds A	1	old	15 years	50,000							56,300				
ECC Diamond B	1	old	15 years	50,000					54,100						
FCC Diamond	1	old	15 years	50,000						55,200					
					-	-	-	10,600	108,200	55,200	56,300	-	-	-	-
Portable/Permanent Uprights (Soccer/Rugby/Basketball)															
Soccer- Victoria Park North	1	set	2002 10 years	7,000				7,400							
Soccer- Victoria Park South	1	set	2002 10 years	7,000	7,000										8,500
Soccer- Victoria Park West	1	set	2003 10 years	7,000			7,400								
Soccer- Strathallan Park	1	set	old 10 years	3,000							3,400				
Soccer- CWCS Grounds	2	set	old 10 years	5,000							5,600				
Basketball- Belwood Ball Diam	1	net	old 10 years	4,000								4,600			
Basketball - Douglas Park	1	net	old 10 years	4,000							4,500				
Basketball- Elora CC	2	nets	old 10 years	8,000							9,000				
					7,000	-	-	14,800	-	-	22,500	4,600	-	-	8,500
Ramps & Other Equipment (Skateboard)															
Skateboard park	1	old	15 years	80,000	-	-	-	84,900	-	-	-	-	-	-	-
Splash Pads															
Elora - O'Brien Park	1	2003	15 years	315,000	315,000										
Fergus - Milburn Park	1	2014	15 years	300,000											365,700
					315,000	-	-	-	-	-	-	-	-	-	365,700
REPAIR & MAINENANCE EQUIPMENT															
Lawn Mowers & Weed Eaters															
Weedeaters (2 per 2 years)	4	vary	4 years	500	1,000			1,000	1,000			1,200	1,200		
Hand Mowers (1 per 4 years)	2	old	4 years	800	800		800		900		900		900		1,000
Large Aerator	1	2015	10 yrs	12,000		12,200									
Aerator	1	old	5 years	2,000			2,100					2,300			
Lawn Roller	1	old	5 years	5,000	5,000					5,500					6,100
FCC Ball Groomer	1	old	5 years	10,000					10,800					12,000	
ECC Ball Groomer	1	old	5 years	10,000					10,800					12,000	
					6,800	12,200	2,900	1,000	23,500	5,500	900	3,500	2,100	24,000	7,100



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2019 - 2029**

				Inflation Factor = 2%											
				(1.000) 2018 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
Equipment Description	QTY	Year Install	LIFE		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Greenhouses															
Polyhouse	2	2006	10 years	6,000			12,400								
Poly for Greenhouse				8,000			8,300					9,200			
Benches				10,000				10,600							
Heaters	5	2006	10 years	1,500			8,000								
					-	-	28,700	10,600	-	-	-	9,200	-	-	-
Signage															
Parks By-Laws		Operating Budget													
Park Identification		Capital Budget													
TOTAL EQUIPMENT REPLACEMENT					486,300	226,500	270,300	229,100	375,200	367,100	335,400	397,000	460,700	377,900	390,400
Reserve Forecast															
January 1 Reserve Balance					342,570	21,270	9,770	4,470	90,370	65,170	73,070	117,670	100,670	19,970	22,070
Less: Equipment replacements					(486,300)	(226,500)	(270,300)	(229,100)	(375,200)	(367,100)	(335,400)	(397,000)	(460,700)	(377,900)	(390,400)
Add: Revenues from sale of equipment					-	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution					165,000	215,000	265,000	315,000	350,000	375,000	380,000	380,000	380,000	380,000	380,000
December 31 Reserve Balance					21,270	9,770	4,470	90,370	65,170	73,070	117,670	100,670	19,970	22,070	11,670



10-YEAR CAPITAL FORECAST

2019 BUDGET



10-Year Capital Forecast Summary

In addition to the capital budget, the Township prepares a 10-year capital forecast for inclusion in the budget process. Staff obtained approval for the first three years of the capital forecast. This means that 2019 capital projects are approved by Council, and 2020/2021 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 (draft);
- Trails Master Plan;
- Culture Action Plan;
- Transportation Master Plan (draft); and
- Long-term Water Supply Master Plan (in progress).

The recommendations in these master plans/studies span, at a minimum, 10 years and in some cases, over 20 years. The recommendations affecting the 2019 to 2028 period have been incorporated into the capital forecast. When the remaining master plans are approved by Council, further refinement of the capital forecast will occur within the 2020 budget process.

Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast has 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). For waterworks and sanitary sewer, the first 9 years are funded through water and sanitary sewer 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 2019 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. These projects have been positioned accordingly in the 10-year capital forecast, and their descriptions in the capital budget are followed by

“{SFA}”. Given the substantial cost required to fund the non-growth portion of development related projects it has been assumed that these types of projects will be 100% front-end funded through a service financing agreement (SFA) with the applicable developer(s).

Development Charges (DC) Forecast

As discussed in the 2019 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, an approximate 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.

2020 and 2021 Project Highlights

The following represents project highlights for years 2020 and 2021. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2019.

2020 Capital Project Highlights

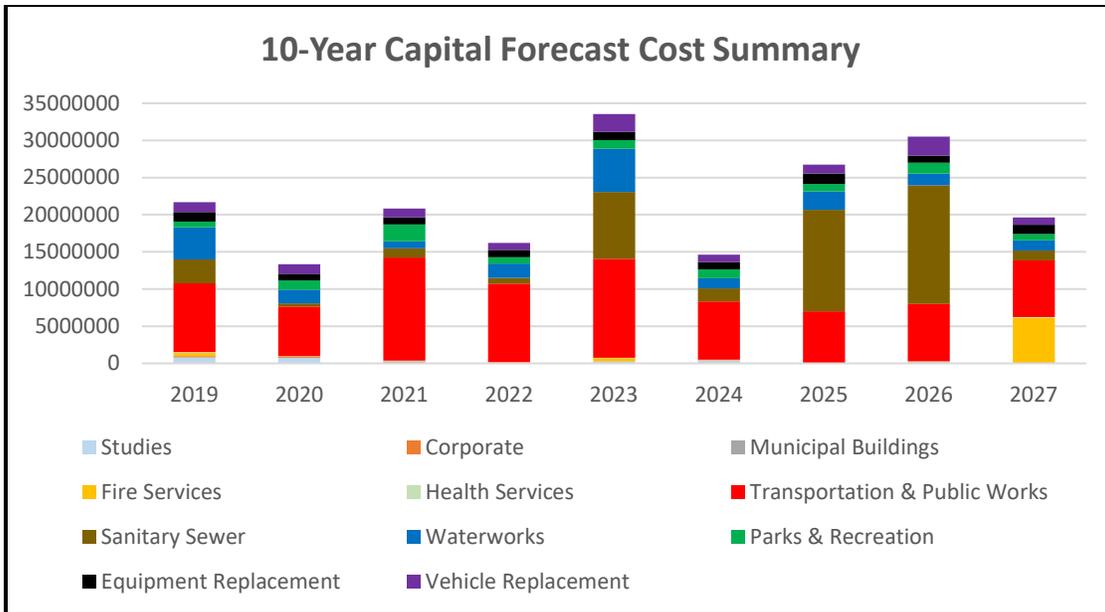
Project	Amount
Continuation of the long-term water supply strategy implementation – Phase I well optimization	\$750,000
Continuation of the long-term water supply strategy implementation – Phase II groundwater exploration	450,000
Rehabilitation of Sideroad 4 bridge (structure 14-P)	108,000
Rehabilitation of First Line bridge (structure 23-WG)	370,000
Replacement of Third Line bridge (structure 24-P)	1,700,000
Design and approvals for a new corporate operations facility	500,000
Repave Middlebrook Rd from Third Line to WR 7	565,000
Reconstruction of Elora St from Tower St to Perth St	890,000

Reconstruction of Princess St (Elora) from Church St to Grand River	995,000
Reconstruction of St George St E from Herrick St to Gartshore St	1,180,000
Construction of irrigated soccer fields in the Sorbara Storybrook development	150,000
Installation of play equipment, and landscaping and trail development in Forfar Park	175,000

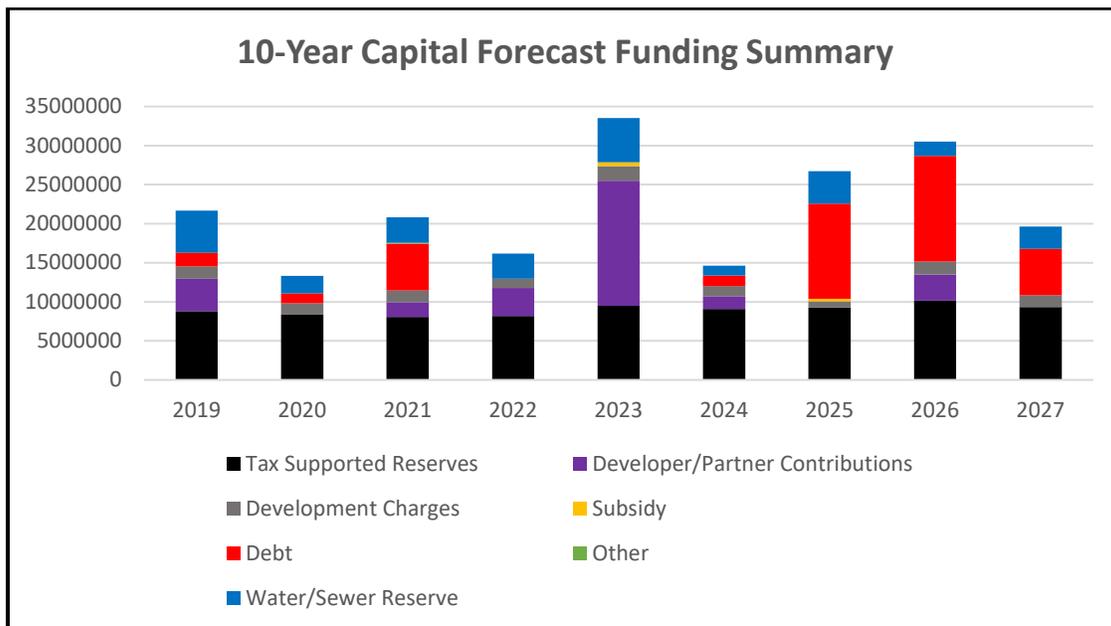
2021 Capital Project Highlights

Project	Amount
Rehabilitation of Sideroad 25 bridge (structure 11-WG)	\$131,000
Replacement of Fifth Line culvert (structure 4-WG)	415,000
Replacement of First Line bridge – structure 24-WG)	1,825,000
Construction of a new corporate operations facility	6,000,000
Reconstruction of Price St from Church St to James St	390,000
Reconstruction and upgrades to Carlton Place from Metcalfe St to Victoria St	1,220,000
Ice pad replacement at the Elora Community Centre	1,100,000
Replacement of the hall roof at the Elora Community Centre	195,000
Redesign of soccer field, and parking lot development at Strathallan Park	140,000
Installation of play equipment and landscaping at Granwood Gate Park	112,000
Paving First Line from WR 19 to Sideroad 10	350,000

The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2028) 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. 2028) 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. 2023, 2025, 2026), additional capital is possible due to anticipated developer/partner contributions and/or 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 below.



