



Centre Wellington

2024 DRAFT BUDGET





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INTRODUCTION

2024 DRAFT BUDGET



Message from the CAO November 2024

Staff are pleased to present the Township of Centre Wellington's 2024 Draft Budget for consideration by Council. This Budget supports the strategic goals approved by Council in 2023 and addresses pressures related to growth and an increasing demand for services. As is the case every year, the objective is to balance demands and costs of services, while remaining fiscally responsible.

I feel a great sense of pride for the efforts and accomplishments of our staff in developing this Budget. As a Township, we recognize the evolving needs of our businesses and residents and strive to deliver quality services. We know and understand that we are living in challenging times and are mindful of the economic issues that we face.

In 2023, we worked with our new Council and the public to develop the Township's 2023 to 2026 Strategic Plan, a document that sets overall direction for this term of Council and beyond. We are investing in goals and priorities that will benefit our residents and strengthen our local businesses. The plan will serve as an important roadmap for decision making purposes and setting priorities for future Budgets.

In conjunction with this Budget, I am proud to present the Township's first Business Plan. This document serves as a tool to operationalize our Strategic Plan in delivering programs and services to our community. The Business Plan focuses on staff initiatives that are above and beyond the core services delivered to the community, as part of the day-to-day operations of the Township. The long list of recommended initiatives for 2024 assist in demonstrating the scope, complexity, and volume of work managed through the organization in serving the Township of Centre Wellington.

This Budget is the result of ongoing collaboration and considerable effort from staff across the corporation, my sincere thank you goes to everyone involved. Together with Council and staff, we look forward to implementing and delivering on the action items identified and reporting back on our progress.

Yours truly,

A handwritten signature in blue ink that reads "Dan Wilson". The signature is written in a cursive, flowing style.

Dan Wilson, CPA, CA
Chief Administrative Officer

2023 to 2026 Strategic Plan

Our 2023 to 2026 Strategic Plan is a guiding document that sets the overall direction of our Council and the Township. It is a living plan for Centre Wellington's future. Our new Plan sets the direction for the short and long term based on feedback gathered earlier this year from Council, Staff, and our community.

The four-year plan outlines strategic goals, priorities, and initiatives, which guide how we track our progress and align our business plans and budgets. The plan also helps staff understand how their work fits into the long-term goals of the organization, and how all departments and divisions work together to make a difference for the Township.

During the development of the Strategic Plan, new vision, mission, and value statements were included to guide Council and staff in the work that we do.

VISION

The community to experience life along the Grand River.

MISSION

We are an active, caring, innovative, safe, and connected community.

WE VALUE



Integrity



Collaboration



Innovation



**Equity, Diversity
& Inclusion**

The 2023 to 2026 Strategic Plan was developed through a comprehensive consultation process.


The Strategic Plan truly reflects the aspirations of Council, staff, businesses, and residents who share an inclusive, connected and engaged vision for our community.

The five goals incorporated into the Strategic Plan are:


- Economic Prosperity
- Managing Growth
- Activity, Health, & Wellness
- Environmental Stewardship
- Governance




Each goal along with the priorities incorporated into each goal are shown below.

Economic Prosperity 
Create the conditions for economic prosperity.

- ✓ Make our downtowns vibrant.
- ✓ Support agriculture and agri-food businesses.
- ✓ Ensure people working in our community can afford to live here.
- ✓ Welcome and accommodate tourists/tourism.

Governance 
Provide innovative and sustainable governance.


- ✓ Generate sustainable revenue for our future needs.
- ✓ Provide sustainable infrastructure for our community.
- ✓ Become an employer of choice.
- ✓ Provide innovative and efficient service delivery.

Managing Growth 
Managing growth while enhancing the community's unique character.

- ✓ Become a model community for housing variety.
- ✓ Design a livable community for the future.

Environmental Stewardship 
Championing environmental stewardship.

- ✓ Proactive climate change strategies.
- ✓ Protect our farmland.
- ✓ Protect our natural features.
- ✓ Protect and enhance rural and urban forests.

 **Activity, Health & Wellness**
Improve the activity, health, and wellness of our community.

- ✓ Encourage arts and culture.
- ✓ Create an inclusive and accessible community.
- ✓ Develop a safe and active transportation network.
- ✓ Collaborate for recruitment and retention of Health Care professionals.
 - ✓ Foster youth safety and voice.
- ✓ Provide excellent recreational facilities and programs.
 - ✓ Encourage and appreciate volunteerism.



2024 Business Plan

The Business Plan is the roadmap for how the Township of Centre Wellington will operationalize Council's 2023 to 2026 Strategic Plan and achieve strategic priorities while making a difference in our community. With a continued focus on implementing strategic growth and investment in Township infrastructure, the Business Plan will outline what initiatives staff will focus on for the year to ensure the appropriate allocation of resources to deliver the programs and services residents and businesses rely on every day.

The Business Plan is the platform through which staff will report to Council and the community on progress and will drive Council's goals and priorities through this term of council. An emphasis for the 2024 Business Plans includes support for existing programs and services, continued increased investment in infrastructure renewal, and service delivery enhancements as supported by the strategic plan with an emphasis on climate change, affordable housing, environmental stewardship, and diversity, equity, and inclusion.

The Business Plan is structured in alignment with the Township's organizational services. Each business plan project and strategic plan action is described, including anticipated timing and relationship to strategic goals.

Priorities included in the 2024 Business Plan are outlined to ensure staff achieve the Strategic goals set out by Council. These additional priorities are outside of the core service areas and are ambitious priorities set by staff. Progress on these priorities will be shared throughout the year and reported to Council and the public until project/priority completion. The complete 2024 Business Plan is provided in a separate document.



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PRIORITIES

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PRIORITIES

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- Talent Management
- Learning & Development
- Compensation & Benefits
- Health & Safety
- HR Management & Compliance

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- Land Use & Development Planning
- Official Plan & Zoning
- Building Services
- Heritage
- Economic Development

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PRIORITIES

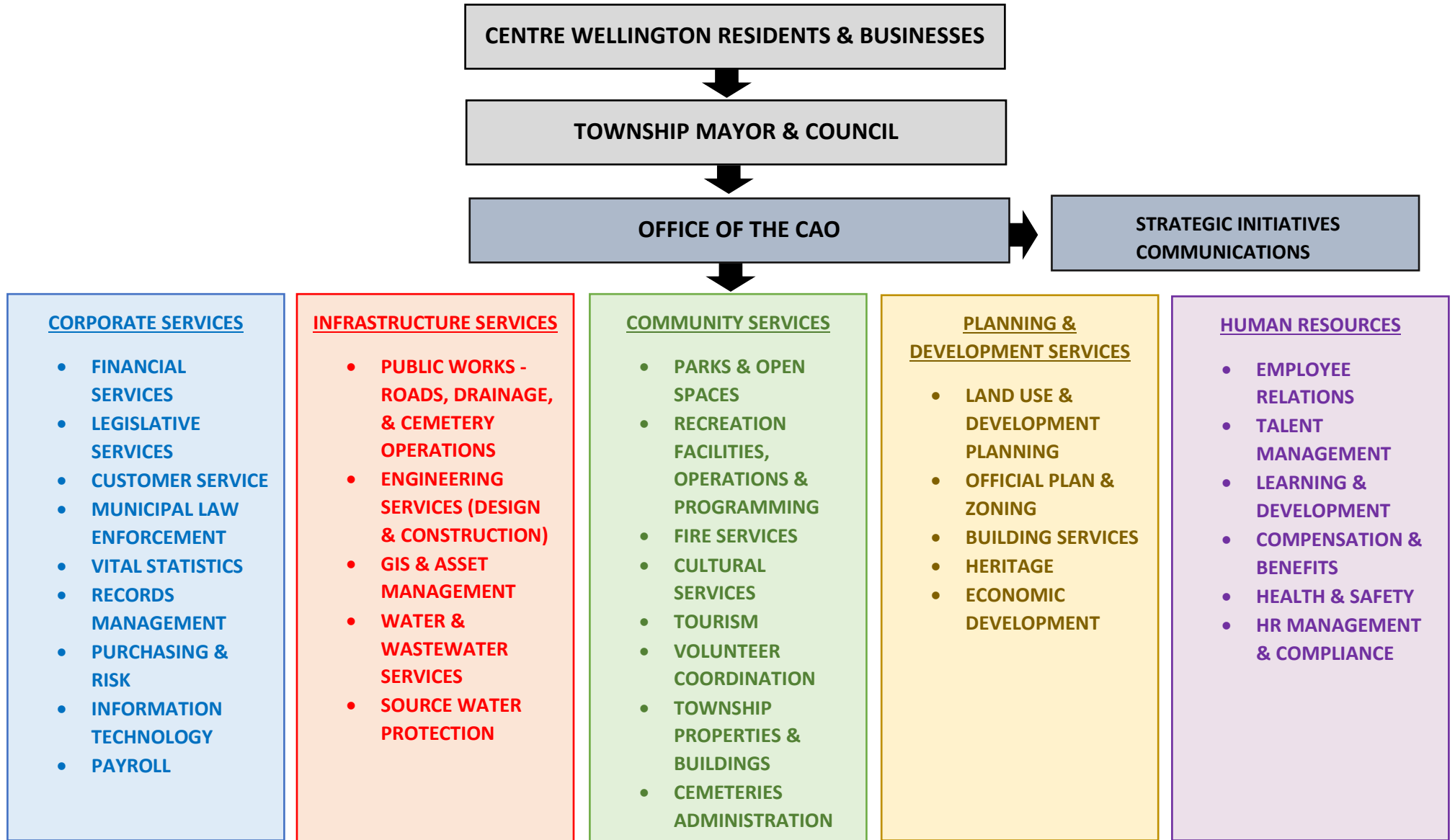
Infrastructure Services

- Roads & Transportation
- Engineering Services
- Water Supply & Distribution
- Wastewater Collection & Treatment
- Cemeteries Operations
- Source Water Protection
- GIS & Asset Management





Centre Wellington Organizational Structure





Asset Management Planning

Overview

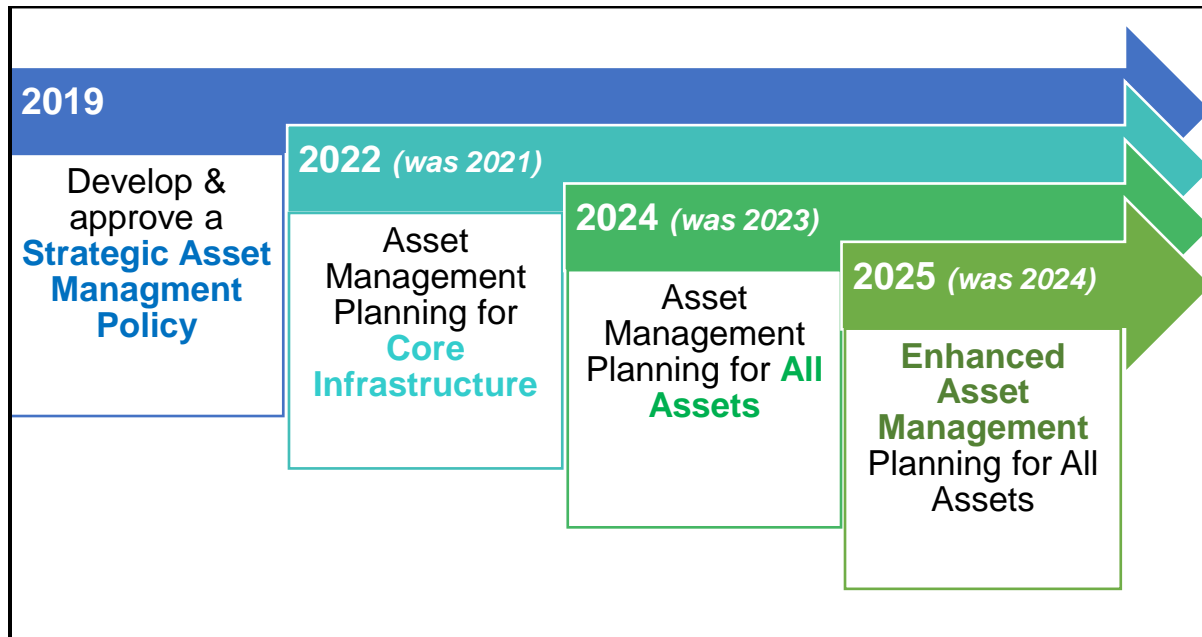
Asset management planning has been identified by the Province of Ontario as a priority for a number of years. The following timeline illustrates the progression in Ontario municipalities since the year 2000.

Year	Action
2000	Province communicates the need to start asset planning.
2002	The Walkerton Inquiry outlines the need to have full cost pricing (water).
2009	Public Sector Accounting Board (PSAB) section 3150 is approved, requiring municipalities to maintain an inventory of capital assets owned.
2012	Asset Management "Building Together" guide is published, providing asset management best practices to Ontario municipalities.
2014	The Province starts linking grant funding to the requirement to have an asset management plan.
2016	The Infrastructure for Jobs and Prosperity Act is passed, making asset management a legislated requirement for public sector entities in Ontario.
2017	Ontario Regulation 588/17 is passed, providing more detailed asset management requirements for municipalities in Ontario.
2019	Strategic Asset Management Policy required to be implemented in all municipalities in Ontario (as per Ontario Regulation 588/17).
2022	Asset Management Plan required for core infrastructure in compliance with Ontario Regulation 588/17.

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

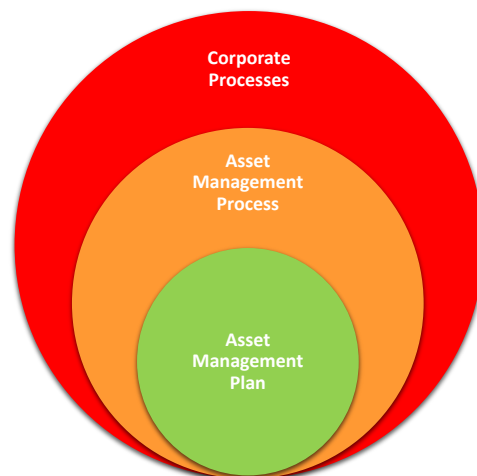
Ontario Regulation 588/17 relating to asset management planning for municipal infrastructure was passed in December 2017, providing specifics regarding asset management planning requirements for Ontario municipalities. A phased in approach to compliance was established by the province from 2019 to 2024. A Strategic Asset Management Policy was required to be in place in 2019, representing the first

requirement of the regulation. In March 2021, due to the impacts of COVID-19 on municipalities, the province provided a 1-year extension for all remaining compliance due dates. The updated compliance dates are as follows (all effective July 1st):



To date, the Township has been compliant with or exceeded all Provincial requirements. However, with the introduction of Ontario Regulation 588/17, significant time and resourcing will be required to meet the identified compliance deadlines. In 2019, Township Council approved a Strategic Asset Management Policy, the first requirement of Ontario Regulation 588/17. In 2022 the Township approved an Asset Management Plan that exceeds the 2022 requirements of the regulation. Please visit www.centrewellington.ca/assetmanagement for more details.

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



Asset management is more than just the development of a plan. Asset management is a process that results in clear and effective decision making regarding the provision of services within the Township. An asset management plan is an output from that



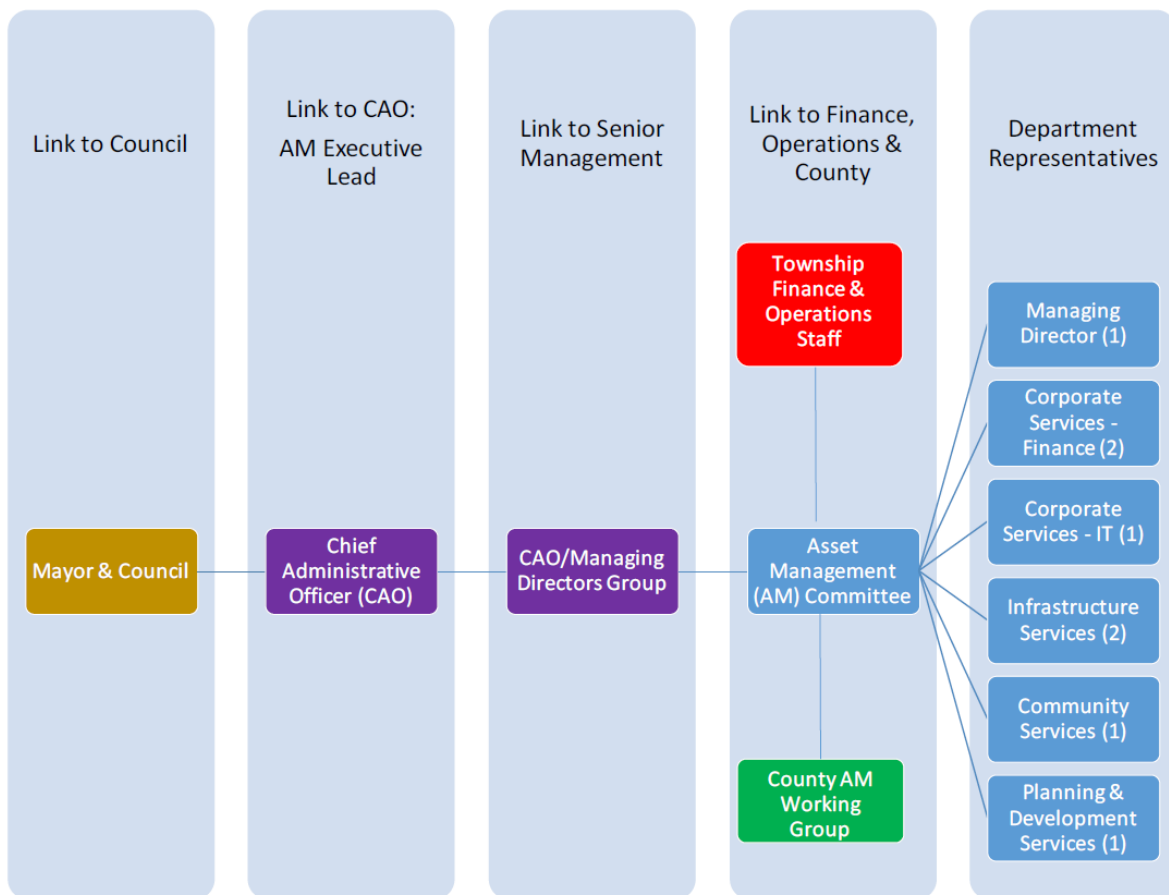
process. The asset management process is integrated with other corporate processes, so that decisions are made based on the strategic direction of the Township.

The asset management process includes the following key areas:

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

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

Township Asset Management Governance Structure



The Township has had a formal Asset Management Plan in place since 2014 and has been completing full cost pricing water and wastewater rate studies since the early 2000's. Both of these documents have been key resources within the annual budget process. It is important to keep the asset management planning process up-to-date so that accurate information is used to inform the budget process.

Capital Project Prioritization

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

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. Please refer to the following table:

Asset Class	Probability of Failure
Road Base	Age and Average Daily Traffic (ADT)
Road Surface	Overall Condition Index (OCI)
Bridges and Culverts	Average Daily Traffic (ADT), Bridge Condition Index (BCI) and Load Limits
Pedestrian Bridges	Bridge Condition Index (BCI) and Load Limits
Facility Assets	Building Condition Audit Results
Vehicles	Age Based
Equipment	
Land Improvements	
Water Network Assets	Main Breaks per 100m and Age Based
Wastewater Network Assets	Forcemain Status and Age Based

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 Class	Consequence of Failure
Road Base	Average Daily Traffic (ADT) and Speed Limit
Road Surface	
Bridges and Culverts	Emergency Response Time, Detour Length, Average Daily Traffic (ADT), Local Access, and Heritage Status
Pedestrian Bridges	Bridge Condition Index (BCI) and Load Limits
Facility Assets	Determined by Township Staff
Vehicles	
Equipment	
Land Improvements	
Water Network Assets	Static Pressure (kPa), Redundancy, Pipe Diameter (mm), Average Daily Traffic (ADT), and Accessibility of Pipes
Wastewater Network Assets	Forcemain Status, Pipe Diameter (mm), Proximity to Water, Average Daily Traffic (ADT), and Accessibility of Pipes

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.

		CoF				
		Very Low	Low	Moderate	High	Critical
PoF	Very Low	Very Low	Low	Low	Moderate	Moderate
	Low	Low	Low	Moderate	Moderate	Moderate
	Moderate	Low	Moderate	Moderate	High	High
	High	Moderate	Moderate	High	High	Critical
	Critical	Moderate	Moderate	High	Critical	Critical

Priorities deemed “critical” or “high” are specifically outlined within the asset management plan.

Asset Management Plan Recommendations

The Township’s 2022 Asset Management Plan outlined the following recommendations:

- Staff to closely monitor external sources of funding trends, given the associated risks of relying on this funding from an asset management perspective.
- Increases in OCIF funding received in 2022 as well as ongoing increases in OCIF funding received going forward will be dedicated to roads related rehabilitation and replacement needs.
- The OLG Allocation Policy is to be reviewed considering the goal to maximize funding available for asset management purposes.



- Planned debt payments over the ten-year capital forecast is not to exceed 15% of Township revenues.
- A proportion of annual taxation assessment growth is to be allocated to asset investment.
- To provide meaningful increases in tax supported asset investment over time, an annual increase equivalent to a 2.0% increase in taxation is needed. Other available funding increases, such as a proportion of assessment growth would reduce the net impact on taxation.
- To continue to follow Water and Wastewater Rate Study recommended rate increases.

All recommended water and wastewater rate increases have been made to date.

A comparison of Asset Management Plan recommendations to the 2024 Budget will be provided in a later section.

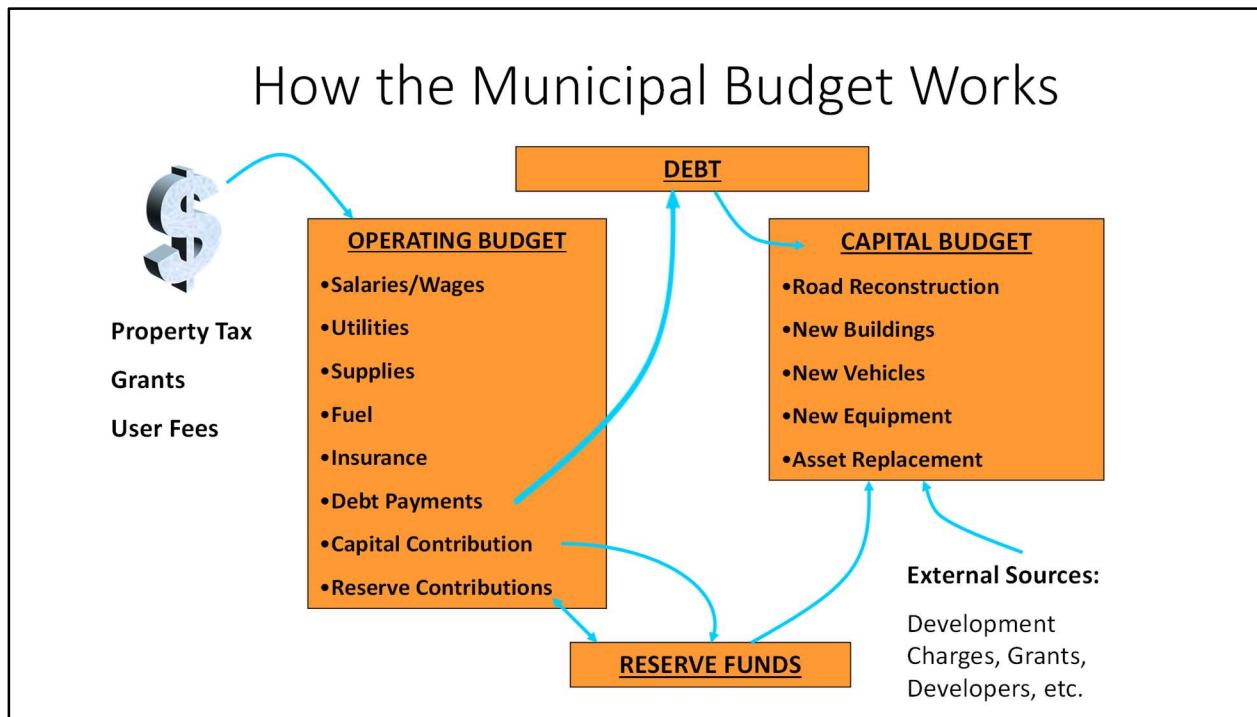




The Budget Process and Timing

Overview

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



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

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

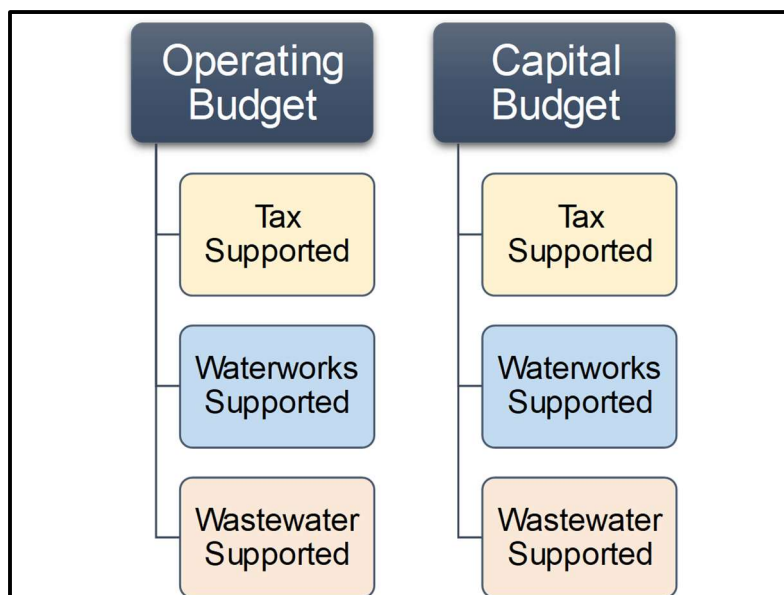
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

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

Community-Building Fund (formerly Federal Gas Tax) proceeds and cash in lieu of parkland. Typically, reserves and reserve funds are funded through contributions from the operating budget and are used to fund capital projects or in some cases, operating costs.

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

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



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

The Township maintains a 10-year capital forecast. Year 1 of the forecast period (i.e. 2024) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast period (i.e. 2025 and 2026) represent the detailed forecast to be approved by Council, with the remaining years (2027 to 2033) provided for information purposes.

The Township has provided a 3-year operating forecast as part of this budget process. This forecast provides a high-level look at the Township’s anticipated tax-supported operating needs to 2026. Year 1 of the forecast (i.e. 2024) represents the operating



budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2025 and 2026) are provided for information purposes only.

2024 Budget Process

For the 2024 budget, pre-budget meetings were conducted in June, October, and November to obtain direction from Council and review various drafts of the Preliminary Draft Capital Budget and Forecast. In addition, input was provided by residents through the Township website (Connect CW), and presentation at a Township key projects meeting held in October.

Township staff are presenting the 2024 Draft Budget to Council for their review as early as feasible, with budget approval planned in December 2023. This approach should allow for the Township to take advantage of favourable tender pricing that is typically offered earlier in the year before competition from other municipalities begins.

In addition, the fees and charges by-law is being presented to Council during the budget process. Fees and charges affect both operating budgets (i.e. user fee revenue) and capital budgets (equipment and replacement funding). Therefore combining these processes gives Council and the public more input and information affecting the budget.

Budget Timeline

The following timeline illustrates the process followed during the creation of the 2024 Budget:

2023	June	<ul style="list-style-type: none"> - Capital budget discussions initiated at a staff level. - Preparation of vehicle and equipment replacement schedules initiated. - 2024 Budget Directions Report approved by Council. - Council approval of the 2024 Budget Timeline.
	August	<ul style="list-style-type: none"> - Updating 10-year bridge and culvert plan. - Operating budget discussions initiated at a staff level.
	September	<ul style="list-style-type: none"> - Salary, wages & benefit calculations for 2024 commenced. - 2024 staffing strategy initiated with Senior Management Team.
	October	<ul style="list-style-type: none"> - 2024 Preliminary Draft Capital Budget, and 3-year Draft Capital Forecast reviewed with Council. - 2024 Preliminary Draft Capital Budget and 3-year Draft Capital Forecast shared with the public at the Key Projects Meeting. - Public Engagement survey released through Connect CW.
	November	<ul style="list-style-type: none"> - 3-year staffing strategy developed. - Completion of 2024 Draft Capital Budget and Draft 10-year Capital Forecast. - Completion of 2024 Draft Operating Budget. - Development of 3-year Operating Forecast. - Publish 2024 Draft Budget Book.
	December	<ul style="list-style-type: none"> - Budget deliberation meetings – December 7th and 8th. - Proposed budget approval (December 18th Council meeting).