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
STUDIES											
Studies											
105-0010 - Long-Term Water Supply Strategy Implementation - Phase 2 Groundwater Exploration	450,000	450,000	0	0	0	0	0	0	0	0	900,000
105-0692 - Update Corporate Strategic Action Plan - 2018	25,000	0	0	0	0	0	0	0	0	0	25,000
105-0693 - Township Wide Job Evaluation Study - 2019	30,000	0	0	0	0	0	0	0	0	0	30,000
105-0694 - Municipal Building Audit Update	150,000	0	0	0	0	0	0	0	0	0	150,000
105-0752 - Indoor Turf Training Facility Feasibility Study	50,000	0	0	0	0	0	0	0	0	0	50,000
2013-019 - Update to Growth Strategy - 2026	0	0	0	0	0	0	0	100,000	0	0	100,000
2014-006 - Stormwater Master Plan	0	150,000	0	0	0	0	0	0	0	0	150,000
2014-038 - Update Corporate Strategic Action Plan - 2022	0	0	0	40,000	0	0	0	0	0	0	40,000
2014-072 - Water and Wastewater Rate Study - 2020	0	60,000	0	0	0	0	0	0	0	0	60,000
2015-054 - Development Charges Study - 2023	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	0	0	60,000	0	0	0	60,000
2016-013 - Township Wide Job Evaluation Study - 2026	0	0	0	0	0	0	0	30,000	0	0	30,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	0	0	0	0	0	40,000	0	0	40,000
2018-006 - Development Charges Study - 2028	0	0	0	0	0	0	0	0	0	60,000	60,000
2018-016 - Development Charges Amendment - 2020	0	75,000	0	0	0	0	0	0	0	0	75,000
2019-038 - Transportation Plan Update	0	0	0	0	0	0	0	0	0	230,000	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	0	0	85,000	85,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2019-041 - Fire Master Plan Update	0	0	0	0	0	0	0	0	60,000	0	60,000
2019-063 - South Fergus Secondary Plan	0	0	0	0	0	250,000	0	0	0	0	250,000
2019-095 - Culture Action Plan Update	0	0	40,000	0	0	0	0	0	0	0	40,000
755-0639 - Rural and Cultural Heritage Landscape Registry	25,000	25,000	0	0	0	0	0	0	0	0	50,000
810-0640 - South Fergus Master Environmental Servicing Plan	0	0	0	0	125,000	0	0	0	0	0	125,000
810-0746 - Building Permit and Development Fee Review Study	50,000	0	0	0	0	0	0	0	0	0	50,000
Total for Studies	780,000	760,000	40,000	40,000	200,000	321,500	60,000	170,000	60,000	375,000	2,806,500
Total STUDIES	780,000	760,000	40,000	40,000	200,000	321,500	60,000	170,000	60,000	375,000	2,806,500
CORPORATE											
Corporate - IT&S											
105-0695 - Website Form Builder Module	10,000	0	0	0	0	0	0	0	0	0	10,000
105-0696 - Civic Centre/CW Sportsplex Weight Room KeyScan and Civic Centre Public Washroom Access	40,000	0	0	0	0	0	0	0	0	0	40,000
105-0697 - Public Wifi Extend Downtown Cores	10,000	0	0	0	0	0	0	0	0	0	10,000
2016-015 - New Photocopiers - 2021	0	0	50,000	0	0	0	0	0	0	0	50,000
2019-048 - New Photocopiers - 2026	0	0	0	0	0	0	0	50,000	0	0	50,000
Total for Corporate - IT&S	60,000	0	50,000	0	0	0	0	50,000	0	0	160,000
Corporate - Other											
105-0626 - By-Law Review and Enforcement	10,000	0	0	0	0	0	0	0	0	0	10,000
105-0698 - Financial System Review and Implementation	20,000	0	0	0	0	0	0	0	0	0	20,000
105-0753 - Elora Centre For The Arts Building	100,000	0	0	0	0	0	0	0	0	0	100,000
2018-015 - Street Renaming and Implementation	0	70,000	0	0	0	0	0	0	0	0	70,000
2019-037 - Asset Management Implementation	0	75,000	75,000	75,000	0	0	0	0	0	0	225,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2019-060 - Electronic Document Management Analysis and System	0	0	0	0	30,000	100,000	0	0	0	0	130,000
Total for Corporate - Other	130,000	145,000	75,000	75,000	30,000	100,000	0	0	0	0	555,000
Total CORPORATE	190,000	145,000	125,000	75,000	30,000	100,000	0	50,000	0	0	715,000
<u>MUNICIPAL BUILDINGS</u>											
Municipal Buildings											
105-0699 - Council Chambers - Audio/Video Battery Replacement - 2019	10,000	0	0	0	0	0	0	0	0	0	10,000
2016-005 - Civic Centre - Renovation of South Wing Staircase and Lower Floor	0	0	125,000	0	0	0	0	0	0	0	125,000
2016-036 - Council Chambers - Audio/Video Equipment Replacement - 2021	0	0	10,000	0	0	0	0	0	0	0	10,000
2016-037 - Council Chambers - Audio/Video Equipment Replacement - 2023	0	0	0	0	50,000	0	0	0	0	0	50,000
Total for Municipal Buildings	10,000	0	135,000	0	50,000	0	0	0	0	0	195,000
Total MUNICIPAL BUILDINGS	10,000	0	135,000	0	50,000	0	0	0	0	0	195,000
<u>FIRE SERVICES</u>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	0	0	0	132,000	0	132,000
2010-078 - Tanker	0	0	0	0	0	0	0	0	700,000	0	700,000
2010-079 - Pumper	0	0	0	0	0	0	0	0	800,000	0	800,000
2010-080 - New Fire Hall	0	0	0	0	0	0	0	0	4,050,000	0	4,050,000
2016-025 - Traffic Signals - Opticom - 2020	0	15,000	0	0	0	0	0	0	0	0	15,000
2016-027 - Portable Radios and Chargers - 2020 to 2022	0	8,000	0	8,000	0	0	0	0	0	0	16,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	0	0	0	400,000	0	400,000
2018-018 - Land Purchase for Future Fire Hall	0	0	0	0	450,000	0	0	0	0	0	450,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
205-0648 - Elora Fire Station Renovation/Expansion	295,000	0	0	0	0	0	0	0	0	0	295,000
205-0700 - Volunteer Firefighter Recruit Personal Protective Equipment	39,000	0	0	39,000	0	0	0	0	0	0	78,000
205-0701 - High Angle Redirect Pod	10,000	0	0	0	0	0	0	0	0	0	10,000
205-0702 - Deputy Fire Chief Vehicle	50,000	0	0	0	0	0	0	0	0	0	50,000
205-0703 - Portable Radios and Chargers - 2019	8,000	0	0	0	0	0	0	0	0	0	8,000
Total for Fire Services	402,000	23,000	0	47,000	450,000	0	0	0	6,082,000	0	7,004,000
Total FIRE SERVICES	402,000	23,000	0	47,000	450,000	0	0	0	6,082,000	0	7,004,000
HEALTH SERVICES											
Cemeteries											
2016-038 - Belsyde Cemetery - Feature Obelisks With Trellis	0	0	0	0	45,000	0	0	0	0	0	45,000
2016-039 - Belsyde Cemetery - Columbarium "D"	0	0	0	0	0	0	0	0	40,000	0	40,000
2016-040 - Belsyde Cemetery - Cremation Headstone Foundations - Old Division A & B	0	0	60,000	0	0	0	0	0	0	0	60,000
2016-041 - Belsyde Cemetery - Cremation Headstone Foundations - Old Division A & B	0	0	0	0	0	0	0	50,000	0	0	50,000
2016-044 - Belsyde Cemetery - Casket Lot Foundations Block D - Phase IB	0	40,000	0	0	0	0	0	0	0	0	40,000
2016-045 - Belsyde Cemetery - Detailed Design Block D - Phase II	0	0	0	0	0	60,000	0	0	0	0	60,000
2016-046 - Belsyde Cemetery - Block D Development - Phase IIA	0	0	0	0	0	0	0	0	65,000	0	65,000
2019-076 - Elora Cemetery - Benches, Garbage Cans, Signs	0	20,000	0	0	0	0	0	0	0	0	20,000
410-0704 - Elora Cemetery - Columbarium Area - Phase I	90,000	0	0	0	0	0	0	0	0	0	90,000
410-0705 - Elora Cemetery Cremation Monument Foundations	30,000	0	0	0	0	0	0	0	0	0	30,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
410-0706 - Belsyde Cemetery - Fence, Benches, Garbage Cans	30,000	0	0	0	0	0	0	0	0	0	30,000
Total for Cemeteries	150,000	60,000	60,000	0	45,000	60,000	0	50,000	105,000	0	530,000
Total HEALTH SERVICES	150,000	60,000	60,000	0	45,000	60,000	0	50,000	105,000	0	530,000
TRANSPORTATION & PUBLIC WORKS											
Capital Levy/OCIF Funded Projects											
2010-076 - Sideroad 15 - Queen Mary Bridge - 30-WG	0	0	0	0	0	2,005,000	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	0	0	2,000,000	0	2,000,000
2014-040 - Fifth Line Bridge - 16-WG	0	0	0	1,325,000	0	0	0	0	0	0	1,325,000
2014-073 - Fourth Line - 5-E	0	0	0	0	0	0	1,245,000	0	0	0	1,245,000
2015-056 - Beatty Line Bridge - 3-N	0	0	0	0	0	0	0	2,025,000	0	0	2,025,000
2016-049 - Noah Road Culverts - 32-P and 33-P	0	0	0	0	2,175,000	0	0	0	0	0	2,175,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	480,000	0	0	0	0	480,000
2016-061 - Sideroad 5 Bridge - 1-P	0	0	0	0	0	0	1,155,000	0	0	0	1,155,000
2016-062 - Fifth Line Bridge - 4-WG	0	0	415,000	0	0	0	0	0	0	0	415,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	150,000	0	0	0	0	0	0	0	0	150,000
2017-081 - Fourth Line Bridge - 3-WG	0	0	0	366,000	0	0	0	0	0	0	366,000
2017-083 - First Line Bridge - 23-WG	0	370,000	0	0	0	0	0	0	0	0	370,000
2017-084 - Sideroad 25 Bridge - 11-WG	0	0	131,000	0	0	0	0	0	0	0	131,000
2017-085 - Third Line Bridge - 8-E	0	0	0	150,000	0	0	0	0	0	0	150,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	0	0	1,800,000	1,800,000
2018-045 - First Line Bridge - 29-P	0	0	0	0	0	0	0	440,000	0	0	440,000
2018-047 - Sideroad 4 Bridge - 14-P	0	108,000	0	0	0	0	0	0	0	0	108,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	320,000	0	0	0	0	0	320,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2019-006 - Bridge Repairs and Remediation - 2020 - 2028	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2019-087 - Pre-Engineering - Bridges - 2020 - 2028	0	149,000	135,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	914,000
2019-088 - Middlebrook Road Bridge - 18-P	0	0	0	84,000	0	0	0	0	0	0	84,000
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	0	0	135,000	0	0	0	0	0	0	135,000
301-0085 - Third Line - Carroll Creek Bridge - 24-P	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
301-0585 - Fourth Line Bridge - 10-P	1,220,000	0	0	0	0	0	0	0	0	0	1,220,000
301-0711 - Fifth Line Bridge - 4-E	400,000	0	0	0	0	0	0	0	0	0	400,000
301-0712 - Bridge Repairs and Remediation - 2019	100,000	0	0	0	0	0	0	0	0	0	100,000
301-0713 - Victoria St Pedestrian Bridge - 1-EL - Repointing and Bridge Lighting	350,000	0	0	0	0	0	0	0	0	0	350,000
301-0714 - Pre-Engineering - Bridges - 2019	100,000	0	0	0	0	0	0	0	0	0	100,000
F0111 - First Line Bridge - 24-WG	0	0	1,825,000	0	0	0	0	0	0	0	1,825,000
F0116 - Weisenberg Road Bridge - 5-P	0	0	0	0	0	635,000	0	0	0	0	635,000
Total for Capital Levy/OCIF Funded Projects	2,170,000	2,577,000	2,606,000	2,250,000	2,685,000	3,310,000	2,590,000	2,655,000	3,315,000	1,990,000	26,148,000
Public Works - Other											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	0	0	0	225,000	0	0	0	225,000
2010-031 - Single Axle Truck (with dump/plow/sander/wing)	0	0	225,000	0	0	0	0	0	0	0	225,000
2014-012 - Rubber Tire Excavator	0	0	0	0	300,000	0	0	0	0	0	300,000
2017-017 - Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2020-2028	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
301-0664 - Redside Dace Monitoring Program Implementation	28,000	5,000	5,000	0	0	0	0	0	0	0	38,000
303-0299 - Corporate Operations Facilities	0	500,000	6,000,000	0	0	0	0	0	0	0	6,500,000
303-0586 - Road Condition Assessment	0	0	50,000	0	0	0	50,000	0	0	0	100,000
303-0653 - Chipper	15,000	0	0	0	0	0	0	0	0	0	15,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
F0123 - New Utility Truck	0	100,000	0	0	0	0	0	0	0	0	100,000
F0124 - Additional Vehicle/Equipment Needs	0	0	0	0	0	0	0	0	0	978,000	978,000
Total for Public Works - Other	43,000	705,000	6,380,000	100,000	400,000	100,000	375,000	100,000	100,000	1,078,000	9,381,000
Roadways - Rural											
2009-047 - Second Line East – Side Rd 10 to Side Rd14 Phase 2	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	0	750,000	0	0	0	0	750,000
2010-092 - Third Line - Sideroad 5 to WR 17	0	0	0	0	0	0	0	430,000	0	0	430,000
2012-065 - Eighth Line W. – SR 5 to WR 17	0	0	0	0	0	370,000	0	0	0	0	370,000
2012-066 - Eighth Line W. – Middlebrook Rd. to WR 18	0	0	0	325,000	0	0	0	0	0	0	325,000
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	0	0	0	430,000	0	0	0	0	0	430,000
2012-070 - Eighth Line E. – SR 14 to SR 10	0	0	0	0	480,000	0	0	0	0	0	480,000
2012-072 - Fourth Line E. – SR 10 to SR 4	0	0	0	0	0	0	660,000	0	0	0	660,000
2012-073 - Sixth Line E. – WR 21 (Inverhaugh) to SR 10	0	0	0	0	0	0	570,000	0	0	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	875,000	0	0	0	0	0	875,000
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	550,000	0	0	550,000
2012-080 - SR 15 – James St. (Salem) to Gerrie Rd.	0	0	0	0	0	400,000	0	0	0	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