Direction Provided by Council

During preliminary budget meetings, Council provided the following direction to staff in the development of the 2024 Budget:

1. Maintain a **tax rate increase** equal to or less 6.0%, with staff recommendations to reduce to 4.5% if required.
2. Assume **assessment growth** equal to 2.5%.
3. Instate an increase equivalent to a 2% increase in taxation during the 2024 Draft Budget process to support **Asset Management Planning** Activities.
4. Instate an increase equivalent to a 1% increase in taxation during the 2024 Draft Budget process to generate the required funds to ensure sufficient **Termite Management** program funding.
5. Increase fees and charges for 2024 by 6.0%.
6. Maintain a 3-year funding average of approximately \$1,900,000 in growth related capital projects to be funded by development charges within the Draft Ten Year Capital Forecast (years 2024-2028 excepted to accommodate large scale growth related projects in the short-term).
7. Capital Funding:

\$7,910,800 General Capital, Canada Community-Building Fund (formerly Federal Gas Tax), OLG funding, and Ontario Community Infrastructure Fund (OCIF) proceeds;
8. The **OLG Funding Allocation Policy** will not change for 2024 and will be reviewed again as part of the 2025 Budget process.
9. Direction on **specific capital projects** in years 2024 to 2033 of the Capital Budget and Long-Term Capital Forecast.
10. Direction was provided on the **Bridge and Major Culverts 10 Year Plan** for the years 2024 to 2033.
11. Approval of the **Budget Timeline** for 2024.





TAX SUPPORTED OPERATING BUDGET

2024 DRAFT BUDGET

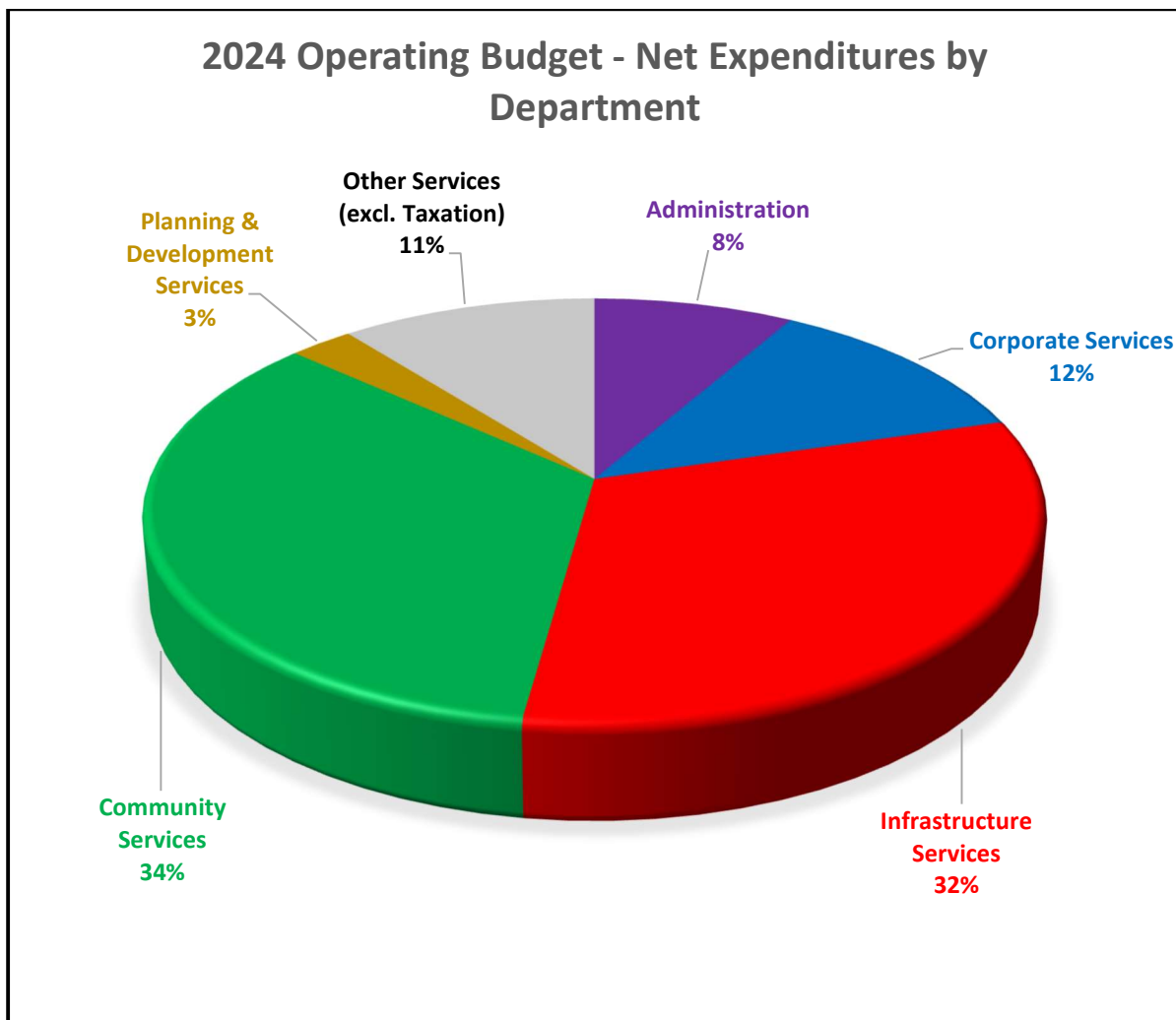


Tax Supported Operating Budget Overview

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

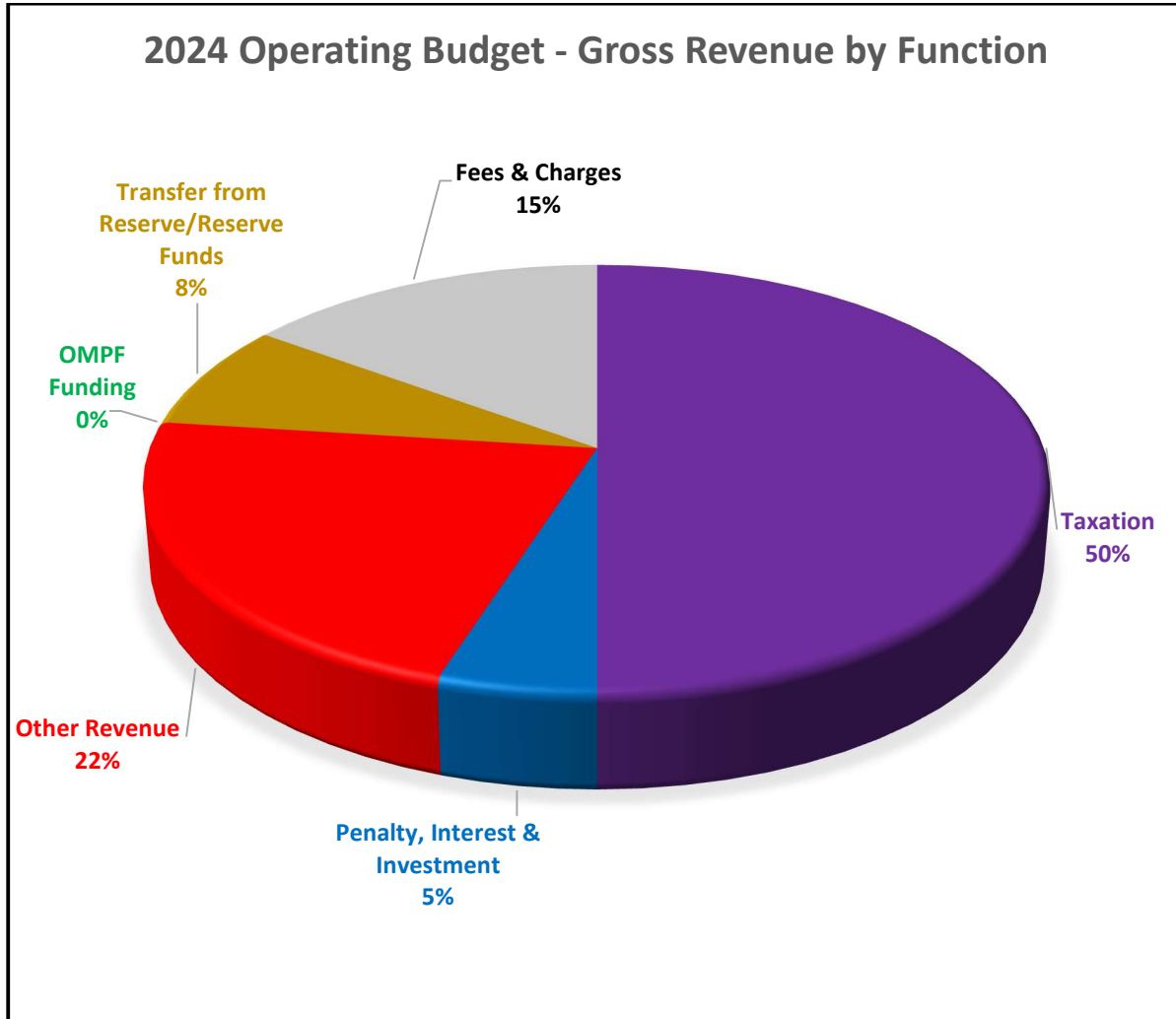
2024 Tax Supported Operating Budget

The 2024 tax supported operating budget totals \$39,501,253. After deducting other revenues, the net operating budget to be funded from general taxation is \$18,907,178 (excluding the dedicated capital levy). The net 2024 operating budget is broken down by department as follows:



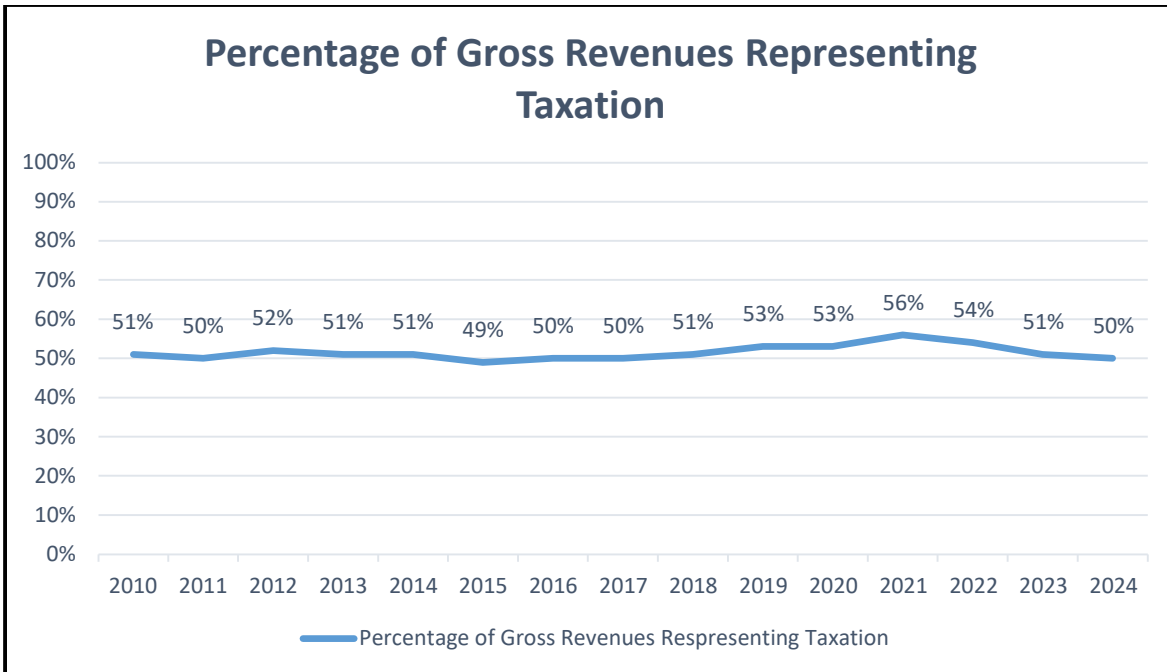
The budget breakdown of each department into specific budget areas is provided below this overview section, along with a summary of the overall budget for each department.

From a gross revenue perspective, the 2024 operating budget is broken down into the following revenue types:

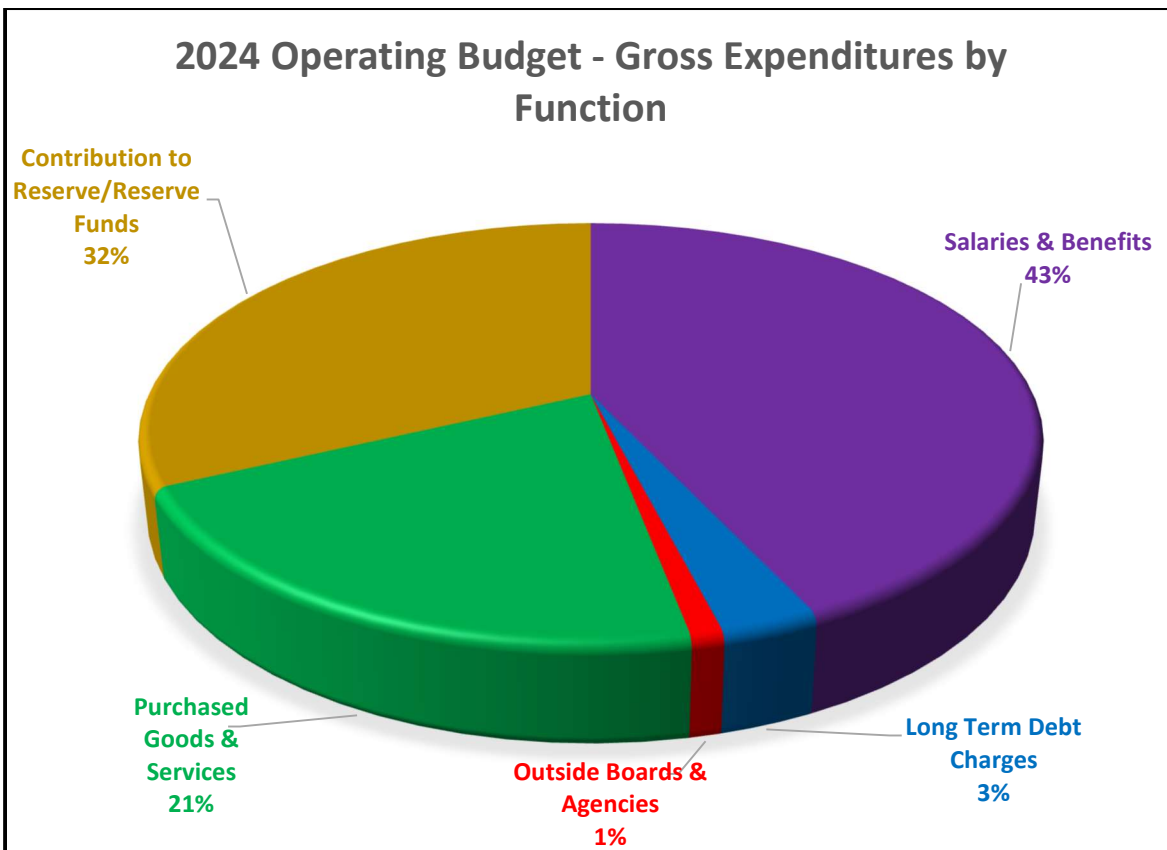


As shown above, property taxation continues to be the most significant revenue source, making up 50% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2021 is primarily due to the COVID-19 pandemic including a decrease in investment income due to the low interest rate environment. Increasing interest rates throughout 2022 and 2023 have significantly improved investment income estimates for the Township and results in a lower percentage of gross revenues representing taxation in 2023 and 2024. The increase in 2019 was due to Council approving the elimination of separate taxation levies for streetlights. Since 2019, annual street light costs have been incorporated into the general taxation levy.

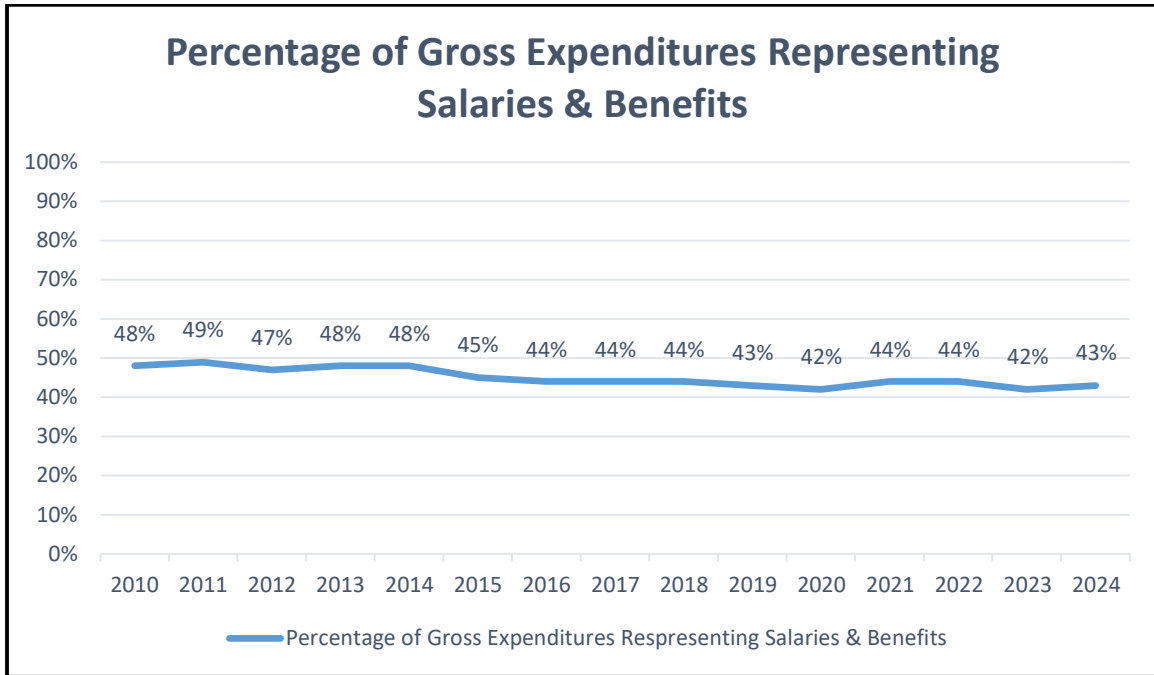




From a gross expenditure perspective, approximately 43% represents salaries and benefits, as shown below.



The percentage of gross expenditures representing salaries and benefits has been gradually declining since 2010, as shown in the graph below.



2023 Actual Amounts

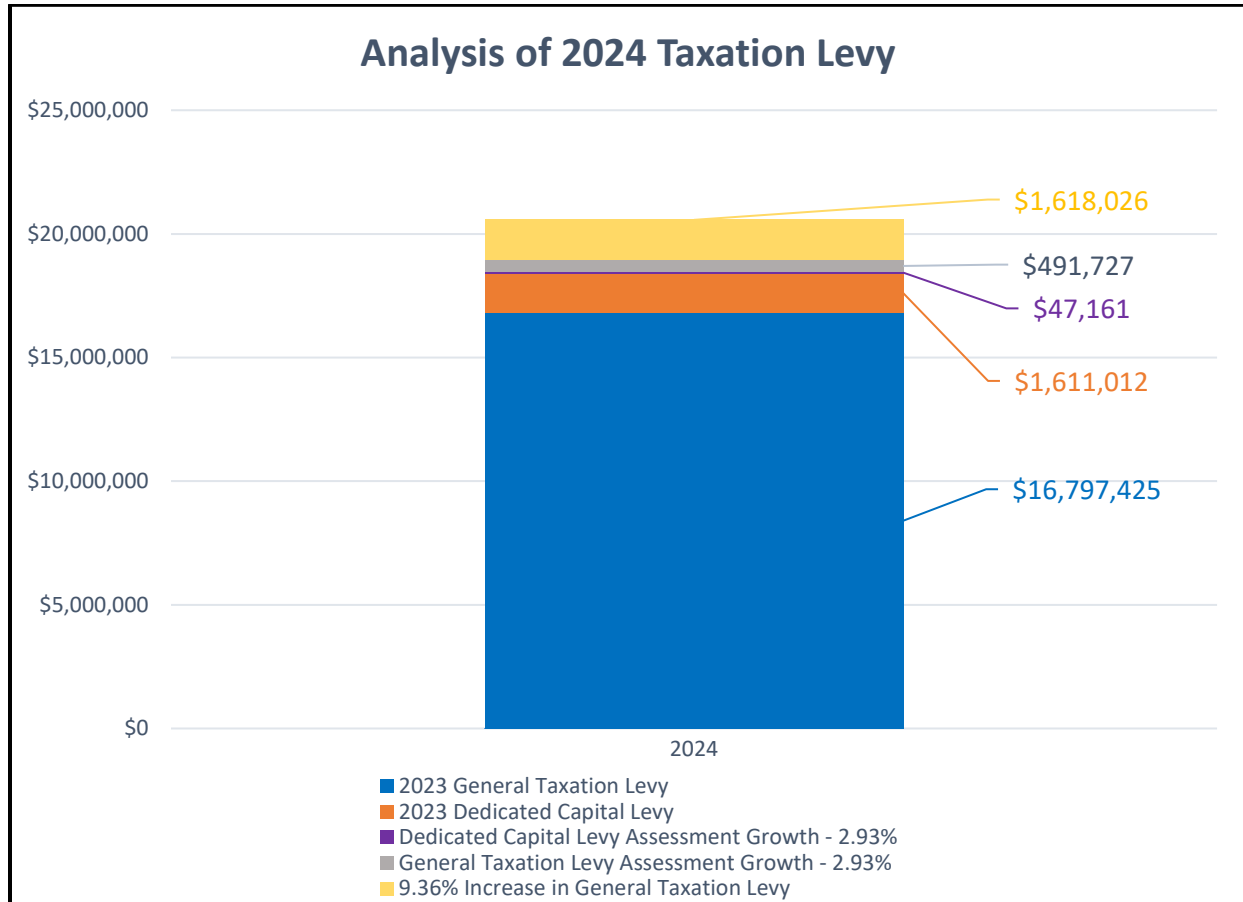
Users of the budget document are cautioned that 2023 actual amounts presented on the departmental operating budget pages are unaudited and exclude numerous year end adjustments. Developing assumptions based on these amounts could lead to materially incorrect conclusions. More complete amounts will be provided when the 2024 Budget Book is finalized in early 2024.






Property Taxation Summary

Overall, the 2024 taxation levy totals \$20,565,351, representing a \$18,907,178 general taxation levy and a \$1,658,173 dedicated capital levy. This includes assessment growth on the general levy of \$491,727 (representing a 2.93% increase), and assessment growth on the dedicated capital levy of \$47,161 (representing a 2.93% increase).



The average assessed residential property in Centre Wellington in 2024 is valued at \$381,428. The impact on this average assessed property is as follows:

Tax Analysis: Average (Typical) Assessed Residential Property for 2024:

 <p>2024 Average Assessed Residential Property: \$381,428</p>		\$	%
	2023 Township Taxation Levy	\$ 1,221	
	Add: Levy Change (2024 Budget)	\$ 114	9.36%
	2024 Township Taxation Levy	\$ 1,335	
	2023 Township Dedicated Capital Levy	\$ 116	
	Add: Levy Change (2024 Budget)	\$ -	0.00%
	2024 Dedicated Capital Levy	\$ 116	
	2024 Total Township Taxation Levy	\$ 1,451	8.54%
	2023 County Levy	\$ 2,536	
	Add: Levy Change for 2024	\$ 134	5.30%
2024 County Taxation Levy	\$ 2,670		
2024 Education Taxation Levy	\$ 589	0.00%	
2024 Total Taxation Levy	\$ 4,710	5.57%	

Note 1 - The County taxation levy is estimated to increase by 5.3%, based on information provided at a County pre-budget meeting. Subject to approval.

Note 2 - The Education taxation levy is estimated to remain consistent with 2023 rates.

In summary, a residential property in Centre Wellington assessed at \$381,428 would pay an additional \$114 in 2024 as a result of the Township’s budget. This is broken down between \$114 for general taxation purposes and \$0 with respect to the dedicated capital levy, netting to an overall Township impact of 8.54%. Including the County and Education levies, the overall “blended” tax rate increase is approximately 5.57%.

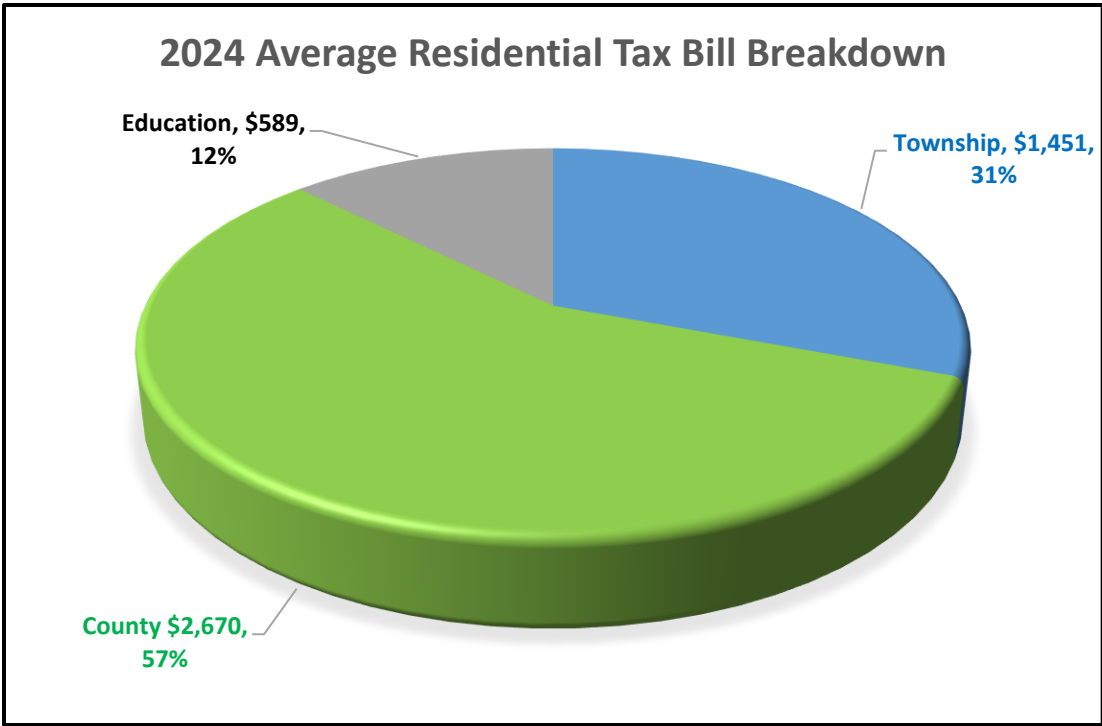
The table below provides a summary of Township only taxation dollar increases per \$100,000 in property assessment:

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

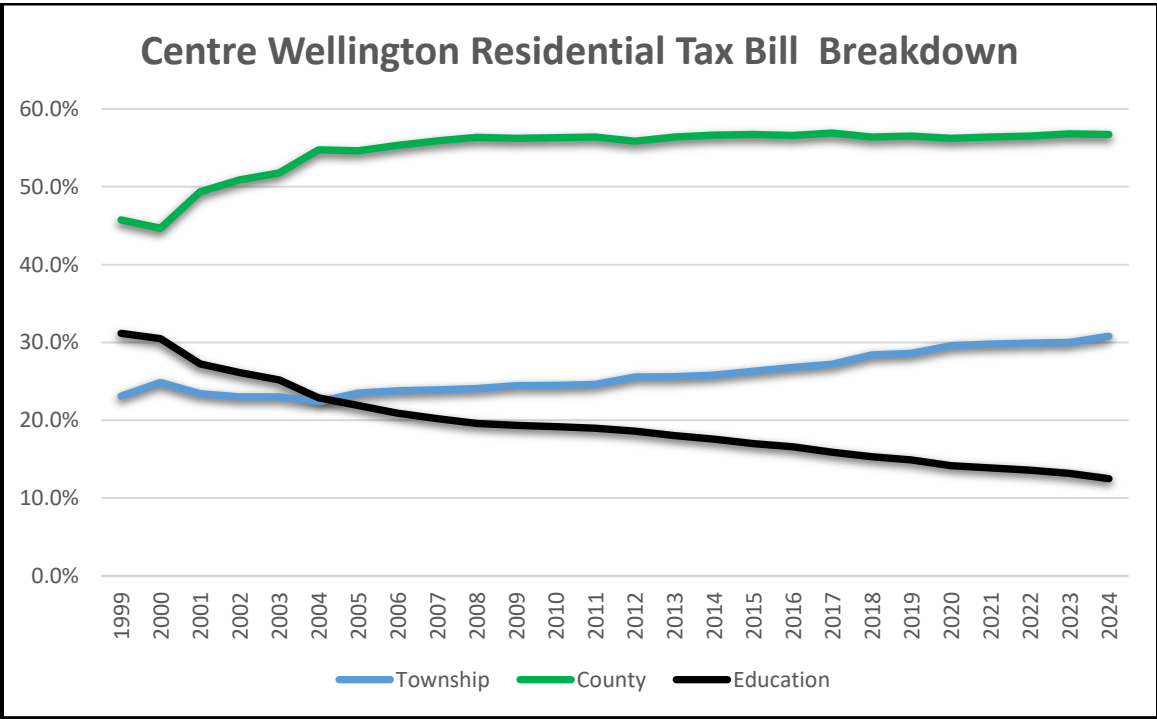
Assessment	Increase to Township Taxation Levy	Increase to Township Dedicated Capital Levy	Total Township Increase
100,000	29.97	0.00	29.97
200,000	59.95	0.00	59.95
300,000	89.92	0.00	89.92
400,000	119.90	0.00	119.90
500,000	149.87	0.00	149.87
600,000	179.85	0.00	179.85
700,000	209.82	0.00	209.82
800,000	239.80	0.00	239.80

Looking at the residential tax bill breakdown graphically (see below), approximately 57% will be remitted to Wellington County, 12% to School Boards, and 31% is retained at the Township.





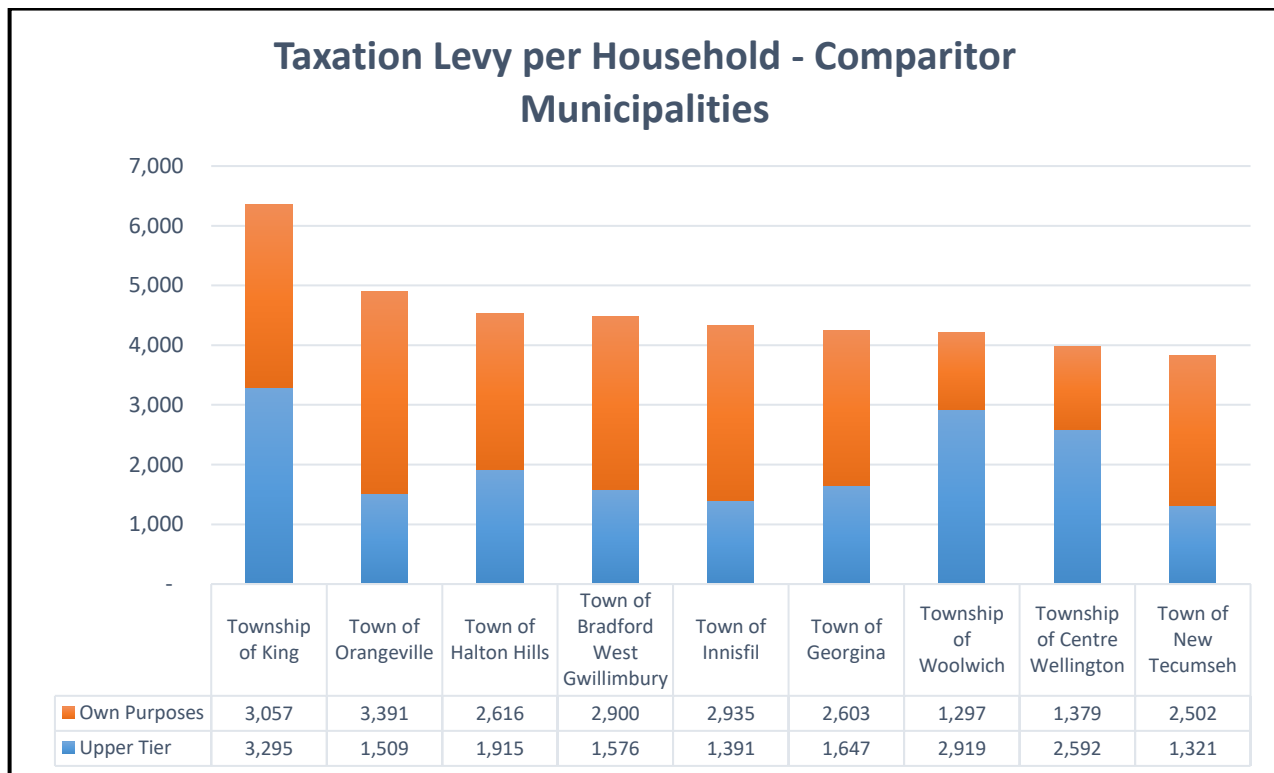
The graph below shows this residential tax bill breakdown historically since amalgamation in 1999. Education percentages continue to decrease, given the Province's commitment to not increase the Education levy rates.



Property Taxation and Assessment Comparator Analysis

The two charts below include a comparator analysis of “taxation levy per household”, which is calculated by taking the combined upper and lower tier taxation levies for the municipality in 2022 and dividing by the total number of households that were in that municipality in 2022. This information is based on each municipality’s 2022 Financial Information Return (FIR) and is intended to provide a method of comparing taxation levels across municipalities of different sizes.

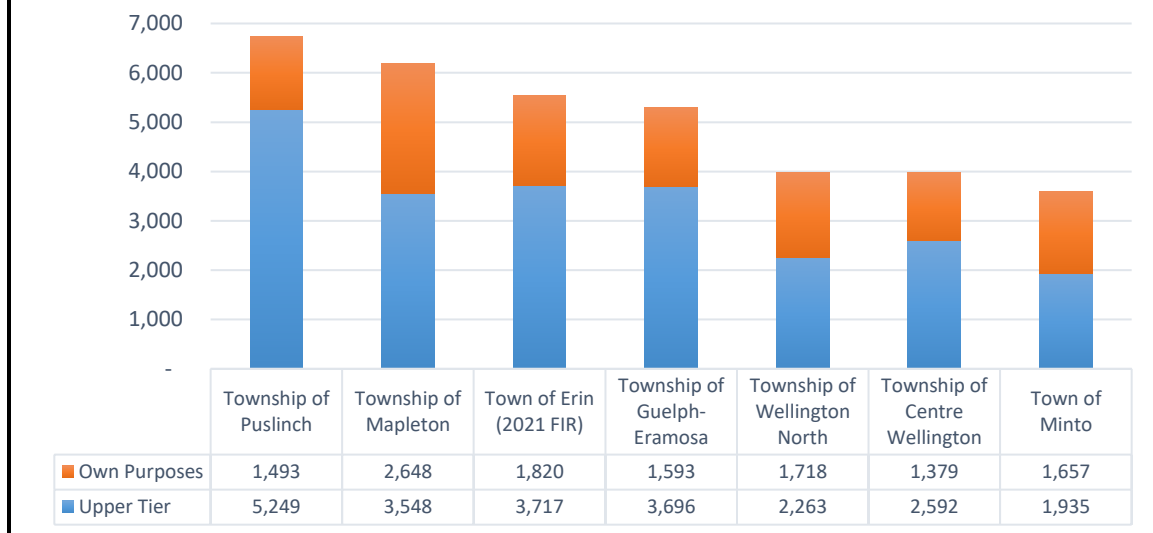
The first chart illustrates the taxation levy per household calculation across municipalities that are similar to Centre Wellington. In this case, Centre Wellington’s levy of \$3,972 is the second lowest within the sample group. King and Orangeville were the highest with a levy of \$6,352 and \$4,900 respectively. The average levy across the group is \$4,538.



The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,972 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$6,742 and the average levy across the group was \$5,044.



Taxation Levy per Household - Wellington County Municipalities



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

Comparator Municipalities	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of King	10,608,149,975	89%	6%	5%	374,913	52%
Town of Halton Hills	14,608,721,033	83%	3%	14%	232,065	42%
Town of Innisfil	9,105,910,878	88%	5%	7%	206,488	32%
Town of Bradford West Gwillimbury	4,346,786,123	87%	5%	8%	202,946	35%
Township of Woolwich	5,415,960,095	69%	17%	14%	200,591	69%
Town of Georgina	8,999,722,688	91%	2%	6%	180,023	39%
Town of New Tecumseh	7,673,437,981	84%	5%	11%	174,603	35%
Township of Centre Wellington	5,473,073,791	77%	15%	8%	160,595	65%
Town of Orangeville	4,346,786,123	84%	0%	16%	142,406	31%

Wellington County	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of Puslinch	2,522,880,518	79%	8%	13%	299,986	78%
Township of Mapleton	2,962,334,600	39%	56%	5%	250,197	57%
Town of Erin (2021 FIR)	2,769,691,882	79%	16%	5%	228,711	67%
Township of Guelph-Eramosa	3,191,518,218	74%	20%	6%	221,019	70%
Township of Wellington North	2,237,601,709	50%	41%	9%	180,002	57%
Township of Centre Wellington	5,473,073,791	77%	15%	8%	160,595	65%
Town of Minto	1,294,157,809	59%	31%	10%	132,057	54%





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 expenditures and revenues that have had notable changes in comparison to the prior year, or new service areas that have been proposed.

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

The following impact areas have been identified for the 2024 Budget:

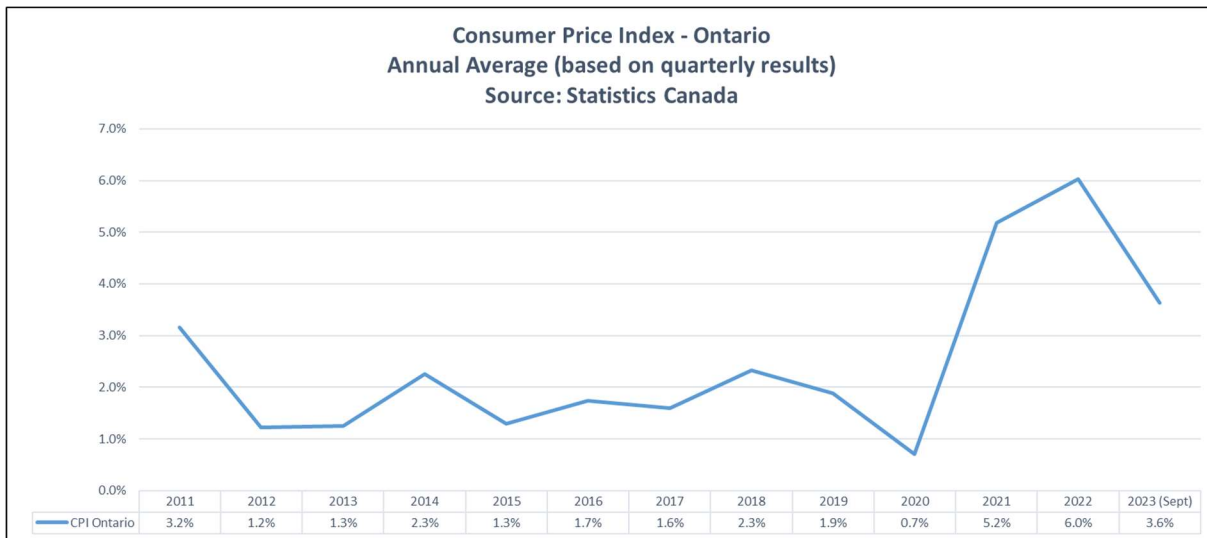
Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2024 totals 2.93%. This results in \$491,727 in additional taxation revenue, before any increase in tax rates is applied. Assessment growth is generated through Township growth, therefore the 2024 Budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

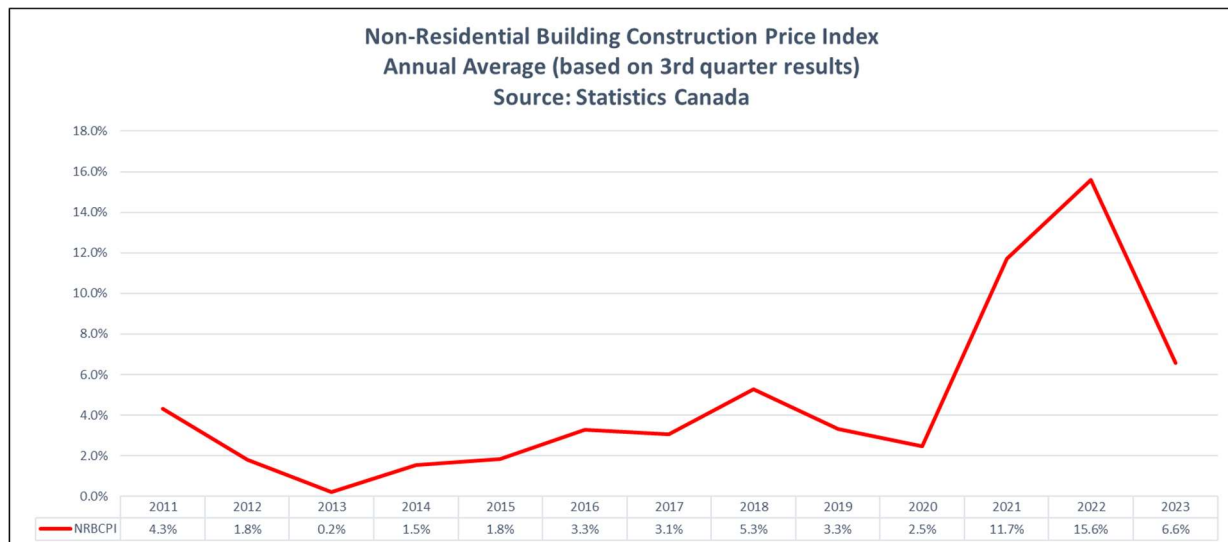
2024 Growth Related Impact Areas	Amount
Staffing Strategy Implementations (50%)	\$242,513
Asset Management Contribution (25%)	122,932
Contribution to Other Operating Revenues (25%)	126,282
Total 2024 Assessment Growth	\$491,727

Inflation (Operating & Capital)

The table below provides a 13-year historical trending of the Ontario Consumer Price Index (CPI). As shown, CPI has increased by approximately 3.6% (based on 2023 September results), a decrease from operating inflation figures from a year ago. This implies that consumer goods (i.e. Township operating costs) are approximately 3.6% more expensive now in comparison to last year.



The table below provides a 13-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 6.6%, an increase from capital inflation figures from a year ago. This implies that capital costs (i.e. Township capital projects) are approximately 6.6% 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 2024 Budget, the following table was prepared.



Combined Township Index (Tax Supported)

<i>Description</i>	<i>2023 Net Expenditures</i>	<i>Inflation Factor</i>
Operating Costs	\$ 23,630,181	3.6%
Capital Transfers-Internal	4,570,712	6.6%
Capital Transfers-External	6,618,440	6.6%
Debt Payments (net)	323,190	0.0%
Total Net Expenditures	\$ 35,142,523	4.5%

Weighted Index

This table illustrates that, if 2023 budget levels were adequate, a 4.5% increase in gross expenditures would be required to keep up with applicable inflationary factors going into 2024. Township staff are presenting a general levy tax rate increase of 9.36%, inclusive of all special levies (with a Township combined levy increase of 8.54%), which protects the Township from the impacts of inflation and shields the municipality from risk of falling behind in required operating and capital investment levels.

Staffing Costs

As the Township grows and introduces new or higher levels of service, there is a need to expand staffing levels. In summary, the following new positions have been included within the 2024 Budget. The next section will discuss the staffing strategy for the 2024 to 2026 period (and beyond), including explanations for each position.

2024 Budget				
Department	Position	Position Status		Comments
Administration	Executive Coordinator, Office of the CAO	Permanent	Full Time	80% Tax, 20% W/W/W, 1.0 FTE
Corporate Services	Payroll & Accounting Analyst	Permanent	Full time	80% Tax, 20% W/W/W, 1.0 FTE
Corporate Services	Municipal Law Enforcement Officer	Permanent	Full time	20% W/W/W, 80% Revenues, 1.0 FTE
Infrastructure Services	Climate Change Coordinator	Permanent	Full time	Tax 20%, 40% W/W/W, 40% Partner Funded, 1.0 FTE
Infrastructure Services	Instrumentation and Systems Control Technician	Permanent	Full time	60% W/W/W, 40% partner funding, 1.0 FTE
Infrastructure Services	Construction Inspector	Permanent	Full time	100% Capital, 1.0 FTE
Infrastructure Services	Operations Centre Project Manager (2 years)	Contract	Full time	2 year contract, 100% Capital, 1.0 FTE
Community Services	Aquatics Coordinator	Permanent	Full time	2% Tax, 98% Revenue, 1.0 FTE
Community Services	Gardener	Temporary	Full time	77% Tax, 23% Revenue, 0.5 FTE
Community Services	Customer Service Representative - Theatre	Temporary	Part time	100% Revenue, 0.41 FTE
Community Services	Customer Service Representative - JECC	Temporary	Part time	100% Tax, 0.5 FTE
Infra. Serv. / Com. Serv.	Parks & Roads Operators (2 existing positions)	Permanent	Full time	Transitioning from Temporary Full Time to Permanent Full Time, 100% Tax
Infra. Serv. / Com. Serv.	Parks & Roads Operator (1 new position)	Permanent	Full time	100% Tax, 1.0 FTE
Planning & Development	Customer Service Associate	Permanent	Full time	100% Revenue, 1.0 FTE



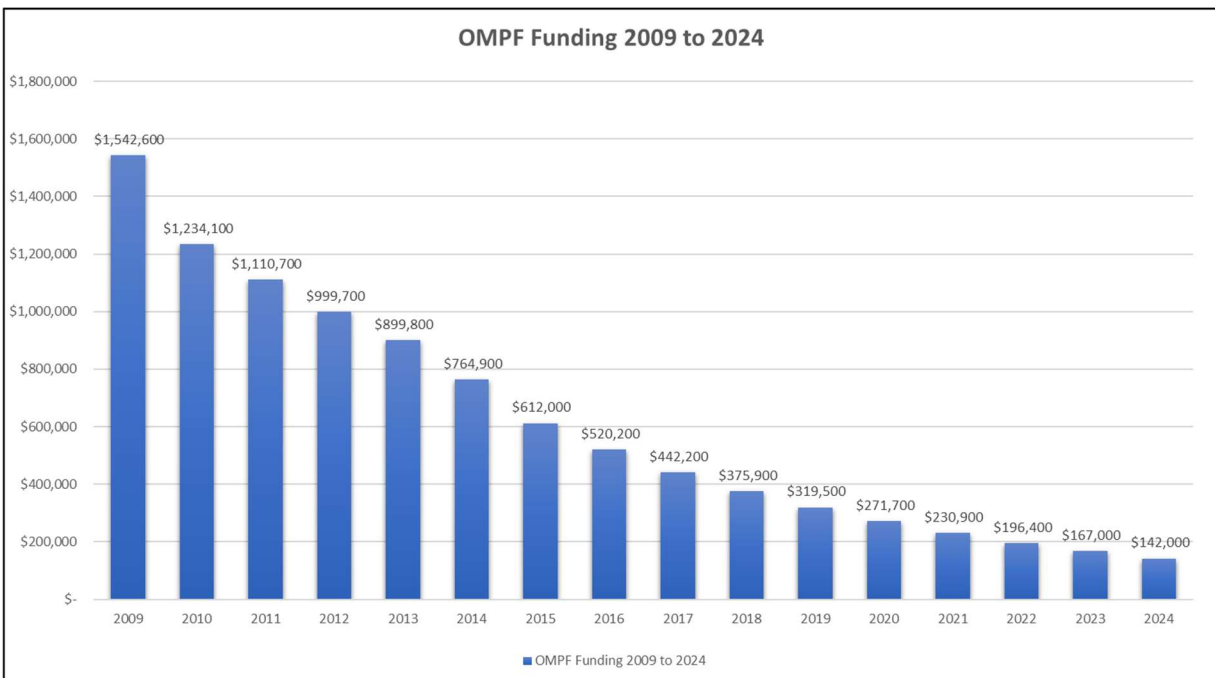
In addition to new positions, other changes to wages and benefits within the 2024 Budget are:

- Cost of living adjustment (COLA) increased 1.87% per the Employee Memorandum of Agreement with the Township's Staff Association.
- Impacts of the council endorsed compensation market review.
- CPP maximums have increased 8.02%.
- EI maximums have increased 4.66%.
- 11.4% increase in group benefit premium costs.
- Staff movement through the salary pay grid.

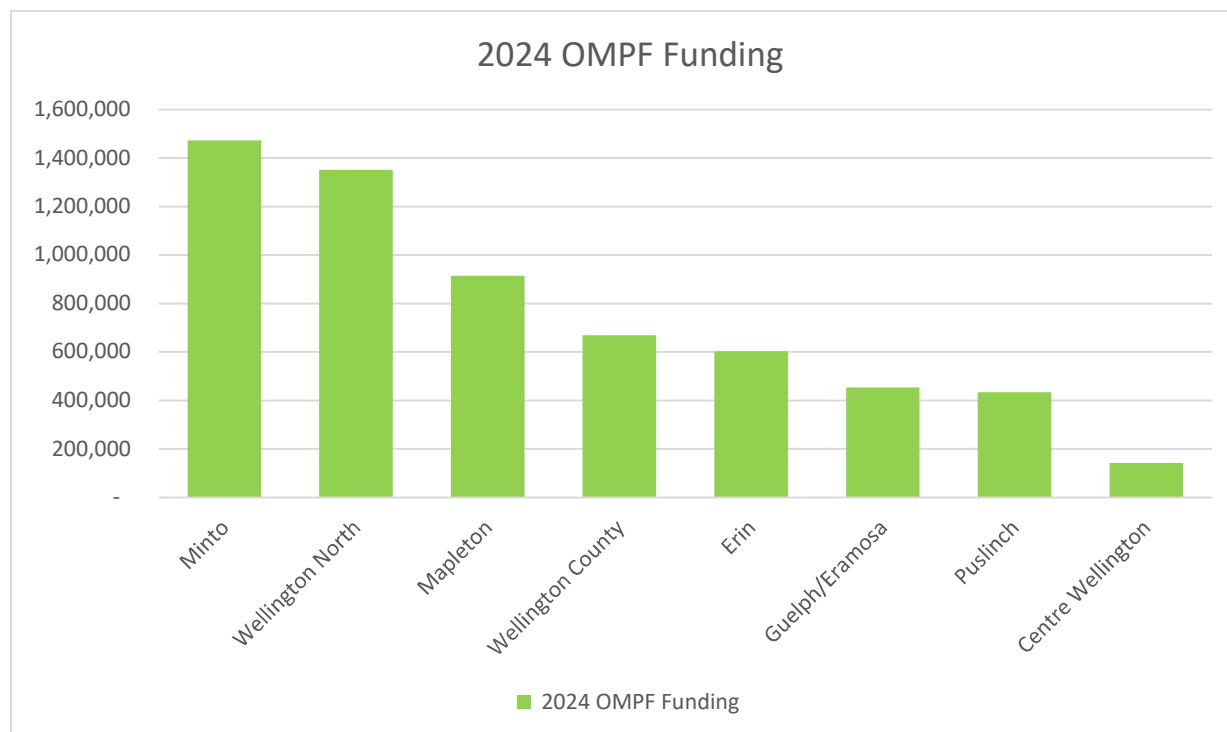
Ontario Municipal Partnership Funding (OMPF)

The Township's OMPF funding is being reduced by a further 15% in 2024, bringing the Township's allocation to \$142,000. This is a reduction of \$25,000 from the 2023 allocation.

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



Centre Wellington's OMPF allocation is the lowest within the County. A summary of 2024 allocations across the County is as follows:



Transfers to Capital – Internally Generated

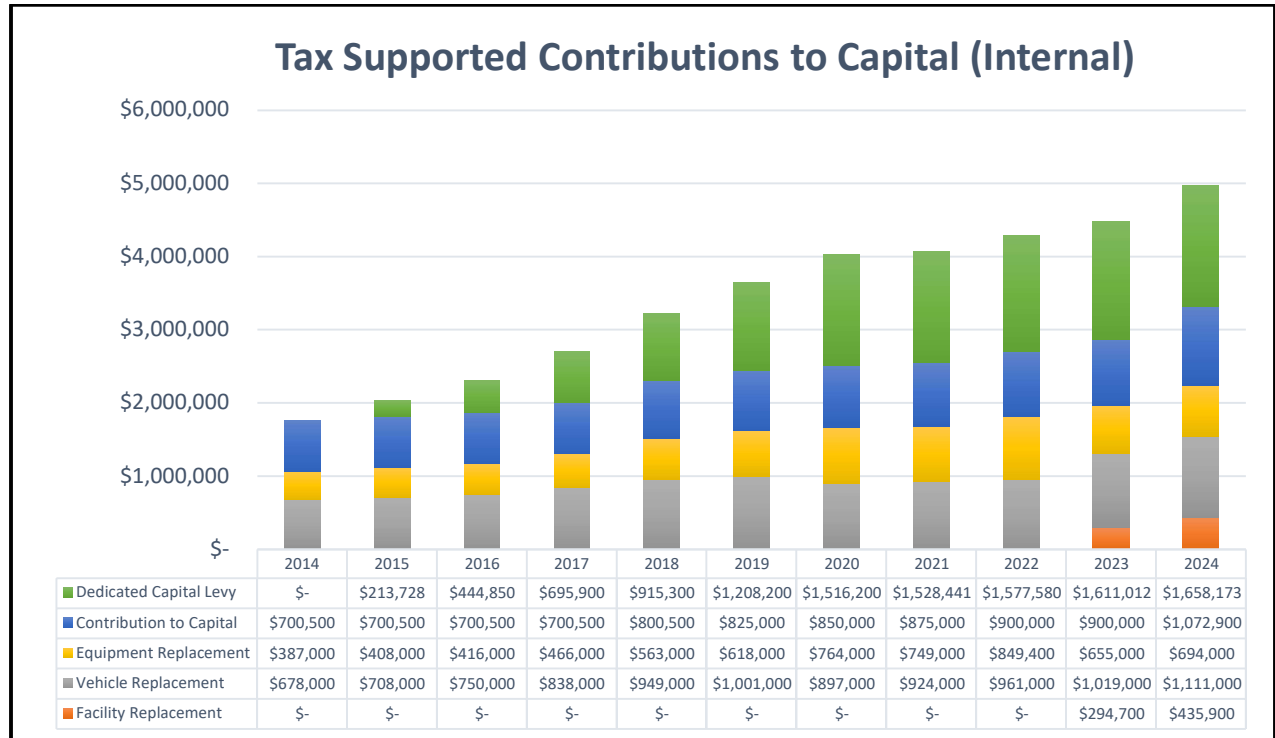
Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$2,240,900 in 2024. This represents a \$272,200 increase from 2023. In the 2020 Budget, Township staff combined tax supported vehicle reserves into one reserve (and similarly for equipment reserves), allowing for efficiencies in distributing funds for vehicles and equipment annually. This has allowed for a reallocation of funds from vehicles to equipment, removing pressure on the equipment reserve. These replacement reserve transfers ensure the Township has sufficient funding available to replace end of life vehicles and equipment in 2024 and beyond.

The contribution from the tax supported operating budget to the General Capital Reserve has also increased by \$172,900 in the 2024 Budget. This increase is largely facilitated by an annual increase equivalent to a 2.0% increase in taxation supported by Council, as recommended in the 2022 Asset Management Plan.

The total amount of internal funding contributed from the tax supported operating budget (including the Dedicated Capital Levy) to the Township's capital program is \$4,971,973. This represents a \$3,206,473 increase from the 2014 Budget. To meet the future infrastructure challenges identified in the Township's Asset Management Plan, it is important the Township continue to direct an increasing portion of budget funding to capital needs.