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
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
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	500,000	0	0	0	0	500,000
2017-034 - Second Line - WR 19 to WR 18	0	0	0	0	0	0	0	500,000	0	0	500,000
2018-003 - Middlebrook Rd. - Third Line to WR 7	0	565,000	0	0	0	0	0	0	0	0	565,000
2018-024 - Tar and Chip Resurfacing	0	0	140,000	0	0	0	0	140,000	0	0	280,000
2018-025 - First Line - WR 19 to Sideroad 10 Paving	0	0	350,000	0	0	0	0	0	0	0	350,000
2019-090 - Eighth Line (Nichol) from WR 7 to Hwy 6 - Asphalt Resurfacing	0	270,000	0	0	0	0	0	0	0	0	270,000
2019-093 - Middlebrook Rd. - Third Line to WR 7 - 2028	0	0	0	0	0	0	0	0	0	565,000	565,000
2019-094 - Sideroad 4 - WR 21 to Second Line	0	400,000	0	0	0	0	0	0	0	0	400,000
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 Fourth Line	0	0	0	0	0	0	240,000	0	0	0	240,000
301-0657 - Rural Road Rebuild	160,000	0	0	0	0	0	0	0	0	0	160,000
301-0715 - Eramosa/WG Townline - WR 29 to Third Line WG - Paving	300,000	0	0	0	0	0	0	0	0	0	300,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
301-0754 - Eramosa/WG Townline - Sixth Line to WR26 - Rebuild to 'A' Gravel	275,000	0	0	0	0	0	0	0	0	0	275,000
301-0755 - Rural Road Upgrades	415,000	0	0	0	0	0	0	0	0	0	415,000
F0083 - Second Line - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	1,399,000	0	0	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
F0104 - Stephen Court - Guelph Line West	0	0	0	0	0	0	0	0	0	200,000	200,000
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
Total for Roadways - Rural	1,150,000	1,235,000	490,000	325,000	1,785,000	2,020,000	1,945,000	3,019,000	450,000	9,847,300	22,266,300
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	1,100,000	0	0	0	0	0	1,100,000
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	0	725,000	0	0	0	725,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	0	0	0	220,000	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	1,057,000	0	0	1,057,000
2010-062 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	800,000	0	0	0	0	800,000
2010-063 - Guelph St. - Elora St. to Second Line {SFA}	0	0	0	0	2,866,000	0	0	0	0	0	2,866,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	223,500	0	0	223,500
2010-067 - Township Bypass/Ring Road Development	0	0	0	0	0	0	0	0	0	4,524,000	4,524,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2010-070 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - Internal to Nigus Holdings {SFA}	0	0	0	2,201,000	0	0	0	0	0	0	2,201,000
2010-071 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - External to Nigus Holdings {SFA}	0	0	0	607,800	0	0	0	0	0	0	607,800
2010-072 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane {SFA}	0	0	1,866,000	0	0	0	0	0	0	0	1,866,000
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
2012-008 - Elora St. - Tower St. to Perth St.	0	560,000	0	0	0	0	0	0	0	0	560,000
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	0	0	0	0	260,000	0	260,000
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
2015-002 - 2020-2028 Sidewalk Condition Survey and Replacement	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 St David St S	0	0	0	0	0	0	370,000	0	0	0	370,000
2015-062 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	700,000	0	0	0	0	0	0	700,000
2015-069 - Pavement Management - 2020-2028	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	660,000	0	0	0	0	0	0	660,000
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	0	340,000	0	0	0	340,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	0	340,000	0	340,000
2017-029 - Price St - Church St to James St	0	0	290,000	0	0	0	0	0	0	0	290,000
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 Geddes St	0	0	0	60,000	0	0	0	0	0	0	60,000
2017-053 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	0	385,000	0	385,000
2017-056 - Tower St N - Hill St W to George St W	0	0	0	0	0	0	0	0	240,000	0	240,000
2017-059 - Irvine St - East Mill St to Church St	0	0	0	570,000	0	0	0	0	0	0	570,000
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	0	120,000	0	120,000
2017-067 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	0	380,000	0	380,000
2017-072 - Geddes St Sidewalk - Avruskin St to Salem Bridge	0	110,000	0	0	0	0	0	0	0	0	110,000
2017-074 - Woolwich St Sidewalk - Salem Bridge to WR 7	0	140,000	0	0	0	0	0	0	0	0	140,000
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
2017-090 - Patrick St Retaining Wall (Elora Cataract Trail)	0	0	0	0	0	0	0	0	0	400,000	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	915,000	0	0	0	0	0	0	0	915,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	0	0	0	0	2,180,000	0	0	0	0	0	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	0	0	400,000	0	400,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	0	0	0	0	0	210,000	210,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2019-014 - South River Road Urbanization from East Limit of urban section to point 240 metres east {SFA}	0	0	0	773,600	0	0	0	0	0	0	773,600
2019-016 - Sidewalk and intersection improvements - WR 7 and 1st Line	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-017 - Sidewalk and infrastructure improvements - WR 18 and Gerrie Rd	0	0	0	0	0	200,000	0	0	0	0	200,000
2019-018 - Sidewalk and infrastructure improvements - Beatty Line and St. Andrews Street	0	0	200,000	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
2019-052 - Broadway St Sidewalk - WR 19 to George St.	0	130,000	0	0	0	0	0	0	0	0	130,000
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	0	0	0	85,000	0	0	0	0	0	85,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	0	0	50,000	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
301-0037 - Gregson Court Storm Water Management	120,000	0	0	0	0	0	0	0	0	0	120,000
301-0254 - St David St N - St Andrew St to Garafraxa St	0	0	50,000	0	360,000	0	0	0	0	0	410,000
301-0367 - Tower St. S. – Right Hand Turn Lane Improvements at Bridge St.	100,000	0	0	0	0	0	0	0	0	0	100,000
301-0592 - Princess St (Elora) - Church St to Grand River	0	690,000	0	0	0	0	0	0	0	0	690,000
301-0707 - High St - McNab to York {SFA}	880,000	0	0	0	0	0	0	0	0	0	880,000
301-0708 - Waterloo St - Nichol to York {SFA}	380,000	0	0	0	0	0	0	0	0	0	380,000
301-0709 - York St - Waterloo St to Victoria St {SFA}	1,470,000	0	0	0	0	0	0	0	0	0	1,470,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
301-0710 - WR 7 and York St Turning Lane {SFA}	100,000	0	0	0	0	0	0	0	0	0	100,000
301-0716 - 2019 Sidewalk Condition Survey and Replacement	90,000	0	0	0	0	0	0	0	0	0	90,000
301-0717 - Pavement Management - 2019	275,000	0	0	0	0	0	0	0	0	0	275,000
301-0718 - Gordon St and St David St Intersection Signalization	850,000	0	0	0	0	0	0	0	0	0	850,000
301-0719 - Downtown Fergus Streetlight Electrical Repairs	60,000	60,000	0	0	0	0	0	0	0	0	120,000
301-0720 - Wellington Dr On-Street Parking, Sidewalk, and Storm Sewer	380,000	0	0	0	0	0	0	0	0	0	380,000
301-0721 - Sidewalk and Storm Sewer from Woodhill Dr to 875 St David St	150,000	0	0	0	0	0	0	0	0	0	150,000
301-0722 - Walkway from Barker St to Atchison Lane Paving	75,000	0	0	0	0	0	0	0	0	0	75,000
301-0723 - Beatty Line and Millage Lane Intersection Improvements	810,000	0	0	0	0	0	0	0	0	0	810,000
303-0724 - Infrastructure Services - Pre-Engineering and Approvals 2019	100,000	0	0	0	0	0	0	0	0	0	100,000
F0024 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	1,270,000	0	1,270,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	223,000	0	0	0	0	0	223,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	755,300	755,300
F0040 - Forfar St E - St David to James St	0	0	0	0	0	0	261,000	0	0	0	261,000
F0056 - St George St E - Herrick St to Gartshore St	0	0	700,000	0	0	0	0	0	0	0	700,000
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	183,000	0	0	0	0	0	183,000
F0100 - St David St N - Garafraxa St to Edinburgh Ave	0	0	0	0	180,000	0	0	0	0	0	180,000
Total for Roadways - Urban	5,840,000	2,030,000	4,361,000	7,752,400	8,427,000	2,340,000	2,036,000	1,840,500	3,735,000	11,119,300	49,481,200