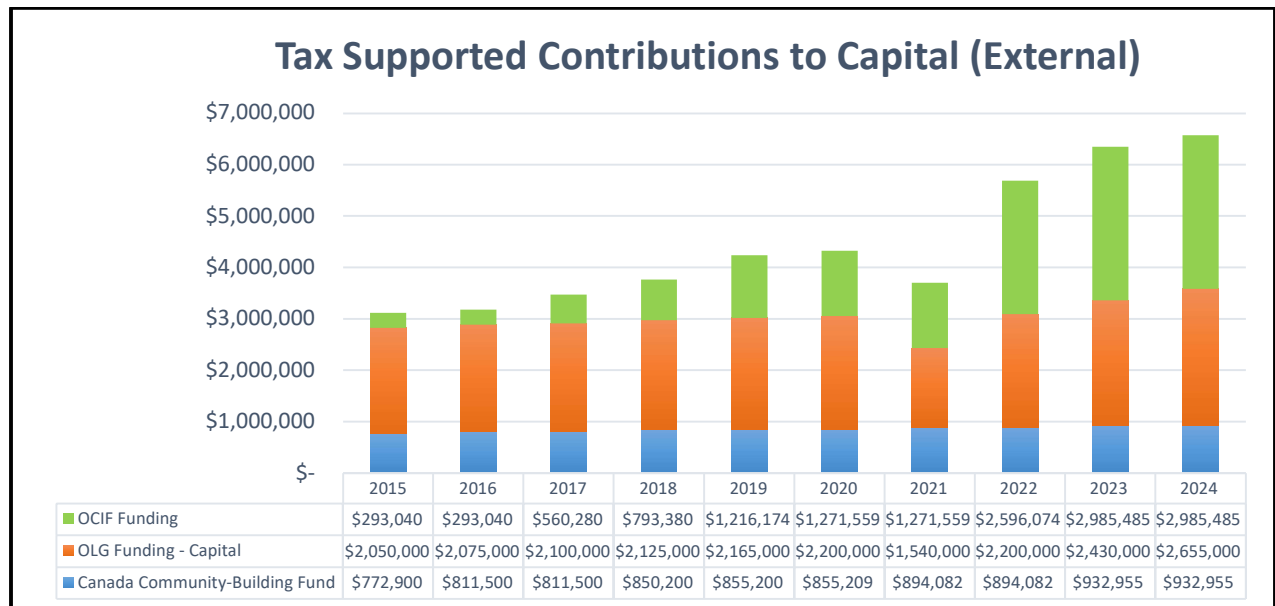


A graph illustrating the increases in internal capital funding since 2014 is provided below.



Transfers to Capital – Externally Generated

The following chart provides an analysis of externally generated capital investments that have been provided to the Township annually since 2015.



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

OLG funds, a portion of OCIF, and the Canada Community-Building Fund (formerly Federal Gas Tax) grant assist in funding other tax supported capital programs (other than bridges and culverts). As part of the 2024 pre-budget meetings, Council endorsed an OLG Funding Allocation Policy similar to 2023's. With OLG funding in 2023 anticipated to be \$2,950,000, the new Council approved distribution is as follows:

- \$2,655,000 to Township Capital (90%);
- \$118,000 Community Impact Grants (4%);
- \$88,500 to Economic Development (3%); and
- \$88,500 to Heritage (3%).

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

Termite Management Program

During 2023 council endorsed a plan to undertake a termite management program with an estimated maximum cost of \$1,390,000 beginning in 2024. The program is anticipated to last five years and a Termite Management Reserve has been established to stabilize taxation impacts from potential fluctuating annual expenditures over the term of the contract. It is anticipated that the reserve will require annual funding of \$240,000 in addition to leveraging \$190,000 of termite management funds which currently exist in a capital project.

Parks and Recreation Revenues

With the completion of renovations at the Jefferson Elora Community Centre (JECC) in late 2023, revenues have been increased to reflect normal operations of the facility. Furthermore, additional revenue generation from program offerings (i.e. day camps, drop-in programs, pickleball, etc.) at the JECC are anticipated for 2024.

The Centre Wellington Community Sportsplex is also expanding aquatic lessons and admissions for 2024 and repurposing hall space at the facility for programming purposes instead of primarily rentals.

Fees and charges for Parks and Recreation activities are proposed to increase by 6% in 2024.

Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. In response to inflationary pressures, the Bank of Canada has continued to increase their prime rate throughout 2023 to 7.2%, which is considered a terminal rate for incremental increases by most major economists. Therefore, the



investment earnings revenue budget for 2024 has been increased accordingly by \$491,900 to \$1,824,800 to accommodate these favourable market conditions.

Worth noting however, is that there remains tremendous uncertainty regarding the duration at which the suggested terminal rate will remain in effect, or if this rate will be subject to contraction during the calendar year. Township staff have made a number of conservative estimates on cash balance and anticipated average annual interest rates when formulating the 2024 operating investment earnings.



Summary of 2024 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2024 Budget. The total percentage impact represents the 9.36% increase in the regular tax levy.

Area	\$ Impact	% Impact on Tax Rate
Wages and Benefits Increase	2,252,900	13.03%
Increase in Termite Management Program Expenditures	240,000	1.39%
Increase in Transfer to Equipment and Facility Replacement Reserves	180,200	1.04%
Increase in Contribution to the General Capital Reserve	172,900	1.00%
Increase in PW Material Costs for Gravel Resurfacing	130,000	0.75%
Increase in Transfer to Community Partner Reserve Fund	129,400	0.75%
Increase in PW Material Costs for Dustlaying	120,000	0.69%
Increase in Transfer to Vehicle Replacement Reserve	92,000	0.53%
Increase in IT&S Software Licencing Costs	86,300	0.50%
Increase in Insurance Premiums	84,900	0.49%
Increase in Transportation Services Fleet Repairs and Maintenance Expenditures	70,000	0.40%
Reduction in Partner Revenue for Asset Management Technician Position	54,000	0.31%
Increase in Hydro, Water, and Gas Utility Expenses	52,500	0.30%
Increase in Repair & Maintenance and Cleaning Supply Expenditures at the Sportsplex and JECC Facilities	42,500	0.25%
Reduction in Transfer from Economic Development Reserve Fund to Fund Economic Development Coordinator Position	27,800	0.16%
Increase in Conferences, Seminars and Training Expenditures	26,500	0.15%
Decrease in OMPF Grant Revenue	25,000	0.14%
Increase in Guelph Humane Society Annual Charge for Stray Animal Control	22,800	0.13%
Increase in PW Material Costs for Safety Devices	17,500	0.10%
Increase in Transfer to Employee Future Benefit Reserve	15,000	0.09%
Increase for the Rental and Cleaning of Temporary Elora Downtown Public Washrooms	14,100	0.08%
Increase in Dispatch Charges for Fire Services	14,000	0.08%
Reduction in Snow Removal Contract at 205 Queen St. Facility	(14,500)	-0.08%
Net Increase in Fergus Grand Theatre Revenue	(15,000)	-0.09%
Increase in Transportation Services Engineering Revenue	(19,000)	-0.11%
Reduction in PW Street Cleaning Expenditures for the Removal of a Street Sweeper Rental	(25,000)	-0.14%
Decrease in Fleet Fuel Expenditures	(27,000)	-0.16%
Increase in Supplementary Taxation Revenue	(30,000)	-0.17%
Reduction in Tax Supported Funding for Grants to Community Groups	(32,000)	-0.19%
Increase in Interest and Penalties Revenue on Taxes Receivable	(40,000)	-0.23%
Increase in By-Law Enforcement Revenue	(81,500)	-0.47%
Increase in Planning Revenue to Fund Customer Service Associate Position	(86,300)	-0.50%
Increase in Partner Revenue for Human Resources Services Contract	(112,000)	-0.65%
Increase in General Administration Cost Recovery from the Environmental Budget	(149,800)	-0.87%
Increase in Building Division Revenue	(163,900)	-0.95%
Increase in Investment Revenue	(491,900)	-2.85%
Increase in P&R Facilities, Parks and Community Development Division Revenue	(542,200)	-3.14%
Net Increase in Other Minor Items	69,553	0.40%
Net Increase in Tax Rate Before Assessment Growth	2,109,753	12.20%
Less: Assessment Growth	(491,727)	-2.93%
Net Increase in Tax Levy/Rate Due to Items Listed Above	1,618,026	9.36%





Staffing Strategy

2024 to Beyond 2026

New Staff positions are required for several reasons, including:

- **Growth Demands:** As the Township continues to grow, departments require more staffing to meet the needs of our community and maintain levels of service. In some cases, departments are restructured to accommodate planned growth.
- **Legislation:** Ensure various municipal, provincial, and federal legislation requirements are met.
- **New Services:** Provide new services and/or programs as approved by Council, typically through the Strategic Plan.

For 2024 staffing positions, the Township's Senior Management Team went through a rigorous process of identifying staffing needs in each department, prioritizing, and ranking these positions, and short listing based on scores received as well as available funding. The Township's Chief Administrative Officer provided final approval of 2024 positions, with funding allocations to be approved by Council as part of the 2024 Budget. This is an annual process that will continue in future years.

During the year Council may also receive funding approval requests for new staffing outside of budget discussions when required positions are funded by revenue other than taxation (such as user fees, development fees, capital funding, or partner funding).

A list of new positions for 2024 is provided below, as well as positions forecasted by staff for 2025, 2026, and beyond. Demand for new positions in 2024 exceeded available funding, therefore some positions have been deferred to later years. *Please note that proposed positions for 2025, 2026, and beyond are subject to change as all positions are re-prioritized and scored annually.*

2024 Budget

Administration

Executive Coordinator, Office of the CAO Permanent, Full time, 1.0 FTE

This position will provide administration, communication, office coordination, and customer service support for the Office of the CAO. The position also provides administrative support to the Mayor and acts as a liaison for all members of Council. Other duties include coordinating events (Mayor Town Halls, CAO Town Halls, Project Open Houses, etc.) and supporting the department and Senior Management Team on projects and initiatives. The intent is to move administrative responsibilities, routine tasks, and other responsibilities to this position. It is anticipated that this position will significantly increase the efficiency and productivity of the

department. While this position is new, an executive position has existed in the Office of the CAO in the past.

Corporate Services

Payroll & Accounting Analyst

Permanent, Full time, 1.0 FTE

The purpose of the position is to administer and process bi-weekly payroll for all employees and members of Council, ensure timely and accurate remittances are made for employee benefits including month end, quarterly and year end analysis/enquiries. This position will be responsible for completing timely monthly bank reconciliations, invoice processing, accounts receivable rebilling assistance, and creating capacity for the existing Financial Analyst position to proactively analyze operating variances. Furthermore, capacity will be created for the Financial Analyst to become more actively involved in the preparation of the operating budget and support other month end processes. This position will also serve as backup to the Accounts Coordinator (i.e. accounts payable function).

Municipal Law Enforcement Officer

Permanent, Full time, 1.0 FTE

With ongoing updating and creation of Township by-laws, growing population, and the evolving role of the existing Municipal Law Enforcement Officer (MLEO), a second MLEO is needed. Flexibility between the two positions would enable enforcement coverage beyond the regular workday. The Municipal Law Enforcement Officer provides awareness and education of Township by-laws, conducts inspections or investigations, responds to complaints in a timely manner, achieves voluntary compliance wherever possible, issues orders/warnings, and applies penalties, when necessary.

Infrastructure Services

Climate Change Coordinator

Permanent, Full time, 1.0 FTE (0.6 FTE to the Township)

The number and frequency of severe weather events negatively impacting Southern Ontario, the Township, and its residents are increasing. The Township and neighbouring municipalities have experienced extreme rainfall, flooding, drought, tornados, windstorms, and ice storms. This position is responsible for coordinating, implementing, and tracking sustainability initiatives with a focus on climate and energy-related projects for the Township. The Climate Change Coordinator will play a critical role in advancing current efforts to reduce greenhouse gas emissions, reduce energy, improve resiliency, and promote sustainable practices. This position will work closely with all departments to develop and implement effective climate and energy initiatives, programs, and policies and to measure and report on their impact. The position will also provide service to a neighbouring municipality.



Instrumentation and System Control Technician

Permanent, Full Time, 1.0 FTE (0.6 FTE to the Township)

Reporting to the Manager of Water Services and Environmental Sustainability, this position is responsible for designing, implementing, and maintaining SCADA systems and associated instrumentation across the Township. The Instrumentation and System Control Technician will play a crucial role in ensuring the efficient operation and control of various water and wastewater processes by programming, configuring, and troubleshooting SCADA systems. The position will also provide services to some neighbouring municipalities.

Construction Inspector

Permanent, Full time, 1.0 FTE

The Construction Inspector position reviews Township road, water, wastewater, stormwater, and development-related capital construction projects to ensure compliance with engineering standards and project specifications. This position will be responsible for quality assurance and quality control of construction projects to verify the proper materials are being used on a project and concerns from residents and business owners during construction are addressed in a timely and professional manner.

Operations Centre Project Manager (2 years)

Temporary, Full time, 1.0 FTE

Project Managers are responsible for directing and managing studies and capital projects related to the Township's road, bridge, water, wastewater, storm water, and municipal buildings infrastructure, under the general guidance and direction of the Manager of Engineering within the Infrastructure Services Department. This specific role will be focused on managing the design and construction of the Township's Operations Centre over a 2-year period.

Community Services

Aquatics Coordinator

Permanent, Full time, 1.0 FTE

The Aquatics Coordinator is required to support the Manger of Recreation Services. The participation numbers at the Aquatic Centre continue to grow annually, as the Township grows. The needs of all Recreation Programs in Centre Wellington continue to expand, putting a strain on the time available to the Manager to coordinate the aquatics portion of Recreation Services. This position is needed to supervise the aquatics programs and part time/seasonal staff delivering the programs.

Gardener

Temporary, Full Time, 0.5 FTE

During the Summer months this position will provide the required assistance for beautification in the downtowns, parks, boulevards, round-abouts, and cemeteries. Currently, the Township's horticulturist manages all these locations and has students helping maintain these areas. Students work from May to August, but demand for work in horticulture is all year long, and the gap of needed staff is significant in the spring and fall.



**Customer Service Representative -Theatre
Temporary, Part time, 0.41 FTE**

This position is required to increase service levels to allow for more presence at the Fergus Grand Theatre, providing customer service, sharing information with tourists and residents, and offering support to the Theatre Coordinator in the areas of box office sales, volunteer coordination, and support for event rentals.

**Customer Service Representative - JECC
Temporary, Part Time, 0.5 FTE**

The Customer Service Representative is responsible for providing front desk reception, registration, and information services in line with public access to programs and facilities at the Jefferson Elora Community Centre. The Customer Service Representative provides clerical and back up services to ensure that systems and procedures for managing and supporting programs and facilities are kept up to date.

**Parks & Roads Operator (2 existing)
Temporary, Full Time to Permanent, Full time, 2.0 FTE**

In 2020, two Parks & Roads Operators were hired on a temporary, full-time basis. Effective January 2024, it is recommended that these two positions are transitioned to permanent, full-time status to stabilize the positions. The only additional cost would be related to the provision of some additional employee benefits.

**Parks & Roads Operator (1 new)
Permanent, Full time, 1.0 FTE**

This position is designed to enable the Township to meet peak demand for services based on seasonal trends. This position reports to the Manager of Public Works during the winter season and the Manager of Parks for the remainder of the year. The Parks & Roads Operator is part of a front-line team directly responsible for carrying out the day-to-day maintenance and clean-up of parks and roads, so that the citizens of Centre Wellington can enjoy outdoor recreation in clean and well-maintained settings and can commute throughout the Township of Centre Wellington safely and easily.

Planning and Development

**Customer Service Associate
Permanent, Full time, 1.0 FTE**

The primary role of the Customer Service Associate is to be the front line first point of contact for customer's interacting with and requesting the services of the Planning and Development Department. These activities include, but are not limited to, greeting customers in person at the service counter, answering phone calls, communicating through email, etc. to connect customers with the Planning & Development Services that they are requesting. This position will provide administrative support for the delivery of regulatory services which are offered by the Planning and Development Department. All of these services are aimed at public protection, health, safety, and convenience.



2025 Forecast

(Subject to change in future budgets)

Corporate Services

Application Support Analyst Permanent, Full time, 1.0 FTE

This position will provide a second Application Support Analyst within the Information & Technology Services (IT&S) division of Corporate Services. As the Township grows, and as the IT&S division takes on IT support for additional partners, the breadth of software supported has and will continue to grow. This position will assist with implementing new software projects, supporting existing software, and end user training.

Supervisor of Accounting and Operations Permanent, Full time, 1.0 FTE

Due to significant growth in the Township, additional reporting requirements from senior levels of government and increased internal support from growth in other departments, staff resources in Financial Services are approaching capacity. This position will aid the Manager of Finance and the Supervisor of Accounting and Capital to ensure timely preparation of annual reporting requirements, assist in the preparation of the annual operating budget, and be a financial resource for all Township departments in the preparation of studies, master plans, and the implementation of special projects.

Infrastructure Services

Engineering Technologist – Water/Wastewater Permanent, Full Time, 1.0 FTE

The Engineering Technologist – Water/Wastewater provides engineering review and technical support for the Township's water, wastewater, and asset management programs. The position is also responsible for managing water and wastewater capital projects, coordinating between outside agencies to ensure project deliverables are achieved, arranging for, and administering the installation and inspection of municipal services for site plan/infill developments, as well as reviewing the engineering submissions for subdivision applications ensuring compliance is maintained with all applicable water and wastewater design standards.

Public Works Coordinator Permanent, Full Time (2 existing)

Reporting to the Supervisor of Public Works, the Public Works Coordinator position will provide additional leadership strength within Public Works operations. With increasing growth-related demands on our Public Works staff, the coordinators will provide needed support to the Public Works Supervisors to coordinate resources and provide leadership to Public Works crews. These positions will also provide direction and supervision to summer student crews and participate in the supervisor winter on-call rotation.



Water Operator - Special Projects and Customer Services

Permanent, Full time, 1.0 FTE

This position is responsible for operational aspects of the Township's water systems that focus on water metering processes, infrastructure locating, water quality and supply issues, new development service installations, backflow prevention and participating in relevant capital projects. This position will also include operational aspects of water supply, treatment, storage, distribution, and participation in the development and implementation of the Drinking Water Quality Management System.

Source Protection Coordinator

Permanent, Full time, 1.0 FTE

Reporting to the Risk Management Official, the Source Protection Coordinator provides Wellington County-wide support and coordination for the Wellington Source Water Protection Program including implementation of education and outreach programs, coordinating, and completing development reviews, supporting the delivery of Part IV of the Clean Water Act and other data management and administrative tasks. This position supports program implementation in the Township of Centre Wellington and partner municipalities in Wellington County.

Supervisor of Capital Projects & Infrastructure Planning

Permanent, Full time, 1.0 FTE

The Supervisor of Capital Projects & Infrastructure Planning will be based in the Engineering Services Division and will lead a team responsible for overseeing the planning, design, and construction of capital projects. This position will oversee the completion of studies such as Master Plans and Municipal Class Environmental Assessments and will provide input into the annual Capital Budget process to ensure the timely and effective delivery of infrastructure capital projects.

GIS Technician

Permanent, Full time, 1.0 FTE

A new GIS Technician position is required to keep up with current levels of service, respond to pressure from growth, ever changing legislative requirements and develop new programs and improve existing ones. The position will respond to the overall GIS needs of the Corporation and the public. The GIS Technician is responsible for the development, management, analysis, and distribution of the Township's GIS services to support corporate priorities and departmental requirements. This position also supports the Township of Centre Wellington's asset management, source water protection, and maintenance management programs through data analyses, database design, risk model development, and quality control.



Community Services

Customer Service Representative - Tourism

Permanent, Part time, 0.26 FTE

This position is required to increase service levels to establish a Tourism presence at the Fergus Grand Theatre, as well as support Tourism efforts at the Elora Information Centre. Information Services Assistants deliver tourist and community information to visitors, residents, and tourism partners in the community. This position will support a stronger Tourism presence in Fergus and provide support to the Customer Service Representatives, Theatre Coordinator, and Tourism and Destination Coordinator.

Facility Attendant

Permanent, Full time, 0.5 FTE (Combine with Gardener Position)

This position is combined with the Gardener position added in 2024 and will consist of 6 months working in horticulture and 6 months in recreational facilities. During the summer months this position will provide the required assistance for beautification in the downtowns, parks, boulevards, round-abouts and cemeteries. The remainder of the year the position will support recreational facilities and would be part of the Facility Attendant work schedule, ensuring facilities are cleaned and sanitized to the appropriate standard. The Halls are used now for a variety of different recreational activities and staff are now required to clean and set up the hall between these activities. This demand is greatest in the winter months when the ice is also in operation.

Parks & Roads Operator (1)

Permanent, Full time, 1.0 FTE

This position is designed to enable the Township to meet peak demand for services based on seasonal trends. This position reports to the Manager of Public Works during the winter season and the Manager of Parks for the remainder of the year. The Parks & Roads Operator is part of a front-line team directly responsible for carrying out the day-to-day maintenance and clean-up of parks and roads, so that the citizens of Centre Wellington can enjoy outdoor recreation in clean and well-maintained settings and can commute throughout the Township of Centre Wellington safely and easily.

Planning and Development

Landscape Architect Planner

Permanent, Full time, 1.0 FTE

The Landscape Architect Planner is responsible for providing landscape architectural and parks planning expertise by reviewing and commenting on development applications. The Landscape Architect Planner is also responsible for the design of new and replacement facilities, parks, sports fields, playgrounds, and trails, including the development of schedules, budgets, work plans, and coordinating with project consultants and/or contractors.



2026 Forecast

(Subject to change in future budgets)

Administration

Communications Coordinator

Permanent, Full time, 1.0 FTE

The Communications Coordinator reports to the Communications and Strategic Initiatives Specialist within the Office of the CAO and coordinates the Communications area under the Specialist's supervision by developing, implementing, and maintaining a broad range of communications and outreach initiatives supporting the Township of Centre Wellington. The Communications Coordinator plays an integral role in providing advice and direction, development, delivery, and coordination of the Township's brand. Responsible for communication planning, media inquiries, public relations, corporate website, social media engagement, corporate advertising, branding, marketing, internal communications, public consultation, civic engagement, and emergency communications information. The introduction of this role allows the Communications and Strategic Initiatives Specialist to manage and oversee communications while spending more time in strategic planning and initiatives, providing more support to the CAO in this area.

Infrastructure Services

Wastewater Operator (Linear)

Permanent, Full Time, 2.0 FTE

This position is responsible for operations and maintenance of the Township's wastewater and sewage systems including maintenance, monitoring, and emergency repairs. This position is responsible for all technical aspects of wastewater systems including, wastewater treatment plants, sewage pumping stations, low pressure sewer systems, forcemains, mains, storm water management ponds, and conveyance channels. Provided the Operator meets the requirements under the Ontario Water Resources Act, the Wastewater Operator acts as Operator in Charge and/or Overall Responsible Operator. The Wastewater Operator is responsible for onsite operations, directs contractors and summer students as needed, participates in the on-call and call-out rotations and must be available to periodically work weekends and outside normal working hours.

Customer Accounts/Billing Coordinator

Permanent, Full time, 1.0 FTE

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. A Customer



Accounts/Billing Coordinator position would be required for the full-scale implementation of AMI.

Community Services

Fire Life Safety Educator (FLSE)

Permanent, Full time, 1.0 FTE

Fire Life Safety Education is an important component of the Fire Prevention Division. FLSE personnel educate the community about fire safety and fire safety regulations. The delivery of Public Education and certain components of Fire Prevention is mandated for every municipality under the Fire Protection and Prevention Act (FPPA). The Ontario Office of the Fire Marshal has outlined the Three Lines of Defence Model which is to support fire risk reduction and mitigation. The three lines of defence are, Public Education and Prevention, Fire Safety Standards and Code Enforcement and Emergency Response. The Fire Prevention and Public Education division is responsible for conducting fire safety inspections in all types of occupancies within Centre Wellington. The Number of fire deaths in Ontario continues to rise every year. Having a FLSE will help to mitigate this terrible trend.

Forestry Technician

Permanent, Full Time, 1.0 FTE

With the ongoing growth of development in Centre Wellington and the desire to preserve our natural environment, a Forestry Technician is needed to provide additional technical support, plans review, and inspection services. The position would report to the Township's Urban Forestry Coordinator and will be responsible for assisting with urban forestry programs, developing and interpreting policy, and for inspecting whether construction activities comply with relevant policies and bylaws. Inspection services are needed for new park construction and tree protection zones.

Parks Capital Projects Coordinator

Permanent, Full time, 1.0 FTE

Growth in the Township has sparked significant growth in parks. This position would focus on capital projects in parks including park equipment replacement, new parks capital projects, design and development of parks plans, trail plans, and interconnections. This position would be funded through the annual capital budget.

Planning and Development

Policy Planner

Permanent, Full time, 1.0 FTE

Supports the Planning and Development Department in the development, coordination, and/or preparation of long-range plans, policies, and special studies to guide the future growth of the Township in accordance with County and Provincial and other municipally initiated policy initiatives such as the Official Plan, Community Improvement Plans, redevelopment plans,



heritage conservation, development monitoring and growth management. This position also supports the strategic evaluation of emerging trends and new planning requirements.

Beyond 2026

The positions forecasted for “beyond 2026” will be brought into the Staffing Strategy when they are inserted into the 3-year forecast period. Please refer to the summary of positions on the following pages.

Summary of Positions by Year

2024 Budget				
Department	Position	Position Status		Comments
Administration	Executive Coordinator, Office of the CAO	Permanent	Full Time	80% Tax, 20% W/WW, 1.0 FTE
Corporate Services	Payroll & Accounting Analyst	Permanent	Full time	80% Tax, 20% W/WW, 1.0 FTE
Corporate Services	Municipal Law Enforcement Officer	Permanent	Full time	20% W/WW, 80% Revenues, 1.0 FTE
Infrastructure Services	Climate Change Coordinator	Permanent	Full time	Tax 20%, 40% W/WW, 40% Partner Funded, 1.0 FTE
Infrastructure Services	Instrumentation and Systems Control Technician	Permanent	Full time	60% W/WW, 40% partner funding, 1.0 FTE
Infrastructure Services	Construction Inspector	Permanent	Full time	100% Capital, 1.0 FTE
Infrastructure Services	Operations Centre Project Manager (2 years)	Contract	Full time	2 year contract, 100% Capital, 1.0 FTE
Community Services	Aquatics Coordinator	Permanent	Full time	2% Tax, 98% Revenue, 1.0 FTE
Community Services	Gardener	Temporary	Full time	77% Tax, 23% Revenue, 0.5 FTE
Community Services	Customer Service Representative - Theatre	Temporary	Part time	100% Revenue, 0.41 FTE
Community Services	Customer Service Representative - JECC	Temporary	Part time	100% Tax, 0.5 FTE
Infra. Serv. / Com. Serv.	Parks & Roads Operators (2 existing positions)	Permanent	Full time	Transitioning from Temporary Full Time to Permanent Full Time, 100% Tax
Infra. Serv. / Com. Serv.	Parks & Roads Operator (1 new position)	Permanent	Full time	100% Tax, 1.0 FTE
Planning & Development	Customer Service Associate	Permanent	Full time	100% Revenue, 1.0 FTE

2025 Forecast				
Department	Position	Position Status		Comments
Corporate Services	Application Support Analyst	Permanent	Full time	Changing contribution from partner from 80% to 50%, 1.0 FTE
Corporate Services	Supervisor of Accounting and Operations	Permanent	Full Time	80% Tax, 20% W/WW, 1.0 FTE
Infrastructure Services	Engineering Technologist - Water/Wastewater	Permanent	Full time	50% W/WW, 50% Dev Fees, 1.0 FTE
Infrastructure Services	Public Works Coordinator (2 positions)	Permanent	Full time	Change to Permanent Full Time Reclassification, 2.0 FTE
Infrastructure Services	Water Operator (SPCS)	Permanent	Full time	100% W/WW, 1.0 FTE
Infrastructure Services	Source Protection Coordinator	Permanent	Full time	100% Partner (County), 1.0 FTE
Infrastructure Services	Supervisor of Capital Projects & Infrastructure Planning	Permanent	Full time	50% Capital, 50% Dev Fees, 1.0 FTE
Infrastructure Services	GIS Technician	Permanent	Full time	50% Tax, 50% W/WW, 1.0 FTE
Community Services	Customer Service Representative - Tourism	Temporary	Part time	100% Tax, 0.26 FTE
Community Services	Facility Attendant	Permanent	Full time	100% Tax, 0.5 FTE (Combine with 0.5 FTE Gardener)
Infra. Serv. / Com. Serv.	Parks & Roads Operator (1 position)	Permanent	Full time	100% Tax, 1.0 FTE
Planning & Development	Landscape Architect Planner	Permanent	Full time	100% Revenue, 1.0 FTE

Moved from 2024 to 2025



2026 Forecast				
Department	Position	Position Status		Comments
Administration	Communications Coordinator	Permanent	Full Time	80% Tax, 20% W/WW, 1.0 FTE
Infrastructure Services	Wastewater Operator (Linear) (2)	Permanent	Full time	100% W/WW, 2.0 FTE
Infrastructure Services	Customer Accounts/Billing Coordinator	Permanent	Full time	100% W/WW, 1.0 FTE
Community Services	Fire Life Safety Educator	Permanent	Full Time	100% Tax, 1.0 FTE
Community Services	Forestry Technician	Permanent	Full Time	100% Tax, 1.0 FTE
Community Services	Parks Capital Projects Coordinator	Permanent	Full time	100% Capital, 1.0 FTE
Planning & Development	Policy Planner	Permanent	Full time	Planning Fees funded, 1.0 FTE

Moved from 2025 to 2026 given funding constraints.