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Storm Drainage											
2018-033 - Catch Basin Rebuilds - 2020 - 2022	0	40,000	40,000	40,000	0	0	0	0	0	0	120,000
302-0725 - Catch Basin Rebuilds - 2019	40,000	0	0	0	0	0	0	0	0	0	40,000
F0118 - Nichol Drain #2 - Trunk Storm Outlet	0	0	0	0	0	0	0	0	0	760,000	760,000
Total for Storm Drainage	40,000	40,000	40,000	40,000	0	0	0	0	0	760,000	920,000
Structures											
301-0431 - Bridge and Culvert Structure Inspection	0	90,000	0	90,000	0	90,000	0	90,000	0	90,000	450,000
Total for Structures	0	90,000	0	90,000	0	90,000	0	90,000	0	90,000	450,000
Total TRANSPORTATION & PUBLIC WORKS	9,243,000	6,677,000	13,877,000	10,557,400	13,297,000	7,860,000	6,946,000	7,704,500	7,600,000	24,884,600	108,646,500
SANITARY SEWER											
Sanitary Sewer System											
2010-024 - St Andrew St W - Breadalbane St to Provost Lane	0	0	0	0	388,000	0	0	0	0	0	388,000
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	190,000	0	0	0	0	0	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	1,500,000	0	0	0	0	0	1,500,000
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	0	94,600	94,600
2010-048 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	47,000	0	0	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
2012-009 - Elora St. - Tower St. to Perth St.	0	160,000	0	0	0	0	0	0	0	0	160,000
2012-023 - Church St. - Metcalfe St. to Price St.	0	0	0	0	0	0	0	0	15,000	0	15,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
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	0	15,000	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	0	20,000	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	0	0	560,000	0	0	0	0	0	560,000
2014-062 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	315,000	0	315,000
2015-048 - Bridge St (Fergus) - Tower St S to St David St S	0	0	0	0	0	0	15,000	0	0	0	15,000
2015-066 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	250,000	0	0	0	0	0	0	250,000
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	25,000	0	0	0	0	0	0	25,000
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	0	10,000	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	0	200,000	0	200,000
2017-031 - Price St - Church St to James St	0	0	15,000	0	0	0	0	0	0	0	15,000
2017-042 - East Mill St - Metcalfe St to Geddes St	0	0	0	170,000	0	0	0	0	0	0	170,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	0	125,000	0	125,000
2017-057 - Tower St N - Hill St W to George St W	0	0	0	0	0	0	0	0	80,000	0	80,000
2017-060 - Irvine St - East Mill St to Church St	0	0	0	20,000	0	0	0	0	0	0	20,000
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	0	15,000	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 (Fergus WWTP) Renovation	0	0	150,000	0	0	0	0	0	0	0	150,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	150,000	0	0	0	0	0	0	0	0	150,000
2019-059 - Wastewater Collections Truck	0	0	35,000	0	0	0	0	0	0	0	35,000
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	170,000	0	0	0	0	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
360-0254 - St David St N - St Andrew to Garafraxa St	0	0	50,000	0	500,000	0	0	0	0	0	550,000
360-0356 - Highway 6 - Sideroad 19 to Sideroad 18	655,000	0	0	0	0	0	0	0	0	0	655,000
360-0592 - Princess St (Elora) - Church St to Grand River	0	25,000	0	0	0	0	0	0	0	0	25,000
360-0669 - Inflow and Infiltration Study	72,000	0	0	0	0	0	0	0	0	0	72,000
360-0691 - LPS Forcemain Temporary Relocation for Salem Bridge Project	210,000	0	0	0	0	0	0	0	0	0	210,000
360-0707 - High St - McNab to York {SFA}	80,000	0	0	0	0	0	0	0	0	0	80,000
360-0708 - Waterloo St - Nichol to York {SFA}	70,000	0	0	0	0	0	0	0	0	0	70,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
360-0709 - York St - Waterloo St to Victoria St {SFA}	35,000	0	0	0	0	0	0	0	0	0	35,000
360-0733 - 495 Union St - Designated Substances Removal	20,000	0	0	0	0	0	0	0	0	0	20,000
360-0734 - Fergus WWTP - Digester Roof Replacement	2,000,000	0	0	0	0	0	0	0	0	0	2,000,000
360-0735 - Elora WWTP Pump Lift	10,000	0	0	0	0	0	0	0	0	0	10,000
360-0736 - LPS Grinder Pumps and LPS Alarm Panel Upgrades	35,000	50,000	0	0	0	0	0	0	0	0	85,000
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	0	85,000	0	0	0	85,000
F0058 - St George St E - Herrick St to Gartshore St	0	0	250,000	0	0	0	0	0	0	0	250,000
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	50,000	0	0	0	0	0	50,000
F0078 - Mill St - Irvine St to Chalmers St {SFA}	0	0	0	0	358,200	0	0	0	0	0	358,200
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	905,600	0	0	905,600
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	318,000	0	0	0	0	0	318,000
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	2,793,100	0	0	0	0	0	2,793,100
F0099 - Southwest Trunk - Union St to Highway 6 {SFA}	0	0	0	0	2,270,000	0	0	0	0	0	2,270,000
F0171 - Future Expansion of Fergus WWTP	0	0	0	0	0	1,500,000	13,500,000	15,000,000	0	0	30,000,000
Total for Sanitary Sewer System	3,222,000	420,000	1,260,000	770,000	8,992,300	1,730,000	13,665,000	16,002,600	1,315,000	6,103,200	53,480,100
Total SANITARY SEWER	3,222,000	420,000	1,260,000	770,000	8,992,300	1,730,000	13,665,000	16,002,600	1,315,000	6,103,200	53,480,100



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
WATERWORKS											
Waterworks System											
2010-018 - St Andrew St W - Tower St. to St David St. (South Side)	0	0	0	680,000	0	0	0	0	0	0	680,000
2010-033 - Colborne St - Phase III - John St to Wilson Cres	0	0	0	0	360,000	0	0	0	0	0	360,000
2010-034 - Gerrie Rd Water Main Extension {SFA}	0	0	0	0	540,000	0	0	0	0	0	540,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	0	126,200	126,200
2012-010 - Elora St. - Tower St. to Perth St.	0	170,000	0	0	0	0	0	0	0	0	170,000
2012-024 - Church St. - Metcalfe St. to Price St.	0	0	0	0	0	0	0	0	95,000	0	95,000
2012-038 - Henderson St - Smith St to James St	0	0	0	0	0	0	0	70,000	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.	0	0	0	0	1,120,000	0	0	0	0	0	1,120,000
2012-059 - David St - Geddes St to Aqua St	0	0	0	0	0	0	240,000	0	0	0	240,000
2013-016 - Sideroad 18 Reconstruction - Mid Section (oversizing only)	0	0	0	0	0	0	0	0	618,200	0	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 St David St S	0	0	0	0	0	0	115,000	0	0	0	115,000
2015-065 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	230,000	0	0	0	0	0	0	230,000
2015-067 - St David St N - Garafraxa St to Edinburgh Ave	0	0	0	0	400,000	0	0	0	0	0	400,000
2016-017 - Water Meter Replacement	0	0	0	0	0	0	1,890,000	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	180,000	0	0	0	0	0	0	180,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
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	0	110,000	0	0	0	110,000
2017-021 - Mary St - East Mill St to Church St	0	0	0	0	160,000	0	0	0	0	0	160,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	0	140,000	0	140,000
2017-028 - Hill St E (Fergus) - Gowrie St to Cameron St	0	0	220,000	0	0	0	0	0	0	0	220,000
2017-030 - Price St - Church St to James St	0	0	85,000	0	0	0	0	0	0	0	85,000
2017-037 - Tower St - Belsyde Ave to Wellington Dr	0	0	0	0	0	320,000	0	0	0	0	320,000
2017-038 - Irvine St - Colborne St to Church St	0	0	0	0	0	150,000	0	0	0	0	150,000
2017-041 - East Mill St - Metcalfe St to Geddes St	0	0	0	120,000	0	0	0	0	0	0	120,000
2017-052 - Water St - Victoria St to WR 7	0	0	0	0	250,000	0	0	0	0	0	250,000
2017-055 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	0	125,000	0	125,000
2017-058 - Tower St N - Hill St W to George St W	0	0	0	0	0	0	0	0	80,000	0	80,000
2017-061 - Irvine St - East Mill St to Church St	0	0	0	220,000	0	0	0	0	0	0	220,000
2017-062 - Chalmers St - Moir St to Colborne St	0	0	0	0	280,000	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	0	85,000	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	0	353,000	353,000
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	0	200,000	0	0	0	0	0	0	0	200,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2019-034 - Guelph St. - McQueen to Union {SFA}	0	0	0	0	500,000	0	0	0	0	0	500,000
2019-054 - Distribution Optimization	0	50,000	0	0	0	0	0	0	0	0	50,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	200,000	0	0	0	0	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
2019-110 - Scotland Tower Interior Recoating and Repairs	0	400,000	0	0	0	0	0	0	0	0	400,000
330-0157 - Wells - Fergus Well F7 Filtration	1,090,000	0	0	0	0	0	0	0	0	0	1,090,000
330-0254 - St David St N - St Andrew to Garafraxa St	0	0	50,000	0	620,000	0	0	0	0	0	670,000
330-0356 - Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	240,000	0	0	0	0	0	0	0	0	0	240,000
330-0496 - Well Highlift Pumps - Variable Frequency Drive Controllers	15,000	0	0	0	0	0	0	0	0	0	15,000
330-0592 - Princess St (Elora) - Church St to Grand River	0	280,000	0	0	0	0	0	0	0	0	280,000
330-0603 - Wellington Dr - Cuthbert St to Cuthbert St	15,000	0	0	0	0	0	0	0	0	0	15,000
330-0691 - Salem Bridge, WR 18, and James St Watermain	1,120,000	0	0	0	0	0	0	0	0	0	1,120,000
330-0707 - High St - Trunk Watermain McNab St - York St {SFA}	170,000	0	0	0	0	0	0	0	0	0	170,000
330-0708 - Waterloo St - Nichol to York {SFA}	110,000	0	0	0	0	0	0	0	0	0	110,000
330-0709 - York St - Waterloo St to Victoria St {SFA}	340,000	0	0	0	0	0	0	0	0	0	340,000
330-0726 - Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	85,000	0	0	0	315,000	0	0	380,000	0	0	780,000
330-0727 - Water Taking Permit/Licence Renewal	150,000	150,000	150,000	150,000	0	0	0	0	0	0	600,000
330-0728 - Well F5 Chlorine Monitor Installation	25,000	0	0	0	0	0	0	0	0	0	25,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
330-0729 - Long-Term Water Supply Strategy Implementation - Phase 1 Well Optimization	750,000	750,000	0	0	0	0	0	0	0	0	1,500,000
330-0730 - Monitoring Well MW2A-11 Replacement	50,000	0	0	0	0	0	0	0	0	0	50,000
330-0731 - Water Supply Well Rehabilitation	100,000	50,000	0	0	0	0	0	0	0	0	150,000
330-0732 - SCADA Updates and e.RIS Support Services	30,000	0	0	0	0	0	0	0	0	0	30,000
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	260,000	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	0	115,000	0	0	0	115,000
F0057 - St George St E - Herrick St to Gartshore St	0	0	230,000	0	0	0	0	0	0	0	230,000
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	55,000	0	0	0	0	0	55,000
F0080 - New Municipal Wells Combined Water Systems Including Well Head Protection	0	0	0	0	0	0	0	0	0	7,600,000	7,600,000
F0084 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	513,900	0	0	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	453,400	0	0	0	0	453,400
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	399,300	0	0	399,300
F0095 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	199,700	0	0	199,700
F0096 - Guelph St - Second Line to McQueen Blvd. {SFA}	0	0	0	0	905,600	0	0	0	0	0	905,600
Total for Waterworks System	4,290,000	1,850,000	935,000	1,930,000	5,805,600	1,403,400	2,470,000	1,562,900	1,403,200	10,104,300	31,754,400
Total WATERWORKS	4,290,000	1,850,000	935,000	1,930,000	5,805,600	1,403,400	2,470,000	1,562,900	1,403,200	10,104,300	31,754,400