Beyond 2026 Forecast				
Department	Position	Position Status		Comments
Human Resources	Human Resources Position	Permanent	Full time	80% Tax, 20% W/WW, 1.0 FTE
Infrastructure Services	Roads Operator	Permanent	Full time	100% Tax, 1.0 FTE
Infrastructure Services	Mechanic (2)	Permanent	Full time	50% W/WW, 50% Tax, 1.0 FTE
Infrastructure Services	Water Operator	Permanent	Full time	100% W/WW, 1.0 FTE
Infrastructure Services	Supervisor of Design & Construction	Permanent	Full time	50% W/WW, 50% Tax, 1.0 FTE
Infrastructure Services	Construction Crew/Winter Control Operator	Permanent	Full time	50% W/WW, 50% Tax, 1.0 FTE
Infrastructure Services	Water Operator - Special Projects and Customer Service	Permanent	Full time	100% W/WW, 1.0 FTE
Community Services	Volunteer Firefighters (6 positions)	Permanent	On-Call	100% Tax
Community Services	Sports Fields and Trails Operators (2)	Permanent	Full time	100% Tax, 2.0 FTE
Community Services	Volunteer Firefighters (19 positions)	Permanent	On-Call	100% Tax
Community Services	Horticulture Coordinator	Permanent	Full time	100% Tax, 1.0 FTE
Community Services	Urban Forestry Student	Temporary	Part Time	100% Tax, 0.35 FTE

Moved from 2026 to Beyond 2026 given funding constraints.



2024 Budget: Funding the Staffing Strategy

2024 Budget		NEW FTE	Funded from Prior Budgets	Taxation Assessment Growth	Water and/or Wastewater	Revenue	Capital	Other Municipalities or Partners	Property Taxation	Total Salary & Benefits
Department	Position									
Administration	Executive Coordinator, Office of the CAO	1.0	26,000	54,861	13,715	-	-	-	-	94,577
Corporate Services	Payroll & Accounting Analyst	1.0		75,661	18,915	-	-	-	-	94,577
Corporate Services	Municipal Law Enforcement Officer	1.0	-	-	20,382	81,530	-	-	-	101,912
Infrastructure Services	Climate Change Coordinator	0.6	-	-	40,765	-	-	40,765	20,382	101,912
Infrastructure Services	Instrumentation and Systems Control Technician	0.6	-	-	71,469	-	-	47,646	-	119,115
Infrastructure Services	Construction Inspector	1.0	-	-	-	-	101,912	-	-	101,912
Infrastructure Services	Operations Centre Project Manager (2 years)	1.0	-	-	-	-	121,012	-	-	121,012
Community Services	Aquatics Coordinator	1.0	-	4,577	-	90,000	-	-	-	94,577
Community Services	Gardener	0.5	-	28,518	-	10,000	-	-	-	38,518
Community Services	Customer Service Representative - Theatre	0.4	-	-	-	19,709	-	-	-	19,709
Community Services	Customer Service Representative - JECC	0.5	-	-	-	-	-	-	34,562	34,562
Infra. Serv. / Com. Serv.	Parks & Roads Operators (2 existing positions)	-	138,931	20,111	-	-	-	-	-	159,042
Infra. Serv. / Com. Serv.	Parks & Roads Operator (1 new position)	1.0	20,736	58,785	-	-	-	-	-	79,521
Planning & Development	Customer Service Associate	1.0	-	-	-	86,297	-	-	-	86,297
Total		10.6	185,667	242,513	165,247	287,536	222,924	88,411	54,944	1,247,241

Taxation Assessment Growth Analysis

100%	Planned Growth	2.93%	491,727
25%	Asset Investment	0.73%	122,932
50%	Operating - Staff	1.46%	245,864
25%	Operating - Other	0.73%	122,932

Staffing:

Taxation Assessment Growth Requested	242,513
Taxation Assessment Growth Available	245,864
Surplus/(Deficit)	3,351





Township of Centre Wellington 2024 Tax Supported Operating Budget Summary

Description	2023 Budget			2024 Budget			Budget Change 2023/2024	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Administration</u>								
Mayor and Council	275,521	-	275,521	317,339	(5,000)	312,339	36,818	13.4%
Youth Initiatives	5,300	(5,300)	-	-	-	-	-	0.0%
Office of the CAO and Communications	496,081	-	496,081	643,692	-	643,692	147,611	29.8%
Human Resources	730,571	(74,000)	656,571	969,503	(196,000)	773,503	116,931	17.8%
Emergency Operations Centre	2,600	-	2,600	2,800	-	2,800	200	7.7%
<u>Corporate Services</u>								
Legislative Services	756,241	(57,800)	698,441	684,419	(66,200)	618,219	(80,221)	-11.5%
Financial Services	1,313,653	(254,850)	1,058,803	1,414,092	(199,450)	1,214,642	155,839	14.7%
Information Technology and Services	1,233,265	(161,400)	1,071,865	1,357,842	(172,000)	1,185,842	113,977	10.6%
General Administration	(478,873)	(168,200)	(647,073)	(617,227)	(170,500)	(787,727)	(140,654)	21.7%
205 Queen St, Fergus Building	57,611	-	57,611	43,950	-	43,950	(13,661)	-23.7%
By-law Enforcement	125,487	(8,000)	117,487	211,379	(89,500)	121,879	4,391	3.7%
Stray Animal Control	169,200	(87,300)	81,900	192,000	(87,400)	104,600	22,700	27.7%
Livestock Act	650	(400)	250	650	(400)	250	-	0.0%
Tile Drain Loans	4,770	(4,770)	-	1,318	(1,318)	-	-	0.0%
<u>Infrastructure Services</u>								
Transportation Services - Administration	1,363,245	-	1,363,245	1,749,194	-	1,749,194	385,950	28.3%
Transportation Services - Operations	4,404,290	(107,700)	4,296,590	4,877,940	(139,200)	4,738,740	442,150	10.3%
Centre Wellington Downtown - Maintenance	50,130	-	50,130	49,870	-	49,870	(260)	-0.5%
Crossing Guards	72,196	-	72,196	79,726	-	79,726	7,530	10.4%
Cemeteries	224,700	(224,700)	-	266,900	(266,900)	-	-	0.0%
<u>Community Services</u>								
Fire	1,856,213	(193,020)	1,663,193	2,005,673	(191,341)	1,814,332	151,139	9.1%
Municipal FD Training Officer	165,100	(165,100)	-	172,600	(172,600)	-	-	0.0%
Parks, Recreation and Culture Administration	1,893,591	(84,000)	1,809,591	2,242,024	(1,700)	2,240,324	430,733	23.8%



Township of Centre Wellington 2024 Tax Supported Operating Budget Summary

Description	2023 Budget			2024 Budget			Budget Change 2023/2024	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Community Services</u>								
Parks & Recreation - Centre Wellington Community Sport	2,685,146	(1,444,499)	1,240,647	2,608,601	(1,652,130)	956,471	(284,176)	-22.9%
Parks & Recreation - Jefferson Elora Community Centre	320,811	(114,600)	206,211	575,248	(338,000)	237,248	31,037	15.1%
Parks & Recreation - Belwood Hall	26,480	(5,200)	21,280	27,093	(7,000)	20,093	(1,188)	-5.6%
Parks & Recreation - Parks	560,453	(46,000)	514,453	615,807	(53,800)	562,007	47,554	9.2%
Parks & Recreation - Forestry	77,053	(25,800)	51,253	75,800	(25,800)	50,000	(1,253)	-2.4%
Parks & Recreation - Greenhouses	17,500	-	17,500	24,200	-	24,200	6,700	38.3%
Victoria Park Seniors Centre	497,558	(179,950)	317,608	579,813	(239,100)	340,713	23,104	7.3%
Centre Wellington Downtown - Beautification	79,590	-	79,590	89,643	-	89,643	10,053	12.6%
Fergus Weigh Scale Building	22,834	-	22,834	7,875	-	7,875	(14,959)	-65.5%
Elora Public Washrooms	14,750	-	14,750	30,000	-	30,000	15,250	103.4%
Fergus Grand Theatre	202,904	(90,100)	112,804	233,012	(110,150)	122,862	10,058	8.9%
Tourism	238,926	-	238,926	255,036	-	255,036	16,110	6.7%
Celebrations	17,000	-	17,000	-	-	-	(17,000)	-100.0%
Grants to Community Groups	178,000	(113,000)	65,000	162,980	(130,000)	32,980	(32,020)	-49.3%
Community Development	-	-	-	316,176	(183,900)	132,276	132,276	0.0%
Buildings and Properties Management	-	-	-	235,467	-	235,467	235,467	0.0%
<u>Planning & Development Services</u>								
Building	1,414,173	(1,671,400)	(257,227)	1,540,896	(1,835,300)	(294,404)	(37,177)	14.5%
Termite Management Program	-	-	-	518,000	(278,000)	240,000	240,000	0.0%
Planning	1,050,470	(682,900)	367,570	1,142,366	(769,200)	373,166	5,597	1.5%
Economic Development	346,843	(139,400)	207,443	362,191	(111,600)	250,591	43,148	20.8%
Committee of Adjustment	4,550	(20,000)	(15,450)	5,100	(27,000)	(21,900)	(6,450)	41.7%
Heritage Centre Wellington	10,900	-	10,900	11,300	-	11,300	400	3.7%



Township of Centre Wellington 2024 Tax Supported Operating Budget Summary

Description	2023 Budget			2024 Budget			Budget Change 2023/2024	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<i>Other Services</i>								
Grand River Conservation Authority	115,951	(115,951)	-	117,560	(117,560)	-	-	0.0%
Other Health Services	20,000	(20,000)	-	32,700	(22,700)	10,000	10,000	0.0%
Contribution to Capital Fund	4,570,712	-	4,570,712	5,066,973	-	5,066,973	496,261	10.9%
Ontario Non-Specific Grants	-	(167,000)	(167,000)	-	(142,000)	(142,000)	25,000	-15.0%
Other Revenues and Expenses	6,641,290	(8,885,150)	(2,243,860)	6,894,140	(9,680,250)	(2,786,110)	(542,250)	24.2%
Net Debt	1,131,535	(808,345)	323,190	1,124,919	(801,730)	323,189	(1)	0.0%
Fergus BIA	68,900	(68,900)	-	71,656	(71,656)	-	-	0.0%
Elora BIA	71,651	(71,651)	-	74,517	(74,517)	-	-	0.0%
Taxation - Payment in Lieu	-	(247,700)	(247,700)	-	(255,000)	(255,000)	(7,300)	2.9%
Taxation - Township Purposes	35,000	(18,628,437)	(18,593,437)	36,500	(20,815,351)	(20,778,851)	(2,185,414)	11.8%
Total 2024 Operating Budget	35,142,523	-35,142,523	-	39,501,253	-39,501,253	-		

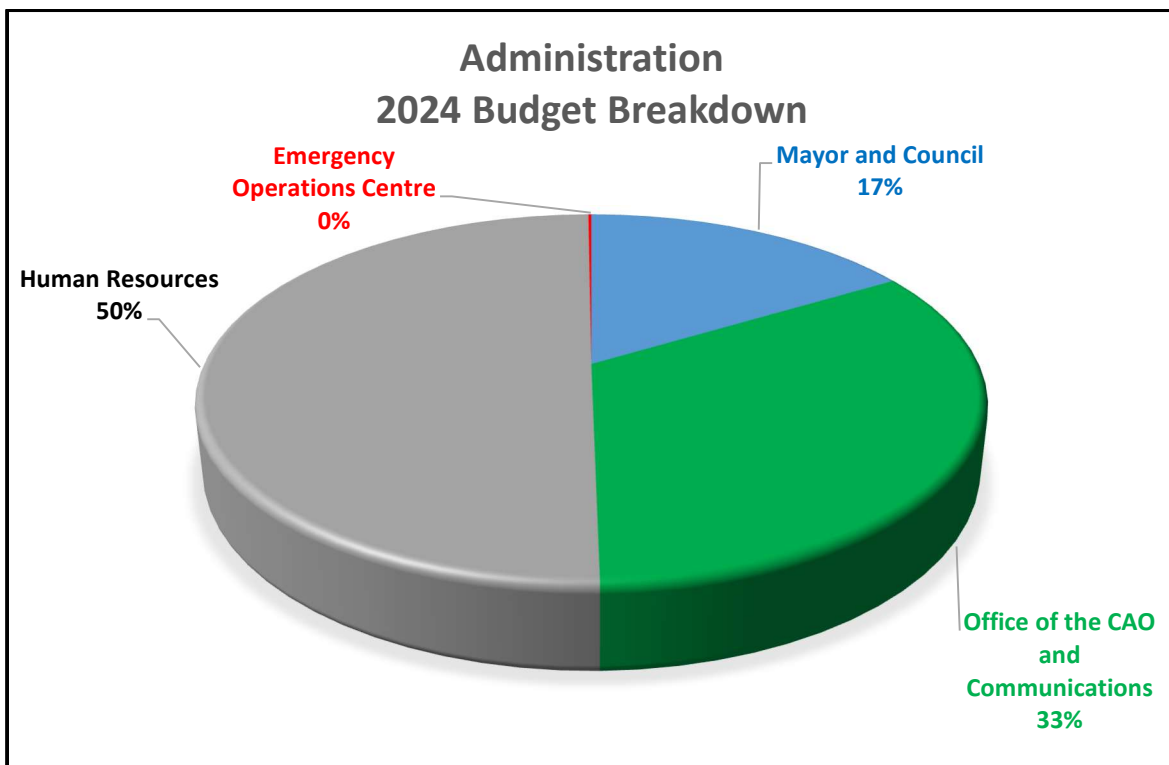


Administration Summary

Administration is made up of the following budget areas:

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

The combined gross expenditure budget for Administration for 2024 is \$1,933,333 which is broken down as follows:





**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Administration - Mayor and Council

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Mayor and Council - Revenue	-	-	(5,000)	(5,000)	0.0%
<i>Total Revenues</i>	-	-	(5,000)	(5,000)	0.0%
<u>Expenses</u>					
Mayor and Council - Wages & Benefits	231,921	186,496	264,339	32,418	14.0%
Mayor and Council - Conferences/Training/Communications	24,500	17,115	28,000	3,500	14.3%
Mayor and Council - Administration	19,100	14,381	20,000	900	4.7%
Mayor and Council - Operations & Maintenance	-	-	5,000	5,000	0.0%
<i>Total Expenses</i>	275,521	217,992	317,339	41,818	15.2%
<i>Net Budget Mayor and Council</i>	275,521	217,992	312,339	36,818	13.4%

Major Changes Impacting This Budget

1. Budgeted amounts for Youth Initiatives have been reallocated to the Mayor and Council division and are reflected in the revenue and operations & maintenance lines.
2. The increase in wages and benefits is mainly due to recommendations accepted by Council based on a Council Remuneration Review and Update undertaken in 2023. Also included is a cost of living increase and statutory benefit and health care plan adjustments.
3. An additional \$500 for each member of Council has been included for conferences, training, and communications.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Administration - Youth Initiatives

Efforts will be made to ensure youth initiatives are identified by youth in Centre Wellington and through active Council Advisory Committees. It is essential that youth in Centre Wellington have opportunities to provide input, ideas and suggestions to Township Council that will contribute to positive change in the lives of youth and young adults in Centre Wellington.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Youth Initiatives - Revenue	(5,300)	-	-	5,300	-100.0%
<i>Total Revenues</i>	(5,300)	-	-	5,300	-100.0%
<u>Expenses</u>					
Youth Initiatives - Wages & Benefits	1,600	-	-	(1,600)	-100.0%
Youth Initiatives - Administration	900	-	-	(900)	-100.0%
Youth Initiatives - Operations & Maintenance	2,800	-	-	(2,800)	-100.0%
<i>Total Expenses</i>	5,300	-	-	(5,300)	-100.0%
<i>Net Budget Youth Initiatives</i>	-	-	-	-	0.0%

Major Changes Impacting This Budget

1. Funding associated with Youth Initiatives has been reallocated to the Mayor and Council division in the 2024 budget.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 Budget and Actual Results

Administration - Office of the CAO and Communications

The Office of the CAO is responsible for providing direction and effective leadership to the whole organization and is the administrative representative to the community. The department is responsible for oversight and coordination of Township strategic planning initiatives, working with all departments on strategic planning progress, timelines, strategic priority setting, and coordinating all cross-departmental strategic initiatives, plans and projects.

The department includes Corporate Communications, responsible for developing and managing clear and consistent communications on behalf of the Township through the Township's website, social media, e-newsletters, surveys, presentations, news releases, etc. This includes the execution of a digital strategy, promotion, and day-to-day digital operations for the Township. Staff also support Council and staff in internal and external communications, and provide communication needs during emergency situations.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>					
Office of the CAO and Communications - Wages & Benefits	467,481	402,285	610,992	143,511	30.7%
Office of the CAO and Communications - Administration	28,600	28,543	32,700	4,100	14.3%
<i>Total Expenses</i>	496,081	430,828	643,692	147,611	29.8%
<i>Net Budget Office of the CAO and Communications</i>	496,081	430,828	643,692	147,611	29.8%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes the elimination of an eight month co-op student position and the inclusion of a new Executive Coordinator position with a net impact of \$68,600.
2. The administration line includes a \$3,000 increase in conferences and training expenditures in 2024.



Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results

Administration - Human Resources

Human Resources department is responsible for strategic and transactional HR services to Council, management and staff. Responsible for advising, policy and process development and implementation, staffing/workforce planning, organization structure management, organizational development, performance enhancement, recruitment, selection and retention, succession planning, career planning, staff personal and professional development, labour relations, salary and benefits negotiations, salary and pension management, compliance, compensation reviews, business partnering, and health safety and wellness.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Human Resources - Revenue	(14,000)	(89,641)	(126,000)	(112,000)	800.0%
Human Resources - Transfers from Reserves	(60,000)	(43,115)	(70,000)	(10,000)	16.7%
<i>Total Revenues</i>	(74,000)	(132,756)	(196,000)	(122,000)	164.9%
<u>Expenses</u>					
Human Resources - Wages & Benefits	535,371	503,615	743,153	207,781	38.8%
Human Resources - Administration	18,700	10,593	21,450	2,750	14.7%
Human Resources - Operations & Maintenance	126,500	101,536	139,900	13,400	10.6%
Human Resources - Transfer to Reserves	50,000	50,000	65,000	15,000	30.0%
<i>Total Expenses</i>	730,571	665,744	969,503	238,931	32.7%
<i>Net Budget Human Resources</i>	656,571	532,988	773,503	116,931	17.8%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes a Human Resources Generalist position approved during 2023 which is fully funded through an agreement with the Township of Puslinch for a fee of \$126,000 in 2024.
2. Transfers from reserves includes a \$70,000 transfer from the Employee Future Benefits Reserve to fund anticipated expenditures for retiree health benefits in 2024 which are included in the operations and maintenance line. A subsequent transfer of \$65,000 to reserves is budgeted to fund the Employee Future Benefits Reserve in 2024. This represents a \$15,000 increase in the transfer to the reserve from 2023.
3. A \$1,800 increase in conferences and training expenditures is included in the administration line.
4. The operations and maintenance line includes a \$10,000 increase in retiree health benefit expenditures and a \$2,000 increase in the Township's Learning and Development Program.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Administration - Emergency Operations Centre

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Expenses</u>					
Emergency Operations Centre - Expenses	2,600	1,798	2,800	200	7.7%
<i>Total Expenses</i>	2,600	1,798	2,800	200	7.7%
Net Budget Emergency Operations Centre	2,600	1,798	2,800	200	7.7%

Major Changes Impacting This Budget

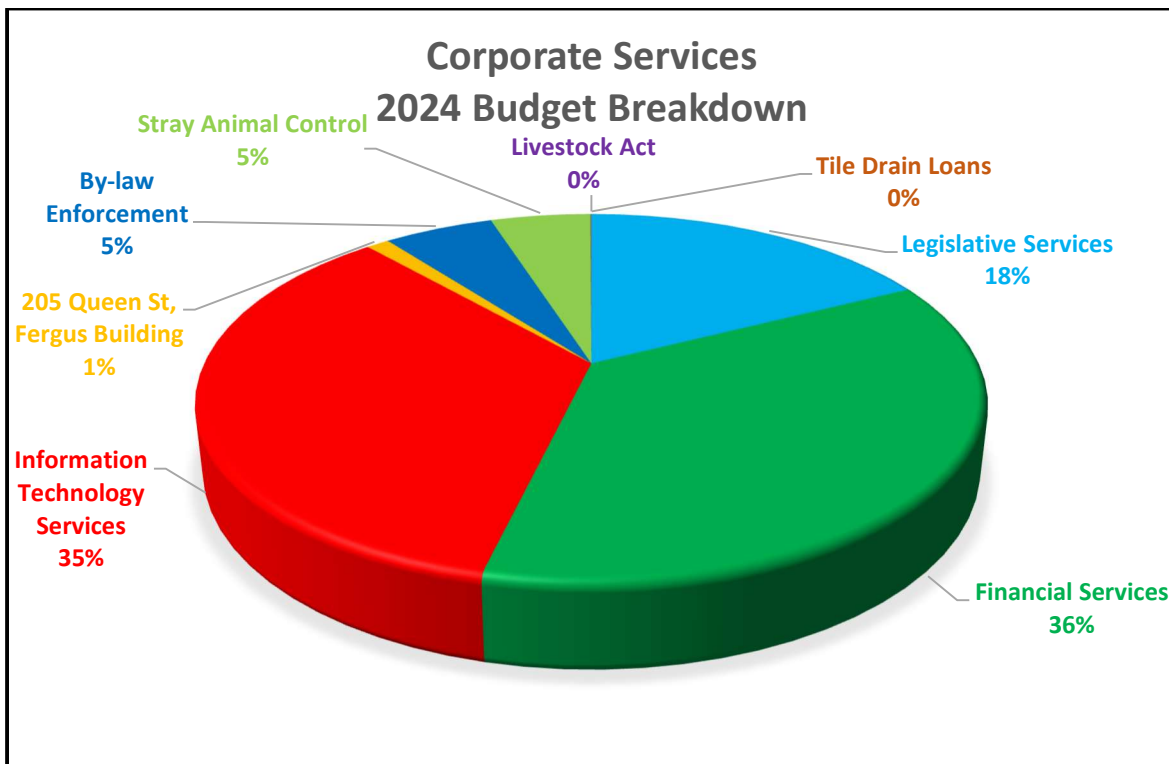


Corporate Services Summary

Corporate Services is made up of the following budget areas:

- ✓ Legislative Services
- ✓ Financial Services
- ✓ Information Technology and Services
- ✓ General Administration
- ✓ 205 Queen St, Fergus Building
- ✓ By-law Enforcement
- ✓ Stray Animal Control
- ✓ Livestock Act
- ✓ Tile Drain Loans

The combined gross expenditure budget for Corporate Services for 2024 is \$3,288,423, which is broken down as follows:





Township of Centre Wellington 2024 Operating Budget Summary With 2023 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, as well as County and Township by-laws. In addition, Legislative Services is responsible for access and privacy, vital statistics, municipal elections, records management, licensing, accessibility and by-law enforcement. A team of customer service associates provide a variety of front line services to customers.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Legislative Services - Revenue	(43,500)	(52,999)	(56,500)	(13,000)	29.9%
Legislative Services - Transfers from Reserves	(14,300)	(29,535)	(9,700)	4,600	-32.2%
<i>Total Revenues</i>	(57,800)	(82,534)	(66,200)	(8,400)	14.5%
<u>Expenses</u>					
Legislative Services - Wages & Benefits	684,241	544,797	622,419	(61,821)	-9.0%
Legislative Services - Administration	21,400	20,558	25,600	4,200	19.6%
Legislative Services - Operations & Maintenance	15,800	32,862	11,200	(4,600)	-29.1%
Legislative Services - Transfers to Reserves	34,800	34,800	25,200	(9,600)	-27.6%
<i>Total Expenses</i>	756,241	633,016	684,419	(71,821)	-9.5%
<i>Net Budget Legislative Services</i>	698,441	550,482	618,219	(80,221)	-11.5%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes the transfer of the Cemetery Administrator and Licensing Officer position to the Parks and Recreation division resulting in a reduction of \$102,200 to the Legislative Services division.
2. An increase to marriage license revenue accounts for the majority of the increase in the revenue line. Increased expenditures associated with marriage certificates accounts for the increase in the administration line.
3. The operations and maintenance line includes the expected cost of maintaining the voting register (\$2,700) and estimated costs for integrity commissioner assistance (\$7,000) in 2024. These expenditures are funded by transfers from the Election Reserve and the Reserve for Legal Matters. The operations and maintenance line also includes a \$1,500 provision for costs associated with records management.
4. The transfer to reserves is required to accumulate sufficient Election Reserve funds for the 2026 election.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Financial Services - Revenue	(254,850)	(208,834)	(199,450)	55,400	-21.7%
<i>Total Revenues</i>	(254,850)	(208,834)	(199,450)	55,400	-21.7%
<u>Expenses</u>					
Financial Services - Wages & Benefits	1,234,453	988,201	1,332,792	98,339	8.0%
Financial Services - Administration	35,200	33,542	36,300	1,100	3.1%
Financial Services - Operations & Maintenance	44,000	41,722	45,000	1,000	2.3%
<i>Total Expenses</i>	1,313,653	1,063,465	1,414,092	100,439	7.6%
<i>Net Budget Financial Services</i>	1,058,803	854,631	1,214,642	155,839	14.7%

Major Changes Impacting This Budget

1. During 2023 a restructuring took place resulting in the transfer of the Asset Management Technician position to the Infrastructure Services department. Furthermore, this position is no longer funded 50% by the Township of Mapleton. This results in a \$54,000 reduction in the revenue line and a \$107,600 reduction in the wages and benefits line for a net expenditure reduction of \$53,600 for the Financial Services division.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes a new Payroll and Accounting Analyst position with a cost of \$94,600.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 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. IT security is a set of cybersecurity strategies that prevents unauthorized access to organizational assets such as computers, networks, and data. It maintains the integrity and confidentiality of sensitive information, blocking the access of sophisticated hackers. The IT division also 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Information Technology and Services - Revenue	(161,400)	(82,929)	(172,000)	(10,600)	6.6%
<i>Total Revenues</i>	(161,400)	(82,929)	(172,000)	(10,600)	6.6%
<u>Expenses</u>					
Information Technology and Services - Wages & Benefits	680,565	509,783	715,292	34,727	5.1%
Information Technology and Services - Administration	15,500	11,868	21,050	5,550	35.8%
Information Technology and Services - Corporate Support	537,200	490,454	621,500	84,300	15.7%
<i>Total Expenses</i>	1,233,265	1,012,104	1,357,842	124,577	10.1%
<i>Net Budget Information Technology and Services</i>	1,071,865	929,175	1,185,842	113,977	10.6%

Major Changes Impacting This Budget

1. The revenue line includes revenue for services to be provided by the Information Technology and Services (IT) division to Centre Wellington Communications Inc. (CWC), Centre Wellington Hydro Inc. (\$8,000 increase from prior year), and the Town of Minto in 2024. It is anticipated that IT will provide services to other interested lower tiers in the County, resulting in additional revenue of \$76,000 (\$2,600 increase from prior year) in 2024.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
3. The increase in the administration line is due to additional mileage costs for IT staff travelling to the Town of Minto and other external sites to monitor, install, and repair equipment.
4. The change in the corporate support line is mainly due to increased costs for network monitoring tools (\$20,000), switch maintenance (\$20,000), software licensing costs in 2024 for Office 365, CityView and Dynamics GP (\$15,000), Fire division dispatch software (\$8,000), and GIS user licenses (\$7,000). Furthermore, corporate support also includes a \$2,000 reduction in internet service charges from Centre Wellington Communications Inc. for 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Corporate Services - General Administration

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
General Administration - Revenue	(32,000)	(1,959)	(29,500)	2,500	-7.8%
General Administration - Transfers from Reserves	(136,200)	(88,770)	(141,000)	(4,800)	3.5%
<i>Total Revenues</i>	(168,200)	(90,729)	(170,500)	(2,300)	1.4%
<u>Expenses</u>					
General Administration - Administration	84,050	69,315	83,650	(400)	-0.5%
General Administration - Operations & Maintenance	497,075	415,613	508,950	11,875	2.4%
General Administration - Transfers to Reserves	22,000	-	22,000	-	0.0%
General Administration - Cost Recovery	(1,081,998)	(991,831)	(1,231,827)	(149,829)	13.8%
<i>Total Expenses</i>	(478,873)	(506,903)	(617,227)	(138,354)	28.9%
<i>Net Budget General Administration</i>	(647,073)	(597,633)	(787,727)	(140,654)	21.7%

Major Changes Impacting This Budget

1. A \$2,500 decrease in revenue from miscellaneous sources accounts for the reduction in the revenue line.
2. Transfers from reserves includes an \$86,000 transfer from the WSIB Reserve, and a \$55,000 transfer from the Insurance Claims Reserve. The increase in reserve transfers is mainly due to a requirement to fund a \$5,000 increase in estimated insurance claim expenditures in 2024.
3. The change in the operations and maintenance line is mainly due to:
 - a \$5,000 increase in estimated insurance claim expenditures in 2024;
 - a \$3,800 increase in caretaking charges at 1 MacDonald Square; and
 - minor increases to professional fees and bank charges.
4. Transfers to reserves include a \$22,000 transfer to the Wind Turbine Capital Reserve. The receipt of funds annually, subject to an agreement, is included in revenue in the General Administration division.
5. General administration cost recovery represents the proportion of all General Government divisions' net expenditures incurred for administering the Environmental Services operating budgets, the Municipal FD Training Officer budget, and the Wellington Source Water Protection budget.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Corporate Services - 205 Queen St, Fergus Building

Formerly medical offices, this Township facility is now host of the IT&S division, Source Water Protection staff, and some administrative staff from the Environmental Services division. This facility is also a potential candidate for future administrative office space expansion and serves as a hoteling facility for hybrid work from home employees with several stations established as common use touchdowns.