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
PARKS & RECREATION											
Facilities - CW Community Sportsplex											
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 Back Parking Lot Pavement	0	0	110,000	0	0	0	0	0	0	0	110,000
510-0737 - Power Factor Correction Installation and Control Integration	35,000	0	0	0	0	0	0	0	0	0	35,000
F0128 - Pad B - New Seating Area Heating	0	0	20,000	0	0	0	0	0	0	0	20,000
Total for Facilities - CW Community Sportsplex	35,000	0	130,000	0	0	0	0	0	0	2,500,000	2,665,000
Facilities - Elora Community Centre											
2011-079 - Elora Community Centre - Replace Hall Roof	0	0	195,000	0	0	0	0	0	0	0	195,000
2014-064 - Elora Community Centre Ice Pad Replacement	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
2014-065 - Emergency Plan Generator - Elora Community Centre	0	0	0	0	0	0	0	0	350,000	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
513-0739 - ECC/Belwood Hall Concept Design for Accessibility and Growth	100,000	0	0	0	0	0	0	0	0	0	100,000
Total for Facilities - Elora Community Centre	100,000	0	1,295,000	0	0	0	0	0	350,000	1,000,000	2,745,000
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	0	0	0	0	0	75,000	0	75,000
Total for Facilities - Fergus Grand Theatre	0	0	0	0	0	0	0	0	75,000	0	75,000
Facilities - Victoria Park Senior's Centre											
2019-096 - Victoria Park Senior Centre Expansion - Concept Design and Feasibility Study	0	0	0	0	0	50,000	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



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
760-0619 - VPSC - Roof Reengineering and Construction (Original Building)	50,000	0	0	0	0	0	0	0	0	0	50,000
Total for Facilities - Victoria Park Senior's Centre	50,000	0	0	0	0	50,000	0	0	0	1,000,000	1,100,000
Grounds - CW Community Sportsplex											
2011-064 - CWCS Grounds Site Master Plan - Phase I	0	0	0	0	100,000	0	0	0	0	0	100,000
2011-065 - CWCS Grounds Site Master Plan - Phase II	0	0	0	0	0	130,000	0	0	0	0	130,000
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	0	0	250,000	0	0	0	250,000
2019-077 - Outdoor Basketball Multi-Use Court (Sportsplex)	0	0	0	0	0	20,000	0	0	0	0	20,000
510-0738 - Sportsplex Grounds Survey	15,000	0	0	0	0	0	0	0	0	0	15,000
Total for Grounds - CW Community Sportsplex	15,000	0	0	0	100,000	150,000	250,000	0	0	0	515,000
Parks											
2009-072 - Victoria Park - Pave The Stone Dust Track Surface	0	0	100,000	0	0	0	0	0	0	0	100,000
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	0	0	126,000	0	0	0	0	0	0	126,000
2010-164 - Dog Leash Free Park Area	0	0	0	30,000	0	0	0	0	0	0	30,000
2010-170 - Community Allotment Gardens - Two Gardens	0	0	0	0	0	12,000	0	0	0	0	12,000
2010-171 - Barrier Free Children's Play Structures - # 1	0	0	0	0	0	0	0	352,000	0	0	352,000
2010-173 - Two Multi-use Courts - Elora	0	0	0	82,000	0	0	0	0	0	0	82,000
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	0	0	0	41,000	0	0	0	41,000
2010-177 - Future Parkland (35.1 acres)	0	0	0	0	0	0	0	0	0	1,930,500	1,930,500
2010-197 - Sorbara Northwest Development - Phase II (Park Development)	0	150,000	0	0	0	0	0	0	0	0	150,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	0	0	246,000	0	0	0	246,000
2010-200 - Irrigated Soccer Field - (1 Full)	0	0	0	81,000	0	0	0	0	0	0	81,000
2011-061 - Sports Fields - Develop Master Plan	0	0	0	0	0	60,000	60,000	0	0	0	120,000
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	0	0	50,000	0	0	50,000
2014-016 - Beatty Hollow Neighbourhood Park	0	100,000	0	0	0	0	0	0	0	0	100,000
2014-024 - Bissell Park - Refrigerated Outdoor Rink and Change House	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
2014-026 - Bissell Park - Parking Lot	0	0	0	0	0	0	0	300,000	0	0	300,000
2019-001 - Irrigated Soccer Field - Sorbara Storybrook Development - Phase II	0	150,000	0	0	0	0	0	0	0	0	150,000
2019-043 - Provision for Park Design	0	0	0	0	0	0	0	0	0	800,000	800,000
2019-078 - Victoria Park (Elora) Washroom	0	0	0	150,000	0	0	0	0	0	0	150,000
2019-092 - Forfar Park - Play Equipment, Landscaping and Trail Development	0	175,000	0	0	0	0	0	0	0	0	175,000
505-0550 - Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	50,000	100,000	150,000	150,000	150,000	200,000	200,000	200,000	200,000	200,000	1,600,000
505-0674 - Southridge Development Park - Washroom Building	50,000	0	0	0	0	0	0	0	0	0	50,000
505-0744 - 3 in 1 Cleaning Machine	7,000	0	0	0	0	0	0	0	0	0	7,000
550-0323 - Irrigated Soccer Fields - (5 Full)	0	0	0	0	0	0	0	330,000	0	0	330,000
550-0450 - Park Identification - All Parks	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
550-0740 - Sorbara Storybrook Development - Phase I (Parking Lot & Landscape)	150,000	0	0	0	0	0	0	0	0	0	150,000
550-0741 - O'Brien Park Washrooms	60,000	0	0	0	0	0	0	0	0	0	60,000
550-0742 - Tait Park - Landscaping and Trail (Fergus) - Phase II	30,000	0	0	0	0	0	0	0	0	0	30,000
550-0743 - Revell Park - Play Equipment	60,000	0	0	0	0	0	0	0	0	0	60,000
F0146 - Major Children's Splash Pad	0	0	0	0	0	500,000	0	0	0	0	500,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
F0151 - Acquisition of Green Space (between Fergus/Elora)	0	0	0	0	400,000	0	0	0	0	0	400,000
F0157 - Granwood Gate Park - Play Equipment and Landscaping (Elora)	0	0	112,000	56,000	0	0	0	0	0	0	168,000
Total for Parks	407,000	700,000	507,000	680,000	855,000	777,000	552,000	1,237,000	205,000	3,935,500	9,855,500
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
2010-155 - Landscape Truck	0	0	78,200	0	0	0	0	0	0	0	78,200
2010-157 - Utility Tractor	0	72,000	0	0	0	0	0	0	0	0	72,000
2010-159 - Disc Seeder	0	0	26,000	0	0	0	0	0	0	0	26,000
2010-161 - Water Trailer	0	0	9,000	0	0	0	0	0	0	0	9,000
505-0453 - Urban Forestry	130,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,930,000
505-0611 - Barrier Free Path of Travel in Community Service Buildings	0	245,000	0	0	0	0	0	0	0	0	245,000
550-0745 - 60" Mower	35,000	0	0	0	0	0	0	0	0	0	35,000
Total for Parks and Recreation - Other	165,000	517,000	313,200	200,000	200,000	200,000	200,000	200,000	200,000	5,900,000	8,095,200
Total PARKS & RECREATION	772,000	1,217,000	2,245,200	880,000	1,155,000	1,177,000	1,002,000	1,437,000	830,000	14,335,500	25,050,700
<u>EQUIPMENT REPLACEMENT</u>											
Fire - Equipment Replacement											
205-9600 - Fire Equipment Replacement	91,100	124,134	89,162	125,647	55,637	24,290	495,117	51,002	45,109	76,844	1,178,042
Total for Fire - Equipment Replacement	91,100	124,134	89,162	125,647	55,637	24,290	495,117	51,002	45,109	76,844	1,178,042
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	177,600	156,600	144,500	163,400	185,000	113,800	51,800	94,100	226,400	178,800	1,492,000
Total for IT Hardware - Equipment Replacement	177,600	156,600	144,500	163,400	185,000	113,800	51,800	94,100	226,400	178,800	1,492,000
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	274,450	237,710	269,250	267,950	289,600	277,500	327,800	321,900	321,300	338,977	2,926,437
Total for P&R Facilities - Equipment Replacement	274,450	237,710	269,250	267,950	289,600	277,500	327,800	321,900	321,300	338,977	2,926,437



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	486,300	226,500	270,300	229,100	375,200	367,100	335,400	397,000	460,700	377,900	3,525,500
Total for P&R Parks - Equipment Replacement	486,300	226,500	270,300	229,100	375,200	367,100	335,400	397,000	460,700	377,900	3,525,500
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	141,600	46,000	51,400	46,900	19,400	102,400	109,400	43,100	31,400	70,500	662,100
Total for Public Works - Equipment Replacement	141,600	46,000	51,400	46,900	19,400	102,400	109,400	43,100	31,400	70,500	662,100
Sewer - Equipment Replacement											
360-9600 - Sanitary Sewer Equipment Replacement	117,500	65,500	55,900	17,000	113,400	38,000	60,200	29,000	114,600	19,700	630,800
Total for Sewer - Equipment Replacement	117,500	65,500	55,900	17,000	113,400	38,000	60,200	29,000	114,600	19,700	630,800
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	23,400	30,400	71,200	134,300	77,400	73,200	19,400	10,000	43,100	27,100	509,500
Total for Water - Equipment Replacement	23,400	30,400	71,200	134,300	77,400	73,200	19,400	10,000	43,100	27,100	509,500
Total EQUIPMENT REPLACEMENT	1,311,950	886,844	951,712	984,297	1,115,637	996,290	1,399,117	946,102	1,242,609	1,089,821	10,924,379
<u>VEHICLE REPLACEMENT</u>											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	34,000	0	0	36,100	36,800	37,500	0	39,100	39,800	0	223,300
Total for Building - Vehicle Replacement	34,000	0	0	36,100	36,800	37,500	0	39,100	39,800	0	223,300
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Vehicle Replacement	0	0	0	0	0	0	0	39,100	0	0	39,100
Total for By-Law Compliance - Vehicle Replacement	0	0	0	0	0	0	0	39,100	0	0	39,100
Fire - Vehicle Replacement											
205-9500 - Fire Vehicle Replacement	550,000	71,400	100,000	121,900	757,700	0	675,700	1,263,600	21,100	21,500	3,582,900
207-9500 - Municipal FD Training Officer Vehicle Replacement	40,000	0	0	0	0	0	0	45,900	0	0	85,900
Total for Fire - Vehicle Replacement	590,000	71,400	100,000	121,900	757,700	0	675,700	1,309,500	21,100	21,500	3,668,800



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2019 - 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Parks & Recreation - Vehicle Replacement											
505-9500 - P&R Vehicle Replacement	85,000	139,700	0	42,400	129,900	83,900	0	28,700	0	90,800	600,400
Total for Parks & Recreation - Vehicle Replacement	85,000	139,700	0	42,400	129,900	83,900	0	28,700	0	90,800	600,400
Public Works - Vehicle Replacement											
303-9500 - Public Works Vehicle Replacement	495,000	1,014,900	426,500	668,600	893,000	715,400	518,000	1,040,800	814,300	1,236,900	7,823,400
Total for Public Works - Vehicle Replacement	495,000	1,014,900	426,500	668,600	893,000	715,400	518,000	1,040,800	814,300	1,236,900	7,823,400
Sewer - Vehicle Replacement											
360-9500 - Sanitary Sewer Vehicle Replacement	35,000	35,700	301,700	0	270,600	71,700	0	100,500	41,000	41,800	898,000
Total for Sewer - Vehicle Replacement	35,000	35,700	301,700	0	270,600	71,700	0	100,500	41,000	41,800	898,000
Water - Vehicle Replacement											
2014-404 - Municipal Risk Management Officer Vehicle Replacement	0	0	33,300	0	0	0	0	0	0	38,200	71,500
330-9500 - Water Vehicle Replacement	70,000	35,700	338,100	37,100	308,500	88,300	0	20,100	82,000	41,800	1,021,600
Total for Water - Vehicle Replacement	70,000	35,700	371,400	37,100	308,500	88,300	0	20,100	82,000	80,000	1,093,100
Total VEHICLE REPLACEMENT	1,309,000	1,297,400	1,199,600	906,100	2,396,500	996,800	1,193,700	2,577,800	998,200	1,471,000	14,346,100
Grand Total:	21,679,950	13,336,244	20,828,512	16,189,797	33,537,037	14,644,990	26,735,817	30,500,902	19,636,009	58,363,421	255,452,679



Township of Centre Wellington 10-Year Capital Forecast - Financing

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Total Capital Expenditures	21,679,950	13,336,244	20,828,512	16,189,797	33,537,037	14,644,990	26,735,817	30,500,902	19,636,009	58,363,421	255,452,679
External Sources of Financing											
Subsidies	-	-	-	-	486,000	-	333,000	-	-	-	819,000
Development Charges	1,566,500	1,501,050	1,521,930	1,165,050	1,867,500	1,291,563	789,100	1,659,300	1,522,200	22,422,625	35,306,818
Developer/Partner Contributions	4,159,000	-	1,866,000	3,582,400	16,031,900	1,623,400	-	3,346,000	-	7,586,900	38,195,600
Other	25,000	-	100,000	-	-	-	-	-	-	-	125,000
Total External Sources of Financing	5,750,500	1,501,050	3,487,930	4,747,450	18,385,400	2,914,963	1,122,100	5,005,300	1,522,200	30,009,525	74,446,418
Internal Sources of Financing											
Debentures	1,758,000	1,250,000	6,000,000	-	-	1,350,000	12,150,000	13,500,000	5,950,000	1,737,450	43,695,450
Water Capital Reserves	1,916,500	1,381,250	1,172,250	2,016,250	3,345,000	780,000	2,530,000	100,000	1,225,000	1,051,200	15,517,450
Sanitary Sewer Capital Reserves	3,208,000	701,250	1,307,250	1,031,250	1,548,000	240,000	1,575,000	1,580,000	1,345,000	645,730	13,181,480
Capital Levy/OCIF Reserves	2,170,000	2,407,000	2,423,500	2,250,000	2,685,000	3,109,500	2,590,000	2,655,000	3,315,000	1,990,000	25,595,000
Vehicle Replacement Reserves	1,309,000	1,297,400	1,199,600	906,100	2,396,500	996,800	1,193,700	2,577,800	998,200	1,471,000	14,346,100
Equipment Replacement Reserves	1,311,950	886,844	951,712	984,297	1,115,637	996,290	1,399,117	946,102	1,242,609	1,089,821	10,924,379
Other Reserves and Reserve Funds	4,256,000	3,911,450	4,286,270	4,254,450	4,061,500	4,257,437	4,175,900	4,136,700	4,038,000	20,368,695	57,746,402
Total Internal Sources of Financing	15,929,450	11,835,194	17,340,582	11,442,347	15,151,637	11,730,027	25,613,717	25,495,602	18,113,809	28,353,896	181,006,261
Total Sources of Financing	21,679,950	13,336,244	20,828,512	16,189,797	33,537,037	14,644,990	26,735,817	30,500,902	19,636,009	58,363,421	255,452,679

Assumption

1. Development specific capital projects are assumed to be 100% front-end funded through a service financing agreement by the developer/partner.



OTHER INFORMATION

2019 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 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 grants. The AM Plan also 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 (2019 \$)
Tax Supported	\$ 602,300,000	\$ 658,100,000
Water Supported	\$ 114,100,000	\$ 124,700,000
Sanitary Supported	\$ 127,000,000	\$ 138,800,000
Total	\$ 843,400,000	\$ 921,600,000

Added to the table above is the estimated value of the same assets in 2019, assuming a 3.0% annual capital inflation adjustment. This represents an asset value of \$921.6 million, or approximately \$30,700 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 2019/2020.

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

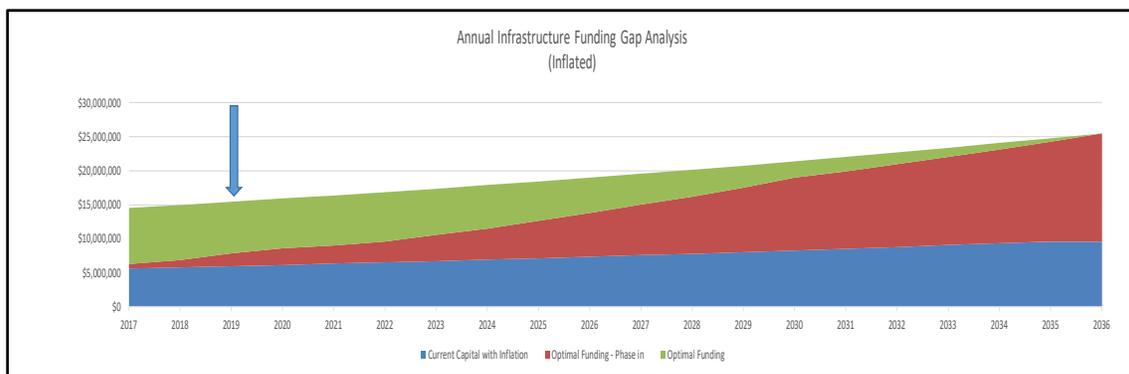
- **4.9% increase in taxation rates annually to 2030 (includes operating inflationary increases). 2.89% increases thereafter.**
- **Water and sanitary sewer rate increases in line with the Township approved Water & Wastewater Rate Study. The Rate Study recommends annual increases to water and sanitary sewer rates of 2.5% and 4.0% 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 up with the annual capital investment recommendations from the AM Plan. All recommended water and wastewater rate increases have been made to date.

The Township’s 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 AM 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 to zero by 2036.



The table below provides a more detailed look at the annual funding gap for 2018 to 2021.

Consistent Tax Supported Funding	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Forecast	2021 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000
Dedicated Capital Levy	-	915,300	1,208,200	1,487,990	1,522,610
Gas Tax Funds	794,200	850,200	855,200	855,200	894,100
OCIF Funds	-	793,377	1,216,174	1,271,559	1,271,559
OLG Funds	2,150,000	2,125,000	2,165,000	2,165,000	2,165,000
Transfer to Vehicle/Equipment Replacement	1,065,000	1,512,000	1,619,000	1,777,000	1,922,000
Total	4,709,700	6,996,377	7,888,574	8,406,749	8,650,269
AM Plan Recommended Phase-In	-	6,900,000	7,900,000	8,600,000	9,000,000
Optimal Capital Investment		15,000,000	15,500,000	15,900,000	16,400,000
Annual Funding Gap		(8,003,623)	(7,611,426)	(7,493,251)	(7,749,731)

Significant progress on capital investment has been made since the first AM Plan was approved in 2014, resulting in an annual capital investment increase from \$4.7 million in 2014 to approximately \$7.0 million in 2018. The Township has been able to keep up with the recommended phased-in increases each year, 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.

Recommended capital investment levels for 2019 will keep the Township on track with the AM Plan phased-in approach, resulting in an investment of approximately \$7.9 million.

Current projections for 2020 and 2021 show that the Township will fall behind. This is a result of:

- The reduction of the dedicated capital levy increase in 2021 (and elimination of the increase in 2022); and
- OCIF funding is projected to level off at approximately \$1.27 million annually.

This is shown in the table below. With each year, the optimal capital investment grows with capital inflation, and is expected to reach over \$20 million by 2028. Decisions made as part of the budget processes each year will determine our ability to mitigate the annual funding gap.

	A	B	C	A-B	A-C
Year	Projected Capital Investment	Recommended Phase-In	Optimal Capital Investment	Recommended Phase-In Gap	Annual Funding Gap
2019 Budget	7,888,574	7,900,000	15,500,000	(11,426)	(7,611,426)
2020 Forecast	8,406,749	8,600,000	15,900,000	(193,251)	(7,493,251)
2021 Forecast	8,650,269	9,000,000	16,400,000	(349,731)	(7,749,731)
2022	TBD	9,600,000	16,900,000	TBD	TBD
2023	TBD	10,600,000	17,400,000	TBD	TBD
2024	TBD	11,500,000	17,900,000	TBD	TBD
2025	TBD	12,700,000	18,500,000	TBD	TBD
2026	TBD	13,900,000	19,000,000	TBD	TBD
2027	TBD	15,000,000	19,600,000	TBD	TBD
2028	TBD	16,200,000	20,200,000	TBD	TBD

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 2020 and 2021, an additional \$193,251 and \$349,731 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 been making good progress on this, while minimizing the impact on taxation annually.