	2023	2023	2024	2023/2024	
	Budget	Actual	Draft Budget	Budget Change	
				\$	%
<i>Expenses</i>					
205 Queen St, Fergus Building - Administration	3,600	5,186	4,300	700	19.4%
205 Queen St, Fergus Building - Operations and Maintenance	54,011	28,965	39,650	(14,361)	-26.6%
<i>Total Expenses</i>	57,611	34,150	43,950	(13,661)	-23.7%
<i>Net Budget 205 Queen St, Fergus Building</i>	57,611	34,150	43,950	(13,661)	-23.7%

Major Changes Impacting This Budget

1. It is anticipated that the Township will continue to clear snow at the facility with Township staff and equipment. As such the reduction in the operations and maintenance line is due to the elimination of external winter maintenance expenditures.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
By-law Enforcement - By-Law Enforcement Revenue	(3,000)	(1,075)	(84,500)	(81,500)	2,716.7%
By-law Enforcement - Transfers from Reserves	(5,000)	(2,734)	(5,000)	-	0.0%
<i>Total Revenues</i>	(8,000)	(3,809)	(89,500)	(81,500)	1,018.8%
<u>Expenses</u>					
By-law Enforcement - Wages & Benefits	111,087	95,951	197,479	86,391	77.8%
By-law Enforcement - Administration	5,750	4,686	5,400	(350)	-6.1%
By-law Enforcement - Operations & Maintenance	5,500	2,429	5,200	(300)	-5.5%
By-law Enforcement - Fleet Repair and Maintenance	3,150	2,100	3,300	150	4.8%
<i>Total Expenses</i>	125,487	105,166	211,379	85,891	68.4%
<i>Net Budget By-law Enforcement</i>	117,487	101,357	121,879	4,391	3.7%

Major Changes Impacting This Budget

1. The revenue line includes parking revenue, licensing fees, and other fines in 2024. The 2023 budget included only a small provision for fines.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes a new Municipal Law Enforcement Officer position with a total cost to this division of \$81,500.
3. External prosecution assistance accounts for \$5,000 of the total amount included in the operations and maintenance line. Legal costs associated with prosecution assistance are funded by an equivalent transfer from the Reserve for Legal Matters.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Corporate Services - Stray Animal Control

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Stray Animal Control - Revenue	(87,300)	(82,335)	(87,400)	(100)	0.1%
<i>Total Revenues</i>	(87,300)	(82,335)	(87,400)	(100)	0.1%
<u>Expenses</u>					
Stray Animal Control - Operations & Maintenance	169,200	142,319	192,000	22,800	13.5%
<i>Total Expenses</i>	169,200	142,319	192,000	22,800	13.5%
<i>Net Budget Stray Animal Control</i>	81,900	59,984	104,600	22,700	27.7%

Major Changes Impacting This Budget

1. The majority of estimated stray animal control costs are based on a contract with the Guelph Humane Society.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Livestock Act - Revenue	(400)	-	(400)	-	0.0%
<i>Total Revenues</i>	(400)	-	(400)	-	0.0%
<u>Expenses</u>					
Livestock Act - Expenses	650	1,724	650	-	0.0%
<i>Total Expenses</i>	650	1,724	650	-	0.0%
<i>Net Budget Livestock Act</i>	250	1,724	250	-	0.0%

Major Changes Impacting This Budget

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**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Corporate Services - Tile Drain Loans

		2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
					\$	%
<u>Revenues</u>						
Tile Drain Loans - Debt Repayments		(4,770)	(4,769)	(1,318)	3,452	-72.4%
	<i>Total Revenues</i>	(4,770)	(4,769)	(1,318)	3,452	-72.4%
<u>Expenses</u>						
Tile Drain Loans - Debt Payments		4,770	4,769	1,318	(3,452)	-72.4%
	<i>Total Expenses</i>	4,770	4,769	1,318	(3,452)	-72.4%
<i>Net Budget Tile Drain Loans</i>		-	-	-	-	0.0%

Major Changes Impacting This Budget

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

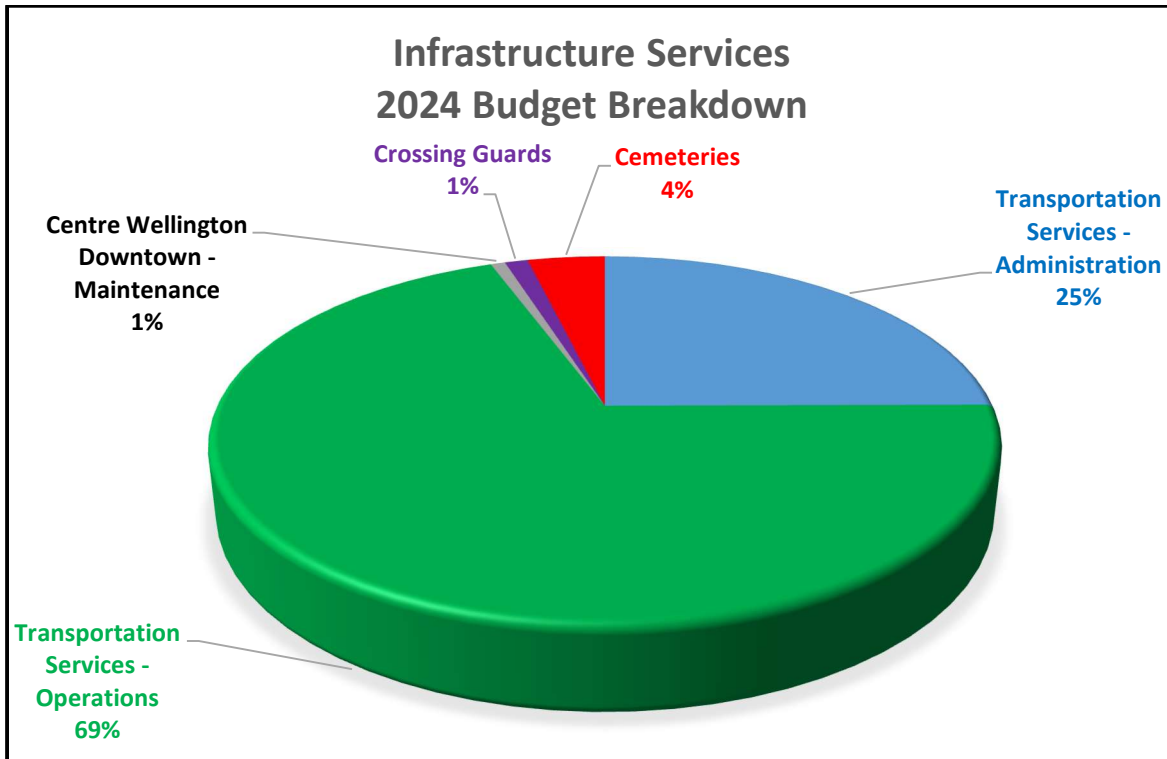


Infrastructure Services Summary

Infrastructure Services is made up of the following budget areas:

- ✓ Transportation Services - Administration
- ✓ Transportation Services - Operations
- ✓ Centre Wellington Downtown - Maintenance
- ✓ Crossing Guards
- ✓ Cemeteries

The combined gross expenditure budget for Infrastructure Services for 2024 is \$7,023,630, which is broken down as follows:





Township of Centre Wellington

2024 Operating Budget Summary
With 2023 Budget and Actual Results

Infrastructure Services - Transportation Services - Administration

Transportation Services (Public Works Division) maintains 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 929 lane km of roads, grading, dust suppression, gravel shoulder maintenance, pothole repairs, street sweeping, maintenance gravel, regulatory and warning signage (3,982 signs), traffic signals, pavement markings, stormwater conveyance channel, ditch and catch basin cleanouts, culverts and bridge maintenance. Public Works also maintains 114 km of sidewalks, crosswalks, and boulevards.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
Expenses					
PW Administration - Wages & Benefits	834,015	776,116	1,123,112	289,097	34.66%
PW Administration - Administration	50,300	49,224	57,000	6,700	13.32%
PW Administration - Operations & Maintenance	492,780	551,823	583,632	90,852	18.44%
PW Administration - Cost Recovery	(13,850)	(12,696)	(14,550)	(700)	5.05%
<i>Total Expenses</i>	1,363,245	1,364,467	1,749,194	385,950	28.31%
Net Budget Transportation Services - Administration	1,363,245	1,364,467	1,749,194	385,950	28.31%

Major Changes Impacting This Budget

- The combined Transportation Services Administration and Operations budgets are increasing by \$828,099 (14.63%).
- Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes 20% of the cost of a new Climate Change Coordinator position with an estimated cost to this division of \$20,400. Lastly, due to a restructuring of positions related to asset management activities the wage line includes the following changes:
 - the inclusion of 50% of the cost of the Asset Management Technician position (\$51,000) transferred from the Financial Services division;
 - the inclusion of 50% of the cost of a restructured Supervisor of GIS and Asset Management position (\$65,900) transferred from the Planning division; and
 - the inclusion of 50% of the cost of the GIS Technician position (\$51,400) that was allocated 100% to the Environmental Services division in prior years.
- The increase in the administration line is due to minor increases to telecommunications, training, and small furniture and equipment expenditures.
- The increase in the operations and maintenance line is mainly due to a \$38,900 increase in insurance costs for Public Works' buildings and additional hourly labour charges allocated to this line for non-operational time (i.e. training, meetings, supervision, etc.) that cannot be allocated to specific cost centres.
- Transportation Services cost recovery represents the proportion of all Transportation Services expenditures incurred for administering the Wellington Source Water Protection budget.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Infrastructure Services - Transportation Services - Operations

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
PW Operations - Revenue	(107,700)	(92,790)	(139,200)	(31,500)	29.2%
<i>Total Revenues</i>	(107,700)	(92,790)	(139,200)	(31,500)	29.2%
<u>Expenses</u>					
PW Operations - Fleet Repair & Maintenance	1,018,650	1,036,668	1,090,591	71,941	7.1%
PW Operations - Fergus Works Garage	39,446	39,679	44,655	5,209	13.2%
PW Operations - Elora Works Garage	54,541	42,834	48,232	(6,309)	-11.6%
PW Operations - West Garafraxa Works Garage	30,729	31,250	35,052	4,323	14.1%
PW Operations - Pilkington Works Garage	25,846	33,254	28,530	2,684	10.4%
PW Operations - Bridges & Culverts	95,185	54,842	94,702	(483)	-0.5%
PW Operations - Grass Cutting/Weed Spray	115,415	120,475	138,157	22,742	19.7%
PW Operations - Rural Tree Maintenance & Care	140,694	151,570	163,919	23,224	16.5%
PW Operations - Ditching	59,464	68,546	70,970	11,506	19.3%
PW Operations - Curb/Gutter/Basin	37,596	34,259	40,290	2,694	7.2%
PW Operations - Bituminous Pavement Patch	119,437	96,245	125,672	6,234	5.2%
PW Operations - Crack Sealing and Asphalt Repair	25,000	-	25,000	-	0.0%
PW Operations - Street Cleaning	80,185	59,188	54,702	(25,483)	-31.8%
PW Operations - Shoulder Maintenance	58,230	30,840	52,970	(5,260)	-9.0%
PW Operations - Road Patrol	68,928	61,222	88,919	19,990	29.0%
PW Operations - Debris Pick Up	16,243	27,721	21,685	5,442	33.5%
PW Operations - Grading	96,415	81,898	102,425	6,010	6.2%
PW Operations - Dustlaying	328,207	463,102	454,702	126,494	38.5%
PW Operations - Gravel Resurfacing	471,230	415,196	607,948	136,718	29.0%
PW Operations - Snow Removal	41,230	27,297	40,970	(260)	-0.6%
PW Operations - Plowing, Sanding & Scarifying	778,158	530,051	787,129	8,971	1.2%
PW Operations - Snow Fence/Culvert Thawing	3,249	-	3,201	(47)	-1.5%
PW Operations - Safety Devices	168,915	176,326	192,425	23,510	13.9%
PW Operations - Street Lighting	209,000	193,263	212,000	3,000	1.4%



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Infrastructure Services - Transportation Services - Operations

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
PW Operations - Municipal Parking Lots	27,487	16,152	27,238	(248)	-0.9%
PW Operations - Sidewalk Winter Maintenance	138,902	105,492	136,642	(2,260)	-1.6%
PW Operations - Sidewalk Cleaning	8,246	3,409	8,104	(142)	-1.7%
PW Operations - Sidewalk-Other	6,997	16,334	8,753	1,756	25.1%
PW Operations - Line Painting	85,721	86,996	97,485	11,764	13.7%
PW Operations - Storm Sewer	19,949	3,203	17,117	(2,832)	-14.2%
PW Operations - Storm Water Pond Maintenance	14,396	2,307	14,555	159	1.1%
PW Operations - Municipal Drains	4,500	2,100	4,500	-	0.0%
PW Operations - Snow Removal - Fergus County Roads	-	1,851	-	-	0.0%
PW Operations - Snow Removal - Elora County Roads	-	4,930	-	-	0.0%
PW Operations - Street Sweeping - County Roads	-	461	-	-	0.0%
PW Operations - Transfers to Reserves	16,100	18,997	38,700	22,600	140.4%
<i>Total Expenses</i>	4,404,290	4,037,956	4,877,940	473,650	10.8%
Net Budget Transportation Services - Operations	4,296,590	3,945,166	4,738,740	442,150	10.3%

Major Changes Impacting This Budget

1. The increase in revenue is mainly due to a \$19,000 increase in engineering revenue and a \$22,600 increase in groundwater collection fees charged. This is offset by reductions to fees from municipal access permits (\$8,600) and storm connection revenue (\$5,000).
2. The change in the fleet repair and maintenance line is due to a \$70,000 increase to fleet repairs and maintenance, a \$4,000 increase in vehicle insurance premiums and a \$33,000 increase in hourly labour charges allocated to this cost centre. This is offset by a \$35,000 reduction in estimated fleet fuel costs.
3. Street cleaning includes the removal of \$25,000 for renting a street sweeper as a new sweeper was purchased in 2023.
4. Dustlaying includes a \$120,000 increase due to a significant increase in the cost of dust suppressant.
5. Gravel resurfacing includes a \$130,000 increase for materials.
6. Plowing, Sanding & Scarifying includes a \$20,000 increase for the rental of a plow truck in 2024.
7. The \$22,600 increase in groundwater collection fees accounts for the change in the transfers to reserves line. These fees are transferred to reserves to fund the replacement of various subdivisions' groundwater collection systems at the end of their useful lives.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Infrastructure Services - Centre Wellington Downtown - Maintenance

The Township's Infrastructure Services department provides a variety of services to support the various programs and maintenance in downtown Fergus and Elora. These services include, but are not necessarily limited to: garbage and litter removal, snow shoveling, 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Expenses</u>					
Centre Wellington Downtown - Maintenance - Operations & Maintenance	50,130	38,074	49,870	(260)	-0.5%
<i>Total Expenses</i>	50,130	38,074	49,870	(260)	-0.5%
<i>Net Budget Centre Wellington Downtown - Maintenance</i>	50,130	38,074	49,870	(260)	-0.5%

Major Changes Impacting This Budget

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**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Infrastructure Services - Crossing Guards

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Expenses</u>					
Crossing Guards - Wages & Benefits	72,196	61,183	79,726	7,530	10.4%
<i>Total Expenses</i>	72,196	61,183	79,726	7,530	10.4%
Net Budget Crossing Guards	72,196	61,183	79,726	7,530	10.4%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, a cost of living increase, and statutory benefit adjustments during the 2024 year.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 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 Rd 22), 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Cemeteries - Revenue	(224,700)	(232,881)	(266,900)	(42,200)	18.8%
<i>Total Revenues</i>	(224,700)	(232,881)	(266,900)	(42,200)	18.8%
<u>Expenses</u>					
Cemeteries - Operations & Maintenance	131,519	137,021	138,037	6,518	5.0%
Cemeteries - Transfers to Reserves	93,181	40,459	128,863	35,682	38.3%
<i>Total Expenses</i>	224,700	177,481	266,900	42,200	18.8%
<i>Net Budget Cemeteries</i>	-	(55,401)	-	-	0.0%

Major Changes Impacting This Budget

1. Budgeted revenues for interment and plot sales are consistent with annualized historical averages. The revenue line also includes additional investment income anticipated for 2024.
2. The cemeteries division is budgeted as a cost neutral division. As a result, a transfer to the Cemetery Expansion Reserve is required to offset the budgeted \$83,363 surplus from operating the cemeteries in 2024.
3. An increase in cemetery licensing costs, columbarium inscription costs, and chapel utilities accounts for the majority of the increase to the operations and maintenance line.
4. The transfer to reserves also includes \$45,500 of revenues redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.

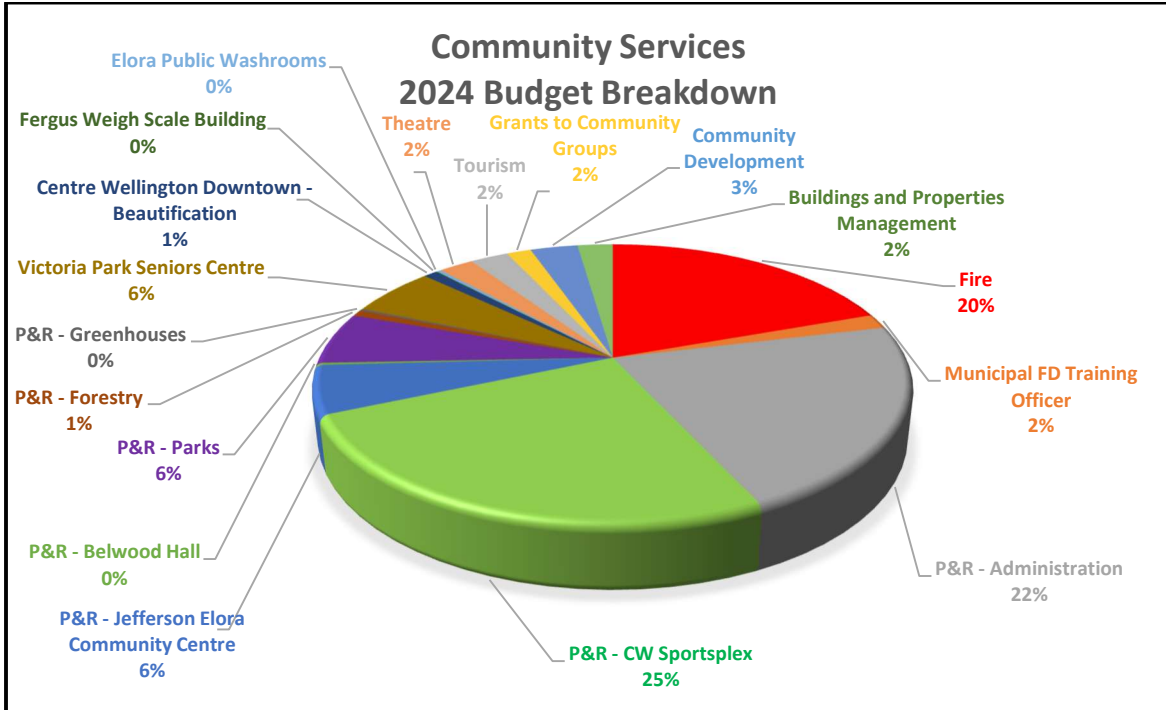


Community Services Summary

Community Services is made up of the following budget areas:

- ✓ Fire
- ✓ Municipal FD Training Officer
- ✓ Parks, Recreation and Culture Administration
- ✓ Parks & Recreation - Centre Wellington Community Sportsplex
- ✓ Parks & Recreation – Jefferson Elora Community Centre
- ✓ Parks & Recreation - Belwood Hall
- ✓ Parks & Recreation - Parks
- ✓ Parks & Recreation - Forestry
- ✓ Parks & Recreation - Greenhouses
- ✓ Victoria Park Seniors Centre
- ✓ Centre Wellington Downtown - Beautification
- ✓ Fergus Weigh Scale Building
- ✓ Elora Public Washrooms
- ✓ Fergus Grand Theatre
- ✓ Tourism
- ✓ Grants to Community Groups
- ✓ Community Development
- ✓ Buildings and Properties Management

The combined gross expenditure budget for Community Services for 2024 is \$10,257,048, which is broken down as follows:





Township of Centre Wellington 2024 Operating Budget Summary With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Fire - Revenue	(193,020)	(181,951)	(191,341)	1,679	-0.9%
<i>Total Revenues</i>	(193,020)	(181,951)	(191,341)	1,679	-0.9%
<u>Expenses</u>					
Fire - Wages & Benefits	1,544,463	1,412,763	1,655,833	111,370	7.2%
Fire - Administration	36,850	34,298	38,850	2,000	5.4%
Fire - Operations & Maintenance	110,625	114,173	127,375	16,750	15.1%
Fire - Fleet Repair & Maintenance	120,075	101,507	126,325	6,250	5.2%
Fire - Fergus Fire Station	40,350	56,646	52,200	11,850	29.4%
Fire - Elora Fire Station	17,700	15,241	19,500	1,800	10.2%
Fire - Transfers to Reserves	-	4,217	-	-	0.0%
Fire - Cost Recovery	(13,850)	(12,696)	(14,410)	(560)	4.0%
<i>Total Expenses</i>	1,856,213	1,726,148	2,005,673	149,460	8.1%
Net Budget Fire	1,663,193	1,544,197	1,814,332	151,139	9.1%

Major Changes Impacting This Budget

1. Revenue includes an \$82,800 fee charged to the Township of Puslinch for Fire Chief services to be provided by the Township of Centre Wellington in 2024.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Also included in wages and benefits is a \$55,900 increase in estimated volunteer firefighter (VFF) wage costs. The wage cost is in line with the annualized average cost per VFF for a complement of 66 VFFs.
3. The increase in the operations and maintenance line is due to an increase in annual dispatch fees paid to the City of Guelph.
4. The increase in the fleet repairs and maintenance line is due to an increase in fleet insurance premiums, and fleet repair and maintenance expenditures.
5. The increase in expenditures at the Fergus fire station is mainly due to an increase in utility costs.
6. The cost recovery line represents the proportion of all Fire division expenditures incurred for administering the Municipal FD Training Officer budget.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal FD Training Officer - Revenue	(165,100)	(119,826)	(172,600)	(7,500)	4.5%
<i>Total Revenues</i>	(165,100)	(119,826)	(172,600)	(7,500)	4.5%
<u>Expenses</u>					
Municipal FD Training Officer - Wages & Benefits	124,800	108,898	130,850	6,050	4.8%
Municipal FD Training Officer - Administration	5,900	1,650	5,900	-	0.0%
Municipal FD Training Officer - Fleet Repair & Maintenance	5,900	5,511	6,050	150	2.5%
Municipal FD Training Officer - Transfers to Reserves	7,500	7,500	8,000	500	6.7%
Municipal FD Training Officer - Cost Recovery Applied	21,000	19,250	21,800	800	3.8%
<i>Total Expenses</i>	165,100	142,808	172,600	7,500	4.5%
<i>Net Budget Municipal FD Training Officer</i>	-	22,982	-	-	0.0%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
2. The transfer to reserves is for the future replacement of the Municipal FD Training Officer's vehicle.
3. Cost recovery applied represents an estimate of administration expenses and Fire division overhead costs allocated to the Municipal FD Training Officer division.



Township of Centre Wellington

2024 Operating Budget Summary With 2023 Budget and Actual Results

Community Services - Parks, Recreation and Culture Administration

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

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

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Parks, Recreation and Culture Administration - Revenue	(84,000)	(14,725)	(1,700)	82,300	-98.0%
<i>Total Revenues</i>	(84,000)	(14,725)	(1,700)	82,300	-98.0%
<u>Expenses</u>					
Parks, Recreation and Culture Administration - Wages & Benefits	1,443,320	1,229,739	1,808,467	365,147	25.3%
Parks, Recreation and Culture Administration - Administration	71,100	61,309	79,300	8,200	11.5%
Parks, Recreation and Culture Administration - Operations & Maintenance	255,647	200,758	238,882	(16,765)	-6.6%
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	123,525	92,523	115,375	(8,150)	-6.6%
<i>Total Expenses</i>	1,893,591	1,584,329	2,242,024	348,433	18.4%
<i>Net Budget Parks, Recreation and Culture Administration</i>	1,809,591	1,569,604	2,240,324	430,733	23.8%

Major Changes Impacting This Budget

1. The overall increase in the Parks, Recreation and Culture budget is \$229,408 (5.94%).
2. The reduction in revenue is due to the reallocation of Community Partnership Program revenue to the new Community Development division.
3. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the change in the wages line includes the following:
 - a new Aquatics Coordinator position with a cost of \$94,600;
 - the Cemetery Administrator and Licensing Officer position has been moved from the Legislative Services division to the Parks, Recreation and Culture Administration cost centre resulting in an increase to the wages and benefits line of \$105,300;
 - two restructured Facility Coordinator positions and a Parks Coordinator position that were hourly positions in prior years have been reclassified as salaried positions resulting in an increase to the wages and benefits line of \$288,300;
 - the Building and Properties Project Manager and Building Technician positions have been transferred to the Buildings and Properties Management division resulting in a decrease to the wages and benefits line of \$162,800; and
 - the Community Development Coordinator position has been transferred to the Community Development division resulting in a decrease to the wages and benefits line of \$88,600.
4. The increase in the administration line is due to a \$5,000 increase in ActiveNet service charges and a \$3,000 increase in meeting expenditures.
5. The increase in the operations and maintenance line is mainly due to:
 - a \$9,800 increase in insurance premiums;
 - a \$3,800 increase in personnel equipment;
 - \$40,700 of additional labour costs allocated to the cost centre for hourly staff;
 - a \$21,400 reduction in staff standby costs due to the use of a call service which was implemented in 2023; and
 - \$49,000 of expenditures related to the administration of the Community Partnership Program have been reallocated to the Community Development division.
6. The decrease in the fleet repair and maintenance line is mainly due to hourly staff labour costs no longer being applied to this expenditure line resulting in an \$18,400 reduction. This is offset by increases to fleet fuel, repairs and maintenance, and insurance expenditures.



Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results

Community Services - Parks & Recreation - Centre Wellington Community Sportsplex

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Centre Wellington Community Sportsplex - Revenue	(833,739)	(714,108)	(805,620)	28,119	-3.4%
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(485,500)	(528,212)	(662,950)	(177,450)	36.5%
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(36,300)	(29,346)	(38,000)	(1,700)	4.7%
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(62,100)	(80,398)	-	62,100	-100.0%
Centre Wellington Community Sportsplex - Program Revenue	(20,700)	(42,509)	(130,800)	(110,100)	531.9%
Centre Wellington Community Sportsplex - Program Revenue - March Break	(4,900)	(6,361)	-	4,900	-100.0%
Centre Wellington Community Sportsplex - Transfers from Reserves	(1,260)	-	(14,760)	(13,500)	1071.4%
<i>Total Revenues</i>	(1,444,499)	(1,400,934)	(1,652,130)	(207,631)	14.4%
<u>Expenses</u>					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	899,225	707,453	928,925	29,700	3.3%
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	910,251	839,848	735,251	(175,000)	-19.2%
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	25,000	25,885	25,000	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	1,840	2,500	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	708,220	535,185	747,755	39,535	5.6%
Centre Wellington Community Sportsplex - House	11,575	10,244	12,775	1,200	10.4%
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	20,669	17,344	21,600	931	4.5%
Centre Wellington Community Sportsplex - P&R Fitness Program	43,029	27,875	38,999	(4,029)	-9.4%
Centre Wellington Community Sportsplex - P&R Weight Room	6,430	2,967	6,380	(50)	-0.8%
Centre Wellington Community Sportsplex - P&R Summer Program	52,087	54,196	-	(52,087)	-100.0%
Centre Wellington Community Sportsplex - March Break Program	4,161	3,962	-	(4,161)	-100.0%
Centre Wellington Community Sportsplex - P&R Programs	2,000	3,001	89,416	87,416	4,370.79%
<i>Total Expenses</i>	2,685,146	2,229,799	2,608,601	(76,545)	-2.85%
<i>Net Budget Parks & Recreation - Centre Wellington Community Sportsplex</i>	1,240,647	828,866	956,471	(284,176)	-22.91%

Major Changes Impacting This Budget

- The overall increase in revenue is due to the following:
 - an average fee increase of 6% for most services and programs offered in 2024;
 - additional aquatic revenue anticipated from lessons, admissions, and fitness programming; and
 - increased utilization of the halls at the Sportsplex for programming purposes instead of rentals.
 Revenue increases are offset by the redirection of various programming revenues (hockey, lacrosse, etc.) back to the Jefferson Elora Community Center (JECC) due to the completion of renovations at the JECC facility. Furthermore, board advertising revenue has been transferred to the Community Development division.
- The Summer program and March Break program lines (both revenue and expense) have been consolidated into the respective program revenue and expense lines.
- The transfer from reserves line includes:
 - \$1,260 from the Newdon Industries Public Swim Reserve Fund to sponsor free public swimming; and
 - \$13,500 from the Community Partner Reserve Fund for sponsored public skating and swimming.
- The increase in the operating costs line is due to increased utility charges of \$6,500, facility insurance premiums of \$13,000, and a \$10,000 increase in programming guide costs with the expectation of three guides issued in 2024.
- The reduction in the repairs and maintenance line is due to the redeployment of hourly staff back to the JECC and the reclassification of the Facility Coordinator positions from hourly to salaried positions in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Parks & Recreation - Jefferson Elora Community Centre

The Jefferson 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
JECC - Revenue	(114,600)	(123,806)	(270,900)	(156,300)	136.4%
JECC - Program Revenue	-	-	(58,500)	(58,500)	0.0%
JECC - Transfer from Reserves	-	-	(8,600)	(8,600)	0.0%
<i>Total Revenues</i>	(114,600)	(123,806)	(338,000)	(223,400)	194.9%
<u>Expenses</u>					
JECC - P&R Facilities: Operating Costs	221,655	166,534	288,700	67,045	30.2%
JECC - P&R Facilities: Repairs & Maintenance	95,656	93,673	230,045	134,389	140.5%
JECC - P&R Facilities: Concessions	1,500	1,395	4,000	2,500	166.7%
JECC - P&R Facilities: Halls	1,000	1,017	1,500	500	50.0%
JECC - Grounds	1,000	133	1,500	500	50.0%
JECC - P&R Facilities - Programs	-	-	49,503	49,503	0.0%
<i>Total Expenses</i>	320,811	262,752	575,248	254,437	79.3%
Net Budget Parks & Recreation - Jefferson Elora Community Centre	206,211	138,946	237,248	31,037	15.1%

Major Changes Impacting This Budget

1. The increase in revenue is due to the completion of renovations at the Jefferson Elora Community Centre (JECC) in 2023 and the return to normal operations at the facility in 2024.
2. Program revenue includes expanded program offerings at the JECC including day camps, drop-in programs, and pickleball.
3. A transfer from the Community Partner Reserve Fund for sponsored public skating accounts for the transfer from reserves line.
4. The increase in the operating costs line is mainly due to a return to normal operations at the JECC in 2024. Included in the increase is additional expenditures of \$32,500 for utility costs, \$6,600 for insurance at the facility, and an increase in maintenance supplies and routine maintenance and inspection expenditures.
5. The increase in the repairs and maintenance line is due to the return of hourly staff that were redeployed to the Sportsplex facility in 2023 during the renovation at the JECC.
6. The program expenditure line includes costs associated with new programming to be offered at the JECC in 2024 including hourly staff labour and material costs.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Belwood Hall - Revenue	(5,200)	(5,790)	(7,000)	(1,800)	34.6%
<i>Total Revenues</i>	(5,200)	(5,790)	(7,000)	(1,800)	34.6%
<u>Expenses</u>					
Belwood Hall - P&R Facilities: Operating Costs	26,480	12,060	27,093	612	2.3%
<i>Total Expenses</i>	26,480	12,060	27,093	612	2.3%
<i>Net Budget Parks & Recreation - Belwood Hall</i>	21,280	6,270	20,093	(1,188)	-5.6%

Major Changes Impacting This Budget

1. Increased revenue estimates for Belwood Hall are offset by minor increases to expenditures at the facility.



Township of Centre Wellington

2024 Operating Budget Summary With 2023 Budget and Actual Results

Community Services - Parks & Recreation - Parks

A variety of parks are spread throughout Centre Wellington. Many active parks include soccer pitches, tennis courts, ball diamonds, and rugby fields. Passive parks include natural areas, river front open space, trails, and areas for socialization.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park (Fergus) - Revenue	(4,400)	(7,153)	(5,800)	(1,400)	31.8%
ECC Ball Diamond - Revenue	(15,600)	(14,977)	(16,500)	(900)	5.8%
Tye Park - Revenue	(2,500)	(2,582)	(2,650)	(150)	6.0%
South Ridge Park - Revenue	(3,700)	(3,693)	(3,900)	(200)	5.4%
Strathallan Park - Revenue	(1,300)	(1,276)	(1,350)	(50)	3.8%
CWCS Ball Diamond - Revenue	-	(225)	-	-	0.0%
Belwood Ball Diamond - Revenue	(1,400)	(1,532)	(1,500)	(100)	7.1%
Bissell Park - Revenue	(4,200)	(3,557)	(2,600)	1,600	-38.1%
Passive Parks - Revenue	(12,900)	(3,976)	(19,500)	(6,600)	51.2%
<i>Total Revenues</i>	(46,000)	(38,972)	(53,800)	(7,800)	17.0%
<u>Expenses</u>					
Belwood Ball Diamond - Operations & Maintenance	2,000	1,725	2,700	700	35.0%
Bissell Park - Operations & Maintenance	10,300	34,898	13,400	3,100	30.1%
CWCS Ball Diamond - Operations & Maintenance	1,000	188	1,000	-	0.0%
ECC Ball Diamond - Operations & Maintenance	5,200	10,812	8,000	2,800	53.8%
Parks - General - Operations & Maintenance	372,534	342,823	422,957	50,423	13.5%
Passive Parks - Operations & Maintenance	116,400	97,517	112,200	(4,200)	-3.6%
South Ridge Park - Operations & Maintenance	15,669	13,967	17,600	1,931	12.3%
Strathallan Park - Operations & Maintenance	3,300	1,697	3,700	400	12.1%
Tower Street Tennis Courts - Operations & Maintenance	4,200	5,190	1,200	(3,000)	-71.4%
Tye Park - Operations & Maintenance	3,950	3,440	4,550	600	15.19%
Victoria Park (Fergus) - Operations & Maintenance	25,900	17,727	28,500	2,600	10.04%
<i>Total Expenses</i>	560,453	529,983	615,807	55,354	9.88%
Net Budget Parks & Recreation - Parks	514,453	491,012	562,007	47,554	9.24%

Major Changes Impacting This Budget

1. The increase in passive parks revenue is due to \$10,000 of funding anticipated from Groves Hospital for services to be provided by a new Gardener position at the Township. This is offset by a \$3,400 reduction in revenue from park rentals and commemorative tree sales.
2. The increase in the parks - general line is due to some hourly labour costs associated with the new Gardener position and the new Parks and Roads Operator position being allocated to this expenditure line.
3. A decrease in water charges at various splashpads in the Township accounts for the majority of the reduction in the passive parks expenditure line.
4. The decrease in expenditures at the Tower Street Tennis Courts is the result of no power washing planned for the courts in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Parks & Recreation - Forestry

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Forestry - Revenue	(25,800)	(698)	(25,800)	-	0.0%
<i>Total Revenues</i>	(25,800)	(698)	(25,800)	-	0.0%
<u>Expenses</u>					
Forestry - Operations & Maintenance	77,053	40,368	75,800	(1,253)	-1.6%
<i>Total Expenses</i>	77,053	40,368	75,800	(1,253)	-1.6%
<i>Net Budget Parks & Recreation - Forestry</i>	51,253	39,670	50,000	(1,253)	-2.4%

Major Changes Impacting This Budget

1. The implementation of a new public tree permit fee is expected to commence in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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. The 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Expenses</u>					
Greenhouses - Operations & Maintenance	17,500	14,456	24,200	6,700	38.3%
<i>Total Expenses</i>	17,500	14,456	24,200	6,700	38.3%
Net Budget Parks & Recreation - Greenhouses	17,500	14,456	24,200	6,700	38.3%

Major Changes Impacting This Budget

1. A \$5,000 increase in material and plant costs and additional plants for the Belwood and Salem areas accounts for the majority of the change in the operations and maintenance line.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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 Senior Centre Advisory Board.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park Seniors Centre - Revenue	(175,950)	(203,322)	(235,100)	(59,150)	33.6%
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(4,000)	(4,000)	-	0.0%
<i>Total Revenues</i>	(179,950)	(207,322)	(239,100)	(59,150)	32.9%
<u>Expenses</u>					
Victoria Park Seniors Centre - Wages & Benefits	269,914	222,548	283,883	13,968	5.2%
Victoria Park Seniors Centre - Administration	9,900	4,970	10,450	550	5.6%
Victoria Park Seniors Centre - Operations & Maintenance	110,114	96,502	118,700	8,586	7.8%
Victoria Park Seniors Centre - VPC - Programs	88,350	111,479	129,800	41,450	46.9%
Victoria Park Seniors Centre - Transfers to Reserves	19,280	-	36,980	17,700	91.8%
<i>Total Expenses</i>	497,558	435,499	579,813	82,254	16.5%
Net Budget Victoria Park Seniors Centre	317,608	228,177	340,713	23,104	7.3%

Major Changes Impacting This Budget

1. An increase in program revenues and membership fees is offset by an increase in program expenditures as membership levels and interest in certain types of programming are beginning to return to pre-pandemic levels.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
3. The increase in the operations and maintenance line is due to minor increases to various expenditures including caretaking, snow removal, building repairs and maintenance, and insurance for the facility.
4. The transfer to reserves is a function of the expected net surplus from programs at the Seniors Centre. These reserve funds are set aside for future capital projects and the purchase/repair of furniture or equipment at the Centre and are to be utilized based on recommendations from the Victoria Park Senior Centre Advisory Board.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Centre Wellington Downtown - Beautification

The Township's Community Services department provides a variety of services to support the beautification of both the Elora and Fergus downtowns. 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 and for irrigation of gardens, grass cutting at Templin Gardens, Green Space maintenance, litter pick up, installation and removal of Christmas lights, property tax levy for the Green Space and a donation to the Fergus Horticultural Society for their volunteer work to beautify the Fergus downtown.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<i>Expenses</i>					
Centre Wellington Downtown - Beautification - Operations & Maintenance	79,590	55,567	89,643	10,053	12.6%
<i>Total Expenses</i>	79,590	55,567	89,643	10,053	12.6%
<i>Net Budget Centre Wellington Downtown - Beautification</i>	79,590	55,567	89,643	10,053	12.6%

Major Changes Impacting This Budget

1. The increase in expenditures is mainly due to property taxes assessed on the green space in Elora that were excluded in the 2023 budget.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Weigh Scale Building - Wages & Benefits	16,138	5,190	-	(16,138)	-100.0%
Fergus Weigh Scale Building - Operations & Maintenance	6,696	5,364	7,875	1,179	17.6%
<i>Total Expenses</i>	22,834	10,554	7,875	(14,959)	-65.5%
<i>Net Budget Fergus Weigh Scale Building</i>	22,834	10,554	7,875	(14,959)	-65.5%

Major Changes Impacting This Budget

1. Parks and recreation hourly staff clean the facility and allocate their labour costs to the Parks - General cost centre.
2. The increase in the operations and maintenance line is due to additional expenditures for cleaning supplies and repairs at the facility.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Elora Public Washrooms

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<i>Expenses</i>					
Elora Public Washrooms - Operations & Maintenance	14,750	14,490	30,000	15,250	103.4%
<i>Total Expenses</i>	14,750	14,490	30,000	15,250	103.4%
<i>Net Budget Elora Public Washrooms</i>	14,750	14,490	30,000	15,250	103.4%

Major Changes Impacting This Budget

1. \$14,100 of the increase in expenditures is due to the inclusion of three months rental and cleaning of temporary washroom facilities in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Fergus Grand Theatre - Revenue	(90,100)	(92,822)	(110,150)	(20,050)	22.3%
<i>Total Revenues</i>	(90,100)	(92,822)	(110,150)	(20,050)	22.3%
<u>Expenses</u>					
Fergus Grand Theatre - Wages & Benefits	124,203	104,400	138,237	14,034	11.3%
Fergus Grand Theatre - Administration	11,200	10,525	16,200	5,000	44.6%
Fergus Grand Theatre - Operations & Maintenance	61,601	67,659	71,375	9,774	15.9%
Fergus Grand Theatre - Transfers to Reserves	5,900	5,919	7,200	1,300	22.0%
<i>Total Expenses</i>	202,904	188,502	233,012	30,108	14.8%
<i>Net Budget Fergus Grand Theatre</i>	112,804	95,680	122,862	10,058	8.9%

Major Changes Impacting This Budget

1. The increase in revenue is due to:
 - a \$5,000 increase in in-house productions and programming which is offset by a corresponding increase in the operations and maintenance line;
 - an \$8,700 increase in rental revenue; and
 - a \$4,300 increase in service charge revenue.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, wages include an additional \$7,700 of hourly staff time allocated to this cost centre for coverage at the theatre in 2024.
3. An increase in ticketing charges, due to an expected increase in revenues, results in an increase to the administration line.
4. In addition to the \$5,000 increase to in-house production costs, the operations and maintenance expenditure line includes minor increases to repairs and maintenance, caretaking, utilities, and insurance costs for the facility.
5. Transfers to reserves represents a transfer to the Fergus Grand Theatre Repairs and Maintenance Reserve. This transfer is funded from user fees and is incorporated into the Township's Fees and Charges By-law annually.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 Budget and Actual Results

Community Services - Tourism

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Tourism - Revenue	-	(213)	-	-	0.0%
<i>Total Revenues</i>	-	(213)	-	-	0.0%
<u>Expenses</u>					
Tourism - Wages & Benefits	167,826	126,391	181,286	13,460	8.0%
Tourism - Administration	29,100	24,507	30,750	1,650	5.7%
Tourism - Operations & Maintenance	42,000	25,799	43,000	1,000	2.4%
<i>Total Expenses</i>	238,926	176,698	255,036	16,110	6.7%
<i>Net Budget Tourism</i>	238,926	176,485	255,036	16,110	6.7%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
2. The increase in the administration line is due to an increase in various expenditures including caretaking, occupancy costs and association and membership dues.
3. The increase in the operations and maintenance line is due to additional expenditures budgeted for marketing in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Celebrations

		2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>						
	Canada Day Celebrations - Expenses	17,000	16,860	-	(17,000)	-100.0%
	<i>Total Expenses</i>	17,000	16,860	-	(17,000)	-100.0%
<i>Net Budget Celebrations</i>		17,000	16,860	-	(17,000)	-100.0%

Major Changes Impacting This Budget	
1. Expenditures associated with Canada Day celebrations in the Township have been reallocated to the Community Development division.	



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Grants to Community Groups

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Grants to Community Groups - Transfers from Reserves	(113,000)	(98,885)	(130,000)	(17,000)	15.0%
<i>Total Revenues</i>	(113,000)	(98,885)	(130,000)	(17,000)	15.0%
<u>Expenses</u>					
Grants to Community Groups - Specific Annual Grants	32,100	30,035	32,980	880	2.7%
Grants to Community Groups - Community Impact Grants	140,900	130,350	125,000	(15,900)	-11.3%
Grants to Community Groups - Neighbourhood Wellness and Connectivity Grants	5,000	2,435	5,000	-	0.0%
<i>Total Expenses</i>	178,000	162,820	162,980	(15,020)	-8.4%
<i>Net Budget Grants to Community Groups</i>	65,000	63,935	32,980	(32,020)	-49.3%

Major Changes Impacting This Budget

1. Community Impact Grants totaling \$125,000 are funded by a transfer from the Community Impact Grant Reserve Fund (i.e. OLG gaming proceeds).
2. The Neighbourhood Wellness and Connectivity Grants totaling \$5,000 are funded by a transfer from the Neighbourhood Wellness Reserve.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 Budget and Actual Results

Community Services - Community Development

The Community Development division's mandate is to:

- support community festivals and events ensuring they happen safely and successfully using Township assets;
- manage a Community Resource Centre of popular rental items for community festivals and events;
- support committees that help build community while additionally supporting community initiatives through the Community Impact Grant Program;
- promote and celebrate local arts and culture in Centre Wellington;
- liaise with various organizations to strengthen and support the cultural landscape of the Township; and
- manage the Community Partnership Program designed to advertise community-minded businesses that bring additional amenities to the community, as a means to reduce dependence on the residential tax base.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Community Development - Revenue	-	-	(183,900)	(183,900)	0.0%
<i>Total Revenues</i>	-	-	(183,900)	(183,900)	0.0%
<u>Expenses</u>					
Community Development - Wages & Benefits	-	-	93,476	93,476	0.0%
Community Development - Administration	-	-	4,300	4,300	0.0%
Community Development - Operations & Maintenance	-	-	89,000	89,000	0.0%
Community Development - Transfers to Reserves	-	-	129,400	129,400	0.0%
<i>Total Expenses</i>	-	-	316,176	316,176	0.0%
<i>Net Budget Community Development</i>	-	-	132,276	132,276	0.0%

Major Changes Impacting This Budget

1. The revenue line includes Community Partnership Program revenue and board advertising revenue at two arenas in the Township. These amounts were included on the Parks, Recreation and Culture Administration, Centre Wellington Community Sportsplex, and Jefferson Elora Community Centre cost centres in 2023.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Wages for this division were included in the Parks, Recreation and Culture Administration cost centre in 2023.
3. The operations and maintenance line includes \$50,000 of costs associated with administering the Community Partnership Program including professional fees and equipment. Also included are costs associated with various celebrations and cultural events and programs planned for 2024 including Canada Day.
4. The transfer to reserves is equivalent to the net surplus from administering the Community Partnership Program annually and is transferred to the Community Partner Reserve Fund.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Community Services - Buildings and Properties Management

The Buildings and Properties division is responsible for planning, coordinating, and directing maintenance, capital improvements and equipment replacement for Township facilities. Coordination of facility projects throughout the planning, implementation, supervision, and evaluation stages with contractors, supervisors, and departmental managers is overseen by this division.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<i>Expenses</i>					
Buildings & Properties Management - Wages & Benefits	-	-	218,467	218,467	0.0%
Buildings & Properties Management - Administration	-	-	5,100	5,100	0.0%
Buildings & Properties Management - Operations & Maintenance	-	-	6,000	6,000	0.0%
Buildings & Properties Management - Fleet Repair & Maintenance	-	-	5,900	5,900	0.0%
<i>Total Expenses</i>	-	-	235,467	235,467	0.0%
<i>Net Budget Buildings and Properties Management</i>	-	-	235,467	235,467	0.0%

Major Changes Impacting This Budget

1. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Wages for this division were included in the Parks, Recreation and Culture Administration cost centre in 2023.
2. The operations and maintenance line includes expenditures for the purchase of tools and miscellaneous supplies for use in the maintenance of Township facilities.

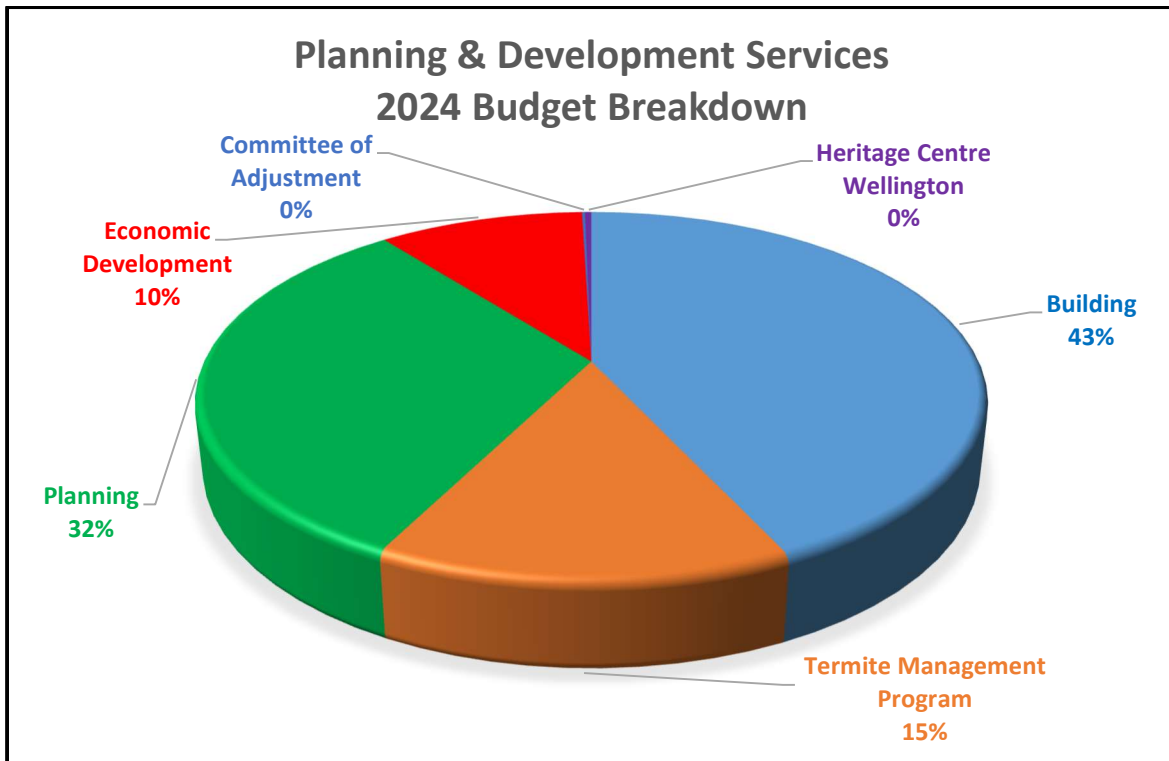


Planning & Development Services Summary

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

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

The combined gross expenditure budget for Planning & Development Services for 2024 is \$3,579,854, which is broken down as follows:





**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Building - Revenue	(1,671,400)	(1,155,379)	(1,835,300)	(163,900)	9.8%
<i>Total Revenues</i>	(1,671,400)	(1,155,379)	(1,835,300)	(163,900)	9.8%
<u>Expenses</u>					
Building - Wages & Benefits	1,341,998	1,067,419	1,460,846	118,848	8.9%
Building - Administration	33,400	32,814	40,000	6,600	19.8%
Building - Operations & Maintenance	15,050	26,494	15,550	500	3.3%
Building - Fleet Repair & Maintenance	23,725	18,958	24,500	775	3.3%
<i>Total Expenses</i>	1,414,173	1,145,684	1,540,896	126,723	9.0%
<i>Net Budget Building</i>	(257,227)	(9,695)	(294,404)	(37,177)	14.5%

Major Changes Impacting This Budget

1. The Township is required to maintain a reserve fund under Bill 124 in the event of a loss from permitting activities. As such, the Township budgets revenue from building permits based on the estimated cost of implementing the Building Code legislation under Bill 124. The increase in revenue is a direct result of the cost neutral calculation under Bill 124.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
3. An increase in training and conferences and association dues accounts for the increase in the administration line.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Planning & Development Services - Termite Management Program

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Termite Management Program - Transfer from Reserves	-	-	(278,000)	(278,000)	0.0%
<i>Total Revenues</i>	-	-	(278,000)	(278,000)	0.0%
<u>Expenses</u>					
Termite Management Program - Operations & Maintenance	-	-	278,000	278,000	0.0%
Termite Management Program - Transfers to Reserves	-	-	240,000	240,000	0.0%
<i>Total Expenses</i>	-	-	518,000	518,000	0.0%
<i>Net Budget Termite Management Program</i>	-	-	240,000	240,000	0.0%

Major Changes Impacting This Budget

1. A new termite management program for the Township will commence in 2024. The program is anticipated to last five years and a Termite Management Reserve has been established to stabilize taxation impacts from potential fluctuating annual expenditures over the term of the contract.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Planning & Development Services - Planning

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Planning - Revenue	(657,900)	(326,530)	(744,200)	(86,300)	13.1%
Planning - Transfers from Reserves	(25,000)	(235)	(25,000)	-	0.0%
<i>Total Revenues</i>	(682,900)	(326,765)	(769,200)	(86,300)	12.6%
<u>Expenses</u>					
Planning - Wages & Benefits	999,720	639,321	1,087,416	87,697	8.8%
Planning - Administration	10,750	11,960	13,950	3,200	29.8%
Planning - Operations & Maintenance	40,000	24,757	41,000	1,000	2.5%
<i>Total Expenses</i>	1,050,470	676,038	1,142,366	91,897	8.7%
<i>Net Budget Planning</i>	367,570	349,273	373,166	5,597	1.5%

Major Changes Impacting This Budget

1. The increase in revenue is sufficient to offset the cost of a new position included in the 2024 budget.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes:
 - the transfer of the Supervisor of GIS and Asset Management position to the Infrastructure Services department resulting in a budget reduction to the Planning division of \$114,400; and
 - a new Customer Service Associate position with a cost of \$86,300.
3. The operations and maintenance line includes \$25,000 of estimated Ontario Land Tribunal (formerly OMB and LPAT) hearing expenditures in 2024. These costs are funded by an equivalent transfer from the Reserve for Legal Matters.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Economic Development - Transfer from Reserves	(127,400)	-	(99,600)	27,800	-21.8%
Economic Development - Revenue	(12,000)	(16,000)	(12,000)	-	0.0%
<i>Total Revenues</i>	(139,400)	(16,000)	(111,600)	27,800	-19.9%
<u>Expenses</u>					
Economic Development - Wages & Benefits	237,743	146,492	252,791	15,048	6.3%
Economic Development - Administration	7,200	7,674	9,400	2,200	30.6%
Economic Development - Operations & Maintenance	97,100	65,844	95,200	(1,900)	-2.0%
Economic Development - Transfers to Reserves	4,800	2,447	4,800	-	0.0%
<i>Total Expenses</i>	346,843	222,457	362,191	15,348	4.4%
<i>Net Budget Economic Development</i>	207,443	206,457	250,591	43,148	20.8%

Major Changes Impacting This Budget

1. The estimated \$30,000 cost of implementing the Township's Community Improvement Plan (CIP) in 2024 is included in the operations and maintenance line. The anticipated CIP expenditures are funded by a transfer from the CIP Reserve. A reduction in funding for the Economic Development Coordinator position from the Economic Development Reserve Fund accounts for the decrease in the transfer from reserves line.
2. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
3. Minor increases to conferences and training, and meeting expenditures account for the increase in the administration line.
4. The change in the operations and maintenance line is due to a \$4,900 reduction in the annual charge from the Business Centre Guelph-Wellington. This is offset by a \$2,500 increase to planned marketing expenditures in 2024.
5. A net surplus of \$4,800 from the rental of a house acquired as part of an employment lands purchase in 2020 on Dickson Drive in Fergus is transferred to the Economic Development Reserve Fund.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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).