Water & Sanitary Sewer Supported Assets

The Township has been proactive in preparing a Water and Wastewater (i.e. sanitary sewer) 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 sanitary sewer were calculated in the 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 sanitary sewer 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 will be prepared by 2020, at which time the projected rates for the upcoming 10 years will be calculated and incorporated into Township AM Planning practices.

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>	2019	2018	2017	2016	2015
STUDIES	730,000	730,000	405,000	245,000	60,000
CORPORATE	367,600	257,100	77,900	597,000	177,000
MUNICIPAL BUILDINGS	42,000	-	-	502,000	356,000
FIRE SERVICES	1,083,100	552,900	1,255,000	547,000	253,640
HEALTH SERVICES	150,000	20,000	95,000	146,000	125,000
TRANSP: ROADS URBAN	5,780,000	5,574,100	2,136,700	1,543,080	2,907,920
TRANSP: ROADS RURAL	1,150,000	595,000	360,000	200,000	360,000
TRANSP: STRUCTURES	2,170,000	3,401,200	3,165,000	1,080,000	650,000
TRANSP: STORM DRAINAGE	40,000	535,000	445,000	-	-
PUBLIC WORKS MISC	679,600	1,146,500	2,718,498	929,100	1,358,800
PARKS & REC: FACILITIES & OTHER	624,450	950,400	1,519,900	1,454,550	1,487,950
PARKS & REC: PARKS	993,300	665,600	347,800	708,600	341,300
GRAND TOTAL - TAX SUPPORTED	13,810,050	14,427,800	12,525,798	7,952,330	8,077,610
 <u>USER PAY CAPITAL</u>					
SANITARY SEWER	3,430,500	3,802,800	117,000	1,317,525	1,090,590
WATER WORKS	4,439,400	2,131,200	1,344,500	2,002,395	1,469,740
GRAND TOTAL - USER PAY	7,869,900	5,934,000	1,461,500	3,319,920	2,560,330
TOTAL	21,679,950	20,361,800	13,987,298	11,272,250	10,637,940
LESS: DEBT FINANCING	(1,758,000)	-	-	-	(719,800)
NON-DEBT TOTAL	19,921,950	20,361,800	13,987,298	11,272,250	9,918,140



Township of Centre Wellington Reserve / Reserve Fund Activity for 2019

<u>Description</u>	<u>Balance at Jan. 1/19</u>	<u>Projected Transfers in - 2019</u>	<u>Projected Transfers out - 2019</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/19</u>
<u>Tax Supported Reserves and Reserve Funds</u>					
<u>Reserve Accounts</u>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,684,690	930,000	1,334,150	-	2,280,540
Dedicated Capital Levy Structures Loan from Reserve	(1,009,850)	244,980	-	-	(764,870)
Sub-total	<u>1,674,840</u>	<u>1,174,980</u>	<u>1,334,150</u>	<u>-</u>	<u>1,515,670</u>
<u>Fire - Capital Reserves</u>					
Fire Safety Trailer Reserve	9,450	-	-	-	9,450
Structural Fire Revenue Reserve	46,300	-	25,000	-	21,300
Sub-total	<u>55,750</u>	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>30,750</u>
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve - Fergus	162,920	57,000	62,610	-	157,310
Street Lights Reserve - Elora	56,870	21,000	3,920	-	73,950
Street Lights Reserve - Rural	145,080	11,000	74,470	-	81,610
Elora Meadows Storm Sewer Reserve	31,410	3,500	-	-	34,910
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>583,110</u>	<u>92,500</u>	<u>141,000</u>	<u>-</u>	<u>534,610</u>
<u>Parks & Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	88,000	88,000	-	-
Sub-total	<u>-</u>	<u>88,000</u>	<u>88,000</u>	<u>-</u>	<u>-</u>
<u>Vehicle Replacement Reserves</u>					
FIRE: Vehicle Replacement Reserve	185,500	365,000	550,000	5,000	5,500
Municipal FD Training Officer: Vehicle Replacement Reserve	40,000	6,000	40,000	3,000	9,000
BLDG: Vehicle Replacement Reserve	26,560	16,000	34,000	3,000	11,560
PW: Vehicle Replacement Reserve	243,535	575,000	495,000	54,000	377,535
P&R: Vehicle Replacement Reserve	88,825	65,000	85,000	6,000	74,825
By-Law: Vehicle Replacement Reserve	-	5,000	-	-	5,000
Sub-total	<u>584,420</u>	<u>1,032,000</u>	<u>1,204,000</u>	<u>71,000</u>	<u>483,420</u>
<u>Equipment Replacement Reserves</u>					
IT&S: Equipment Replacement Reserve	52,980	189,240	177,600	-	64,620
IT&S: Software Replacement Reserve	79,240	-	79,240	-	-
FIRE: Equipment Replacement Reserve	52,660	110,000	91,100	-	71,560
PW: Equipment Replacement Reserve	112,000	35,000	141,600	-	5,400
P&R: Facilities Equipment Replacement Reserve	120,605	198,000	274,450	-	44,155
P&R: Parks Equipment Replacement Reserve	342,570	165,000	486,300	-	21,270
Sub-total	<u>760,055</u>	<u>697,240</u>	<u>1,250,290</u>	<u>-</u>	<u>207,005</u>



Township of Centre Wellington Reserve / Reserve Fund Activity for 2019

<u>Description</u>	<u>Balance at Jan. 1/19</u>	<u>Projected Transfers in - 2019</u>	<u>Projected Transfers out - 2019</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/19</u>
<u>Other Reserves</u>					
Working Capital	1,109,660	-	-	-	1,109,660
Contingency Reserve	117,080	82,920	-	-	200,000
Photocopiers Loan from Reserve	(24,280)	10,150	-	-	(14,130)
VPSC Expansion Loan from Reserve	(819,300)	80,910	-	-	(738,390)
Heritage Reserve	2,500	2,500	-	-	5,000
Election Reserve	25,910	27,800	1,800	-	51,910
Health Care Professionals Recruitment Reserve	69,170	-	20,000	-	49,170
WSIB Reserve	495,750	332,220	278,200	-	549,770
Insurance Claim Reserve	51,400	126,750	70,000	-	108,150
Employee Future Benefit Reserve	64,380	40,000	50,000	-	54,380
Land Sale Reserve	454,090	-	106,261	-	347,829
Fergus Theatre Reserve	10,110	5,500	-	-	15,610
Reserve for Legal Matters	68,370	181,460	50,000	-	199,830
Cemetery Expansion Reserve	(62,000)	37,900	150,000	-	(174,100)
GRCA Levy Stabilization Reserve	15,350	-	-	-	15,350
CWCI Loan Reserve	1,000,000	-	-	-	1,000,000
MacDonald Trust Reserve	1,311,510	-	-	-	1,311,510
CIP Reserve	26,000	30,000	56,000	-	-
Jobs and Investments Incentive Reserve	73,690	-	69,300	-	4,390
wpd Reserve	90,480	22,000	-	-	112,480
Sub-total	<u>4,079,870</u>	<u>980,110</u>	<u>851,561</u>	<u>-</u>	<u>4,208,419</u>
Total Tax Supported Reserves	<u>7,738,045</u>	<u>4,064,830</u>	<u>4,894,001</u>	<u>71,000</u>	<u>6,979,874</u>
<u>Reserve Funds</u>					
Cash-In-Lieu Parkland	549,380	-	-	13,700	563,080
Cash-In-Lieu Parking	27,370	-	-	700	28,070
Elora Clock Fund	19,800	-	-	500	20,300
VPC - Seniors Reserve	202,000	55,300	4,000	5,700	259,000
OLGC Slot Revenue	2,372,910	2,165,000	2,350,000	57,000	2,244,910
Gas Tax Revenue	220,140	855,200	887,380	5,100	193,060
Newdon Industries Public Swim Reserve Fund	8,740	-	1,260	200	7,680
Building Code Reserve Fund	1,855,000	-	-	46,400	1,901,400
Capital Levy Reserve Fund	119,700	1,208,200	1,219,100	2,900	111,700
OCIF Reserve Fund	(350)	1,216,174	1,216,174	350	-
Main Street Revitalization Reserve Fund	45,700	-	45,700	-	-
Sub-total	<u>5,420,390</u>	<u>5,499,874</u>	<u>5,723,614</u>	<u>132,550</u>	<u>5,329,200</u>
Total Tax Supported Reserve Funds	<u>5,420,390</u>	<u>5,499,874</u>	<u>5,723,614</u>	<u>132,550</u>	<u>5,329,200</u>
Total Tax Supported Reserve and Reserve Funds	<u>13,158,435</u>	<u>9,564,704</u>	<u>10,617,615</u>	<u>203,550</u>	<u>12,309,074</u>



**Township of Centre Wellington
Reserve / Reserve Fund Activity for 2019**

<u>Description</u>	<u>Balance at Jan. 1/19</u>	<u>Projected Transfers in - 2019</u>	<u>Projected Transfers out - 2019</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/19</u>
<u>User Pay Reserves</u>					
<u>Reserve Accounts</u>					
<u>Environmental Services - Capital Reserves</u>					
Water Meter Repair/Replacement Reserve	3,352,860	285,000	200,000	-	3,437,860
ENV: Vehicle Replacement Reserve	570,600	140,000	105,000	12,000	617,600
Municipal RMO: Vehicle Replacement Reserve	26,000	5,000	-	-	31,000
ENV: Equipment Replacement Reserve	571,640	85,000	140,900	-	515,740
Sub-total	<u>4,521,100</u>	<u>515,000</u>	<u>445,900</u>	<u>12,000</u>	<u>4,602,200</u>
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	3,997,180	1,593,100	1,912,890	-	3,677,390
Hwy 6 to SR18 Servicing Reserve	3,610	-	3,610	-	-
Sub-total	<u>4,000,790</u>	<u>1,593,100</u>	<u>1,916,500</u>	<u>-</u>	<u>3,677,390</u>
<u>Sanitary Sewer - Capital Reserves</u>					
Sanitary Sewer Capital Reserve	7,437,840	1,823,720	2,612,930	-	6,648,630
Grinder Pump Repl. (Budget Transfer)	439,120	52,400	70,000	-	421,520
Hwy 6 to SR18 Servicing Reserve	525,080	-	525,070	-	10
Sub-total	<u>8,402,040</u>	<u>1,876,120</u>	<u>3,208,000</u>	<u>-</u>	<u>7,070,160</u>
Total User Pay Reserves	<u>16,923,930</u>	<u>3,984,220</u>	<u>5,570,400</u>	<u>12,000</u>	<u>15,349,750</u>



**Township of Centre Wellington
Reserve / Reserve Fund Activity for 2019**

<u>Description</u>	<u>Balance at Jan. 1/19</u>	<u>Projected Transfers in - 2019</u>	<u>Projected Transfers out - 2019</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/19</u>
<u>Development Charge Reserve Funds</u>					
Fire	612,860	160,000	401,250	17,300	388,910
Public Works	657,410	144,000	50,000	18,200	769,610
Roads	2,171,070	1,012,000	63,730	66,900	3,186,240
Parks & Recreation	1,630,740	944,000	987,590	52,600	1,639,750
Corporate	(235,050)	220,000	1,256,550	(3,100)	(1,274,700)
Water	240,880	496,000	881,770	12,200	(132,690)
Sanitary Sewer	1,943,520	1,024,000	1,136,090	61,400	1,892,830
Total Development Charge Reserve Funds	<u>7,021,430</u>	<u>4,000,000</u>	<u>4,776,980</u>	<u>225,500</u>	<u>6,469,950</u>



**Township of Centre Wellington
Analysis of Current and Projected Debt
Fiscal 2019**

Year Issued	Purpose of Debt	<i>A</i> Balance at Jan 1, 2019	<i>B</i> New Debt	<i>C</i> 2019 Principal Payments	<i>D</i> 2019 Interest Payments	<i>C + D</i> Total Payments	<i>A + B - C</i> Balance at Dec 31, 2019
2005	Centre Wellington Community Complex & Various WW Prj.	4,728,298	-	648,183	227,729	875,912	4,080,115
2010	Fergus Water Tower	1,206,666	-	154,688	43,319	198,007	1,051,978
2012	County of Wellington (Subwatershed Study - Ph I)	24,705	-	8,235	-	8,235	16,470
2012	County of Wellington (Elora WWTP)	7,197,273	-	286,225	264,503	550,728	6,911,048
2012	County of Wellington (Refinance 1997 Debt)	849,233	-	203,422	26,322	229,744	645,811
2013	County of Wellington (Subwatershed Study - Ph II)	33,075	-	6,615	-	6,615	26,460
2014	FCM - Green Municipal Fund (Elora WWTP)	8,305,116	-	445,228	163,862	609,090	7,859,888
2015	County of Wellington (Fergus Library)	98,531	-	14,076	-	14,076	84,455
2018	Wellington-Waterloo Community Futures (Sportsplex House)	106,261	-	106,261	-	106,261	-
		22,549,158	-	1,872,933	725,735	2,598,668	20,676,225



Township of Centre Wellington Debt Projection Summary Charts 2019 Budget & Capital Forecast

Projected New Debt

Project Description	Annual Debt Requirements											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL	
2019-026 - Salem Bridge, WR 18, and James St Watermain	1,008,000											1,008,000
2019-080 - Long-Term Water Supply Strategy Implementation - Phase 1 Well Optimization	750,000	750,000										1,500,000
303-0299 - Corporate Operations Facilities		500,000	6,000,000									6,500,000
F0171 - Future Expansion of Fergus WWTP						1,350,000	12,150,000	13,500,000				27,000,000
2010-080 - New Fire Hall									4,050,000			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
Total Projected New Debt	1,758,000	1,250,000	6,000,000	-	-	1,350,000	12,150,000	13,500,000	5,950,000	1,737,450		43,695,450

Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
2019	1,758,000	-	141,100	141,100	141,100	141,100	141,100	141,100	141,100	141,100	141,100	141,100
2020	1,250,000	-	-	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300
2021	6,000,000	-	-	-	481,500	481,500	481,500	481,500	481,500	481,500	481,500	481,500
2022	-	-	-	-	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-	-	-	-	-
2024	1,350,000	-	-	-	-	-	-	108,300	108,300	108,300	108,300	108,300
2025	12,150,000	-	-	-	-	-	-	-	974,900	974,900	974,900	974,900
2026	13,500,000	-	-	-	-	-	-	-	-	1,083,300	1,083,300	1,083,300
2027	5,950,000	-	-	-	-	-	-	-	-	-	-	477,400
2028	1,737,450	-	-	-	-	-	-	-	-	-	-	-
Total Projected New Debt Payments	43,695,450	-	141,100	241,400	722,900	722,900	722,900	831,200	1,806,100	2,889,400	3,366,800	A

* Assumed new debt over a term of 20 years at 5.0% per year. Also assumes debt payments begin in the year following debt issuance.



Township of Centre Wellington Debt Projection Summary Charts 2019 Budget & Capital Forecast

Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Tax Supported	835,742	729,325	728,926	720,079	626,822	620,207	217,898	-	-	-
Waterworks Supported	603,107	602,882	602,310	601,434	467,788	467,788	287,934	-	-	-
Sanitary Sewer Supported	1,159,819	1,157,574	1,156,522	1,129,228	1,235,074	1,243,613	1,243,613	1,243,613	1,243,613	1,243,613
Total Existing Debt Payments	2,598,668	2,489,781	2,487,757	2,450,741	2,329,683	2,331,608	1,749,445	1,243,613	1,243,613	1,243,613

B

Combined Existing & Projected New Debt Payments

	2017 Actual Payments	2018 Actual Payments	Projected Annual Debt Payments (Principal & Interest)									
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Tax Supported	729,481	729,481	835,742	729,325	752,998	1,033,051	939,794	933,179	530,870	312,972	312,972	790,372
Waterworks Supported	603,107	603,107	603,107	743,982	811,614	907,038	773,392	773,392	593,538	305,604	305,604	305,604
Sanitary Sewer Supported	1,165,951	1,163,112	1,159,819	1,157,574	1,164,546	1,233,552	1,339,398	1,347,937	1,456,237	2,431,137	3,514,437	3,514,437
Total Projected Debt Payments (Existing & New)	2,498,539	2,495,700	2,598,668	2,630,881	2,729,157	3,173,641	3,052,583	3,054,508	2,580,645	3,049,713	4,133,013	4,610,413

A + B

Annual Debt Repayment Limit Analysis

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Projected Net Revenues (Adjusted)	30,598,908	32,128,853	33,735,296	35,422,060	37,193,164	39,052,822	41,005,463	43,055,736	45,208,523	47,468,949	49,842,396	52,334,516
% Debt Repayment (% Projected Revenues)	8.2%	7.8%	7.7%	7.4%	7.3%	8.1%	7.4%	7.1%	5.7%	6.4%	8.3%	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%
Applicable Year (see note)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

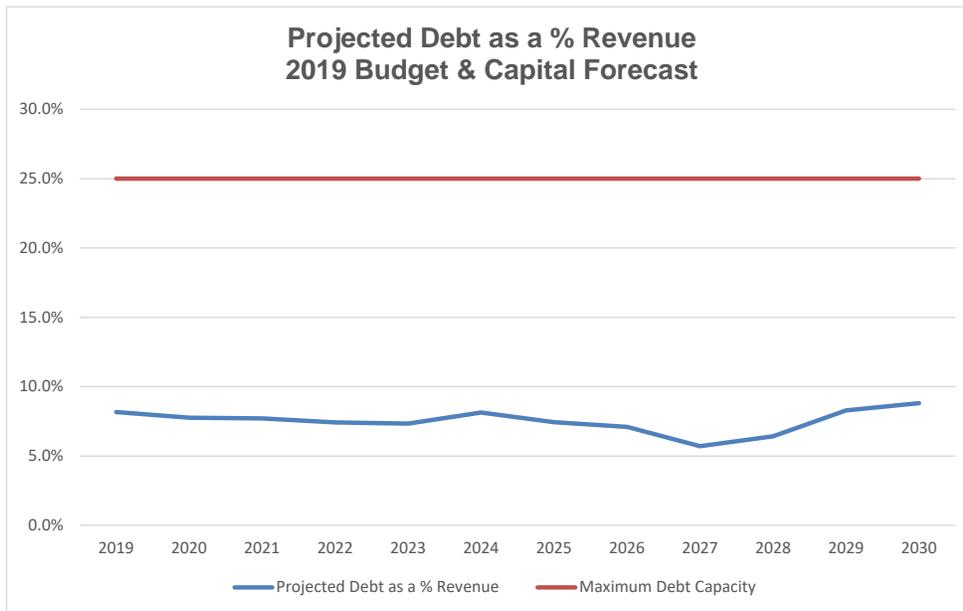
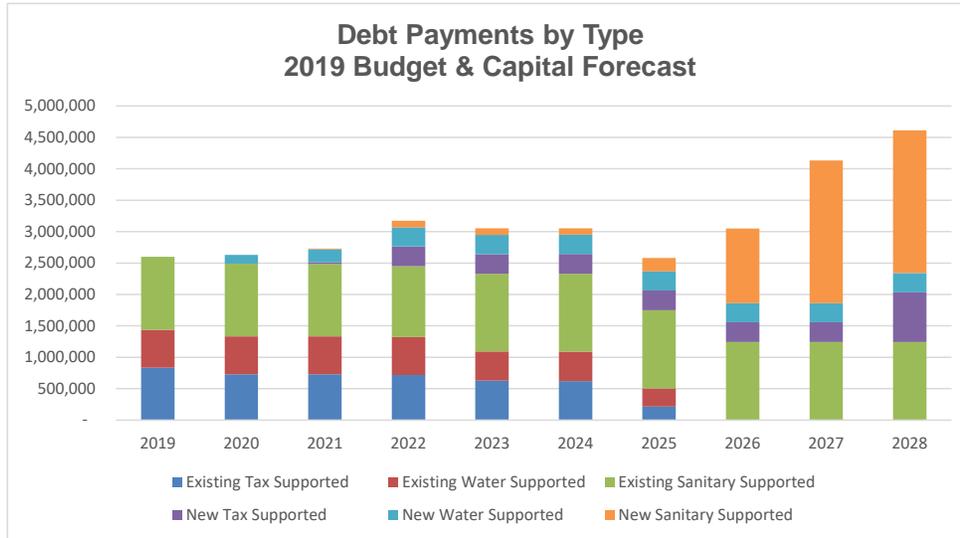
Note: Annual Debt Repayment Calculations are performed by the province for any given year using financial results from 2 years prior.



Township of Centre Wellington

Debt Projection Summary Graphs

2019 Budget & Capital Forecast





Township of Centre Wellington 2019 Grants to Community Groups

<i>Requests:</i>	2019 Request	CSAC Recommendations	2019 APPROVED
Specific Annual Grant:			
Centre Wellington Food Bank	5,000		5,000
Elora and Salem Horticultural Society	1,950		1,950
Elora Cataract Trailway Association	5,000		5,000
Elora Lions Club (Elora Santa Claus Parade)	1,600		1,600
Fergus and District Horticultural Society	1,850		1,850
Fergus Lions Club (Fergus Santa Claus Parade)	1,700		1,700
Ponsonby Recreation Club	2,500		2,500
Royal Canadian Legion Wreaths	450		450
Wellington County Farm and Home Safety Association	500		500
Total Committed	20,550	-	20,550
Community Impact Grant			
Big Brothers Big Sisters of Centre Wellington	5,000	4,550	4,550
Bungalow 55 (Community Resource Centre)	3,000	2,560	2,560
Children's Foundation of Guelph and Wellington	5,000	4,450	4,450
Community Resource Centre	5,000	4,125	4,125
CW Shuffle Board Club	1,000	195	195
Elora Arts Council	3,250	2,814	2,814
Elora Centre for the Arts	5,000	4,400	4,400
Elora Environment Centre (NeighbourWoods on the Grand)	1,600	1,134	1,134
Elora Festival	4,500	2,727	2,727
Elora Festival Singers	3,000	2,345	2,345
Elora Skating Club	1,500	-	-
Sensational Elora	5,000	4,400	4,400
Spring Rain	1,000	750	750
Total	43,850	34,450	34,450
Provision for Emergency & Disaster Relief Funding			
Available	-	-	-
Total	-	-	-
	64,400	34,450	55,000
BUDGET <u>55,000</u>			