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Committee of Adjustment - Revenue	(20,000)	(42,713)	(27,000)	(7,000)	35.0%
<i>Total Revenues</i>	(20,000)	(42,713)	(27,000)	(7,000)	35.0%
<u>Expenses</u>					
Committee of Adjustment - Wages & Benefits	3,400	2,502	3,300	(100)	-2.9%
Committee of Adjustment - Administration	1,150	325	1,800	650	56.5%
<i>Total Expenses</i>	4,550	2,827	5,100	550	12.1%
<i>Net Budget Committee of Adjustment</i>	(15,450)	(39,886)	(21,900)	(6,450)	41.7%

Major Changes Impacting This Budget

1. The revenue line change is the result of a review of Township planning fees by a consulting firm approved by Council in 2023.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

		2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>						
	Heritage Centre Wellington - Administration	1,800	906	1,800	-	0.0%
	Heritage Centre Wellington - Operations & Maintenance	9,100	5,069	9,500	400	4.4%
	<i>Total Expenses</i>	10,900	5,975	11,300	400	3.7%
<i>Net Budget Heritage Centre Wellington</i>		10,900	5,975	11,300	400	3.7%

Major Changes Impacting This Budget

1. An increase in estimated professional fees accounts for the change in the operations and maintenance line.

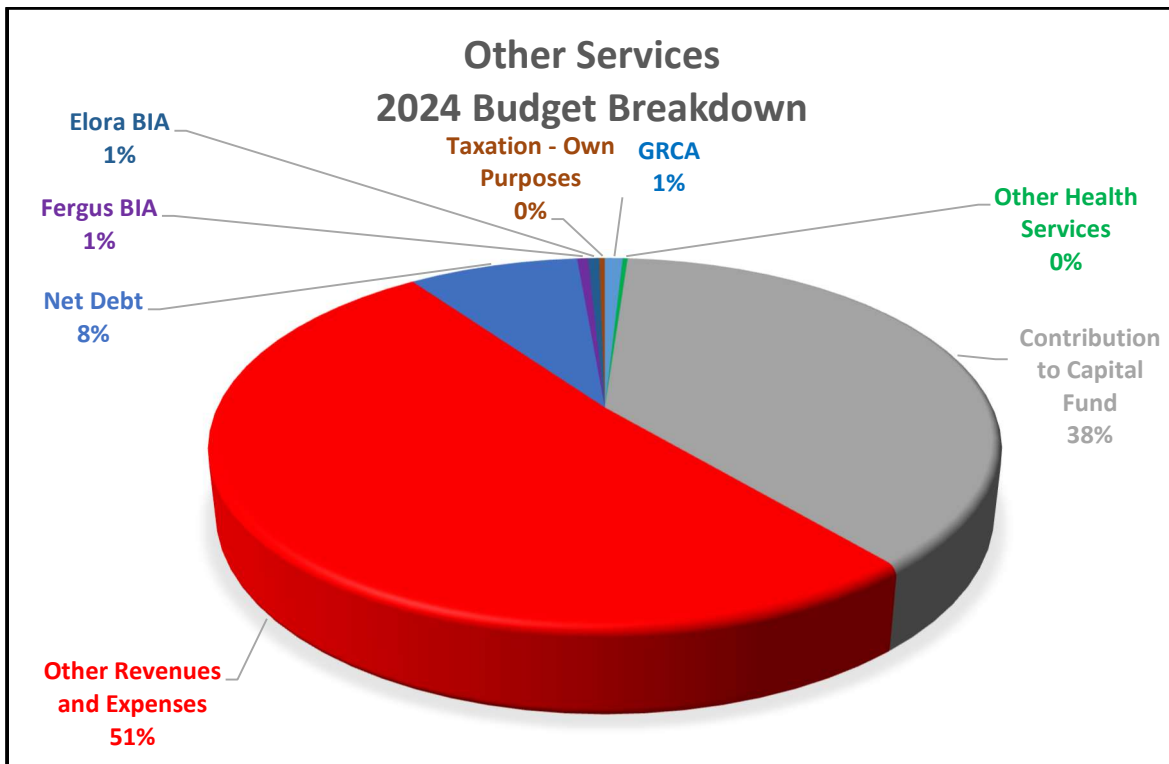


Other Services Summary

Other Services is made up of the following budget areas:

- ✓ Grand River Conservation Authority
- ✓ Other Health Services
- ✓ Contribution to Capital Fund
- ✓ Other Revenues and Expenses
- ✓ Net Debt
- ✓ Fergus BIA
- ✓ Elora BIA
- ✓ Taxation – Township Purposes

The combined gross expenditure budget for Other Services for 2024 is \$13,418,965, which is broken down as follows:





**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Grand River Conservation Authority

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
GRCA - Special Levy	(115,951)	(117,787)	(117,560)	(1,609)	1.4%
<i>Total Revenues</i>	(115,951)	(117,787)	(117,560)	(1,609)	1.4%
<u>Expenses</u>					
GRCA - Capital & Operating Levy	115,951	115,793	117,560	1,609	1.4%
<i>Total Expenses</i>	115,951	115,793	117,560	1,609	1.4%
<i>Net Budget Grand River Conservation Authority</i>	-	(1,994)	-	-	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 fund the cost of the GRCA levy allocated to the tax supported budget.
2. The Township of Centre Wellington's portion of the total levy assessed by the GRCA in 2024 is \$344,247. This represents a 2.58% increase from the 2023 total levy amount.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Other Health Services

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Other Health Services - Transfer from Reserves	(20,000)	-	(22,700)	(2,700)	13.5%
<i>Total Revenues</i>	(20,000)	-	(22,700)	(2,700)	13.5%
<u>Expenses</u>					
Other Health Services - Health Care Professionals Recruitment	20,000	-	32,700	12,700	63.5%
<i>Total Expenses</i>	20,000	-	32,700	12,700	63.5%
<i>Net Budget Other Health Services</i>	-	-	10,000	10,000	0.0%

Major Changes Impacting This Budget

1. The health care professionals recruitment budget is partially funded by a transfer from the Community Impact Grant Reserve Fund (i.e. OLG gaming proceeds) in 2024. The \$12,700 increase in expenditures is due to costs associated with the Township owned farmhouse at 965 Gartshore St. which is offered as a short-term residence for healthcare professionals.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023	2023	2024	2023/2024	
	Budget	Actual	Draft Budget	Budget Change	
				\$	%
<i>Expenses</i>					
Contribution to General Capital Reserve	900,000	900,000	1,072,900	172,900	19.2%
Transfer to Dedicated Capital Levy Reserve	1,611,012	1,644,299	1,658,173	47,161	2.9%
Transfer to Vehicle Replacement Reserve	1,019,000	1,019,000	1,111,000	92,000	9.0%
Transfer to Equipment Replacement Reserve	655,000	711,848	694,000	39,000	6.0%
Transfer to Facility Replacement Reserve	294,700	199,700	435,900	141,200	47.9%
Transfer to Streetlight Reserve	91,000	91,000	95,000	4,000	4.4%
<i>Total Expenses</i>	4,570,712	4,565,847	5,066,973	496,261	10.9%
<i>Net Budget Contribution to Capital Fund</i>	4,570,712	4,565,847	5,066,973	496,261	10.9%

Major Changes Impacting This Budget

1. There is a \$172,900 increase to the contribution to the General Capital Reserve budgeted for 2024.
2. A dedicated capital levy was introduced in 2015 in an effort to reduce the Township's infrastructure deficit. The levy is transferred to a reserve fund and allocated in the capital budget to fund bridge/culvert replacement and major bridge/culvert rehabilitation based on priority determined in the Township's Asset Management Plan.
3. The total increase in transfers to the tax supported Vehicle Replacement Reserve is \$92,000.
4. The total increase in transfers to the tax supported Equipment Replacement Reserve is \$39,000.
5. The total increase in transfers to the tax supported Facility Replacement Reserve is \$141,200.
6. The total increase in transfers to the Streetlight Reserve is \$4,000.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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).

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Ontario Non-Specific Grants - OMPF Program	(167,000)	(125,250)	(142,000)	25,000	-15.0%
<i>Total Revenues</i>	(167,000)	(125,250)	(142,000)	25,000	-15.0%
Net Budget Ontario Non-Specific Grants	(167,000)	(125,250)	(142,000)	25,000	-15.0%

Major Changes Impacting This Budget

1. A \$25,000 (15%) decrease in OMPF funding is confirmed for 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Other Revenues and Expenses

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Other Revenue - Tax Interest/Penalties	(360,000)	(479,361)	(400,000)	(40,000)	11.1%
Other Revenue - Investment Earnings	(1,332,900)	(2,092,376)	(1,824,800)	(491,900)	36.9%
Other Revenue - Building Rentals	(73,920)	(58,440)	(81,120)	(7,200)	9.7%
Other Revenue - OCIF Proceeds	(2,985,485)	(2,239,115)	(2,985,485)	-	0.0%
Other Revenue - Aggregate Resources	(134,000)	(143,429)	(140,000)	(6,000)	4.5%
Other Revenue - CW Hydro-Interest on Equity	(365,890)	(274,417)	(365,890)	-	0.0%
Other Revenue - OLG Gaming Proceeds	(2,700,000)	(1,475,641)	(2,950,000)	(250,000)	9.3%
Other Revenue - Canada Community-Building Fund	(932,955)	(466,478)	(932,955)	-	0.0%
Other Revenue - Year-End (Surplus)/Deficit	-	(31,130)	-	-	0.0%
<i>Total Revenues</i>	(8,885,150)	(7,260,387)	(9,680,250)	(795,100)	8.9%
<u>Expenses</u>					
Other Expenses - Elora LCBO Expenditures	12,150	14,144	13,000	850	7.0%
Other Expenses - West Garafraxa Office Expenditures	10,700	11,047	12,700	2,000	18.7%
Other Expenses - Transfers to Reserves	6,618,440	4,212,364	6,868,440	250,000	3.8%
<i>Total Expenses</i>	6,641,290	4,237,555	6,894,140	252,850	3.8%
Net Budget Other Revenues and Expenses	(2,243,860)	(3,022,832)	(2,786,110)	(542,250)	24.2%

Major Changes Impacting This Budget

1. A \$40,000 increase is anticipated for interest and penalties charged on overdue taxes.
2. A \$500,000 increase in interest revenue is anticipated in 2024 due to better returns on bank balances and term deposits in 2024. Furthermore, as various loans receivable are repaid to the Township, there is an \$8,100 reduction in investment income from a related corporation, loans from reserves, water and sewer connection loans, and interest on overdue accounts receivable.
3. Rental of office space to Canada Post at the Township's West Garafraxa facility accounts for the increase in the Building Rentals revenue line and results in an increase in the West Garafraxa Office expenditures line.
4. In 2024, the Township anticipates it will receive \$2,985,485 from the Ontario Community Infrastructure Fund (formula-based component). 100% of these funds are transferred to a reserve fund for the purpose of funding 2024 capital projects in accordance with the funding agreement.
5. 100% of OLG gaming proceeds are transferred to reserve funds based on a formula approved by Council, to be used in the following year's budget process. Based on 2024 estimated OLG revenue of \$2,950,000, the following reserve transfers are budgeted:
 - \$2,655,000 to the OLG Capital Reserve Fund;
 - \$88,500 to the Economic Development Reserve Fund;
 - \$118,000 to the Community Impact Grant Reserve Fund; and
 - \$88,500 to the Heritage Reserve Fund.
6. In 2023, the Township anticipates it will receive a Canada Community-Building Fund (formerly Federal Gas Tax) grant of \$932,955. 100% of these funds are transferred to a reserve fund for the purpose of funding capital projects in accordance with the funding agreement.
7. Centre Wellington's policy calls for the year end surplus/deficit to be directed to the General Capital Reserve. The 2022 surplus was \$31,130.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Transfer from P&R DC Reserve Fund	(389,593)	-	(389,593)	-	0.0%
Transfer from Corporate DC Reserve Fund	(6,615)	-	-	6,615	-100.0%
Transfer from Roads DC Reserve Fund	(12,263)	-	(12,263)	-	0.0%
Transfer from PW DC Reserve Fund	(250,301)	-	(250,301)	-	0.0%
Transfer from Economic Development Reserve Fund	(149,573)	(74,787)	(149,573)	-	0.0%
<i>Total Revenues</i>	(808,345)	(74,787)	(801,730)	6,615	-0.8%
<u>Expenses</u>					
P&R Debt Payments	581,605	435,322	581,605	-	0.0%
Planning Debt Payments	156,188	138,817	149,573	(6,615)	-4.2%
PW Debt Payments	288,903	152,892	288,902	(1)	0.0%
Social Debt Payments	104,839	-	104,839	-	0.0%
<i>Total Expenses</i>	1,131,535	727,031	1,124,919	(6,616)	-0.6%
<i>Net Budget Net Debt</i>	323,190	652,245	323,189	(1)	0.0%

Major Changes Impacting This Budget

1. 58% of tax supported debt is funded from development charges in 2024.
2. A transfer from the Economic Development Reserve Fund is used to fund repayment of the employment lands debt. Principal and interest payments related to this debt are included in the Planning debt payments expenditure line.
3. Repayment of debt owed to the County of Wellington in 2023 accounts for the decrease in the Planning debt payments line in 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Fergus BIA

		2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
					\$	%
<u>Revenues</u>						
Fergus BIA - Fergus BIA Levy		(68,900)	(70,157)	(71,656)	(2,756)	4.0%
	<i>Total Revenues</i>	(68,900)	(70,157)	(71,656)	(2,756)	4.0%
<u>Expenses</u>						
Fergus BIA - Levy		68,900	51,675	71,656	2,756	4.0%
	<i>Total Expenses</i>	68,900	51,675	71,656	2,756	4.0%
<u>Net Budget Fergus BIA</u>		-	(18,482)	-	-	0.0%

Major Changes Impacting This Budget

1. A 4% increase in the Fergus BIA levy has been budgeted for 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Elora BIA

		2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
					\$	%
<u>Revenues</u>						
Elora BIA - Elora BIA Levy		(71,651)	(71,863)	(74,517)	(2,866)	4.0%
	<i>Total Revenues</i>	(71,651)	(71,863)	(74,517)	(2,866)	4.0%
<u>Expenses</u>						
Elora BIA - Levy		71,651	53,738	74,517	2,866	4.0%
	<i>Total Expenses</i>	71,651	53,738	74,517	2,866	4.0%
<u>Net Budget Elora BIA</u>		-	(18,125)	-	-	0.0%

Major Changes Impacting This Budget

1. A 4% increase in the Elora BIA levy has been budgeted for 2024.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Payments in Lieu	(247,700)	(247,624)	(255,000)	(7,300)	2.9%
<i>Total Revenues</i>	(247,700)	(247,624)	(255,000)	(7,300)	2.9%
Net Budget Taxation - Payment in Lieu	(247,700)	(247,624)	(255,000)	(7,300)	2.9%

Major Changes Impacting This Budget

1. The budgeted amount for payments in lieu of taxation is in line with the actual amount received in 2023 plus an adjustment for growth.



**Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results**

Other Services - Taxation - Township Purposes

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Regular Taxation	(16,797,425)	(16,797,409)	(18,907,178)	(2,109,753)	12.6%
Taxation - Dedicated Capital Levy	(1,611,012)	(1,657,263)	(1,658,173)	(47,161)	2.9%
Taxation - Supplementary Net of Write-offs	(220,000)	(376,954)	(250,000)	(30,000)	13.6%
<i>Total Revenues</i>	(18,628,437)	(18,831,626)	(20,815,351)	(2,186,914)	11.7%
<u>Expenses</u>					
Taxation - Tax Increment Equivalent Grant Expense	35,000	-	36,500	1,500	4.3%
<i>Total Expenses</i>	35,000	-	36,500	1,500	4.3%
<i>Net Budget Taxation - Township Purposes</i>	(18,593,437)	(18,831,626)	(20,778,851)	(2,185,414)	11.8%

Major Changes Impacting This Budget

1. The regular taxation and dedicated capital levy lines include assessment growth of 2.93% in 2024. The 2024 regular tax levy change is 9.36% and the 2024 dedicated capital levy change is 0.0%, netting to an overall Township tax levy increase of 8.54%.
2. The budget for supplementary taxation net of tax write-offs has been increased \$30,000 which is in line with historical averages.
3. The tax increment equivalent grant expense (TIEG) for 2024 is an estimated grant amount required under an agreement approved by Council.



TAX SUPPORTED 3-YEAR OPERATING FORECAST

2024 DRAFT BUDGET



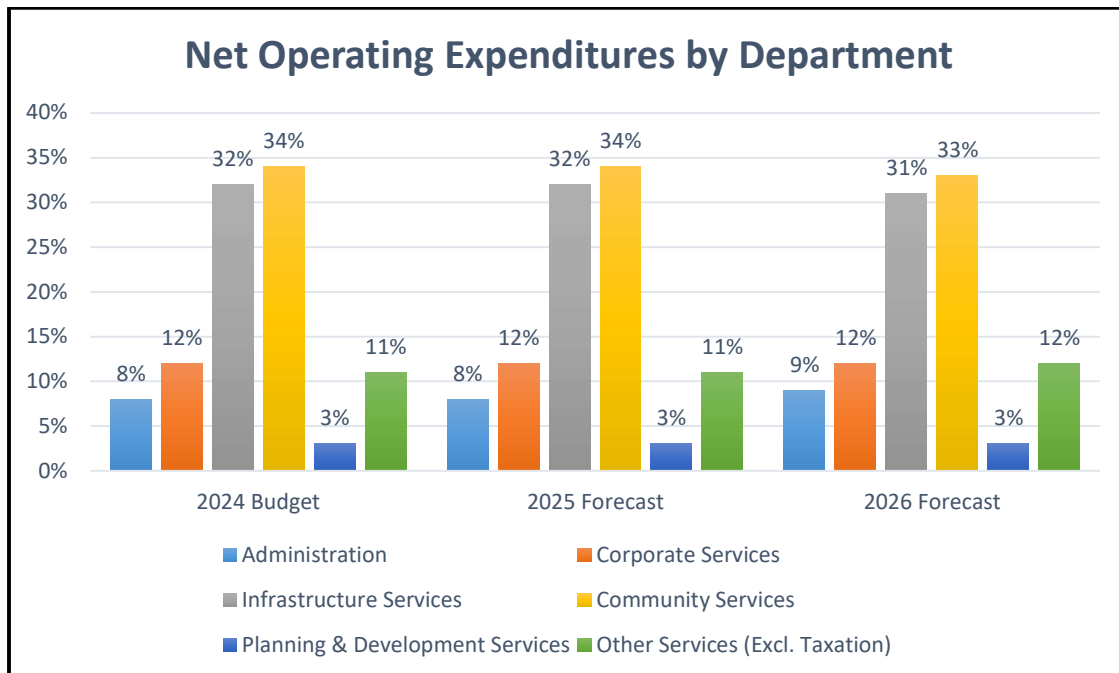
3-Year Operating Forecast Summary

The 3-year Operating Forecast was a new feature in the 2019 Budget that has continued for 2024. While the 2024 Budget is approved by Council, the forecast years of 2025 and 2026 are provided for information purposes only and are designed to provide anticipated tax-supported operating impacts over this period.

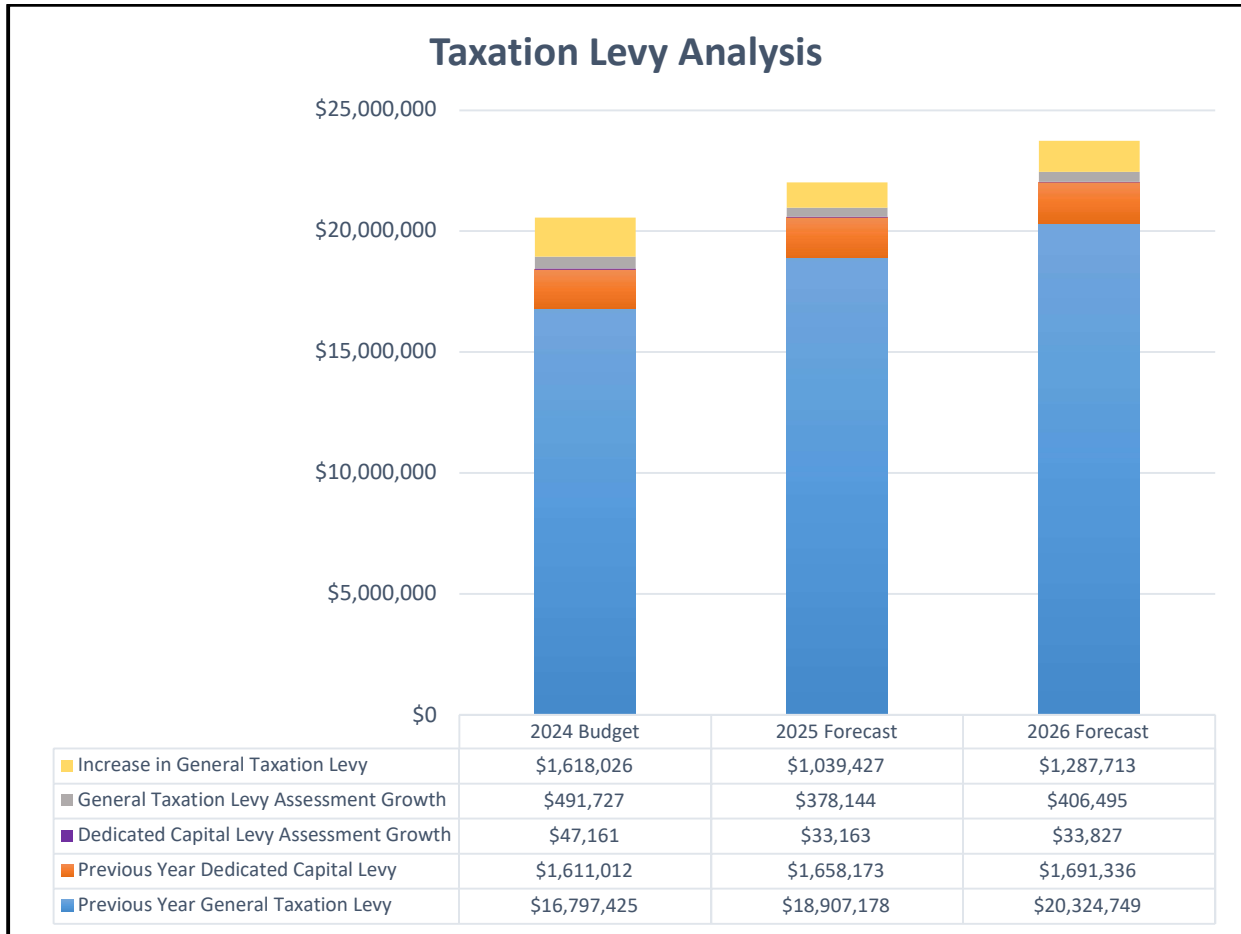
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	3.0% to 4.5%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on anticipated COLA
Assessment Growth	2% for 2025 and 2026
Insurance Premiums	10%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2024 Budget (as shown earlier in the operating section) to the anticipated splits for 2025 and 2026.



The chart below illustrates the taxation levy for 2024, with anticipated taxation levies for 2025 and 2026.



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 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
<u>ADMINISTRATION</u>							
Mayor and Council							
Wages & Benefits	264,338	271,360	278,893	7,022	2.7%	7,533	2.8%
Conferences/Training/Communications	28,000	28,980	29,850	980	3.5%	870	3.0%
Administration	20,000	20,700	21,320	700	3.5%	620	3.0%
Operations & Maintenance	5,000	5,180	5,340	180	3.6%	160	3.1%
Revenue	(5,000)	(5,180)	(5,340)	(180)	3.6%	(160)	3.1%
Net (Revenue)/Expenditure	312,338	321,040	330,063	8,702	2.8%	9,023	2.8%
Office of the CAO & Communications							
Wages & Benefits	610,990	663,072	793,957	52,082	8.5%	130,885	19.7%
Administration	32,700	33,840	34,860	1,140	3.5%	1,020	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	643,690	696,912	828,817	53,222	8.3%	131,905	18.9%
Human Resources							
Wages & Benefits	743,152	805,180	854,471	62,028	8.3%	49,291	6.1%
Administration	21,450	22,200	22,870	750	3.5%	670	3.0%
Operations & Maintenance	139,900	144,800	149,140	4,900	3.5%	4,340	3.0%
Transfers to Reserves	65,000	67,280	69,300	2,280	3.5%	2,020	3.0%
Revenue	(196,000)	(202,860)	(208,950)	(6,860)	3.5%	(6,090)	3.0%
Net (Revenue)/Expenditure	773,502	836,600	886,831	63,098	8.2%	50,231	6.0%
Emergency Operations Centre							
Emergency Operations Centre Expenses	2,800	2,800	2,800	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	2,800	2,800	2,800	-	0.0%	-	0.0%
TOTAL ADMINISTRATION	1,732,330	1,857,353	2,048,511	125,023	7.2%	191,158	10.3%

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 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
<u>CORPORATE SERVICES</u>							
Legislative Services							
Wages & Benefits	622,420	658,367	681,097	35,947	5.8%	22,730	3.5%
Administration	25,600	26,500	27,300	900	3.5%	800	3.0%
Operations & Maintenance	11,200	11,590	131,940	390	3.5%	120,350	1038.4%
Transfers to Reserves	25,200	25,200	25,200	-	0.0%	-	0.0%
Revenue	(66,200)	(68,520)	(190,580)	(2,320)	3.5%	(122,060)	178.1%
Net (Revenue)/Expenditure	618,220	653,137	674,957	34,917	5.6%	21,820	3.3%
Financial Services							
Wages & Benefits	1,332,791	1,514,810	1,584,706	182,019	13.7%	69,896	4.6%
Administration	36,300	37,570	38,700	1,270	3.5%	1,130	3.0%
Operations & Maintenance	45,000	46,580	47,980	1,580	3.5%	1,400	3.0%
Revenue	(199,450)	(199,450)	(199,450)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,214,641	1,399,510	1,471,936	184,869	15.2%	72,426	5.2%
Information Technology and Services							
Wages & Benefits	715,292	786,856	829,607	71,564	10.0%	42,751	5.4%
Administration	21,050	21,790	22,440	740	3.5%	650	3.0%
Corporate Support	621,500	643,250	662,550	21,750	3.5%	19,300	3.0%
Revenue	(172,000)	(178,020)	(183,360)	(6,020)	3.5%	(5,340)	3.0%
Net (Revenue)/Expenditure	1,185,842	1,273,876	1,331,237	88,034	7.4%	57,361	4.5%
General Administration							
Administration	83,650	86,580	89,180	2,930	3.5%	2,600	3.0%
Operations & Maintenance	508,950	544,580	582,700	35,630	7.0%	38,120	7.0%
Transfers to Reserves	22,000	22,000	22,000	-	0.0%	-	0.0%
Cost Recovery	(1,231,827)	(1,330,811)	(1,412,269)	(98,984)	8.0%	(81,458)	6.1%
Revenue	(170,500)	(185,845)	(202,571)	(15,345)	9.0%	(16,726)	9.0%
Net (Revenue)/Expenditure	(787,727)	(863,496)	(920,960)	(75,769)	9.6%	(57,464)	6.7%
205 Queen St, Fergus Building							
Administration	4,300	4,450	4,580	150	3.5%	130	2.9%
Operations & Maintenance	39,650	41,040	42,270	1,390	3.5%	1,230	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	43,950	45,490	46,850	1,540	3.5%	1,360	3.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
By-law Enforcement							
Wages & Benefits	197,479	205,086	215,747	7,607	3.9%	10,661	5.2%
Administration	5,400	5,590	5,760	190	3.5%	170	3.0%
Operations & Maintenance	5,200	5,380	5,540	180	3.5%	160	3.0%
Fleet Repair & Maintenance	3,300	3,420	3,520	120	3.6%	100	2.9%
Revenue	(89,500)	(89,500)	(89,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	121,879	129,976	141,067	8,097	6.6%	11,091	8.5%
Stray Animal Control							
Operations & Maintenance	192,000	197,760	203,690	5,760	3.0%	5,930	3.0%
Revenue	(87,400)	(87,400)	(87,400)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	104,600	110,360	116,290	5,760	5.5%	5,930	5.4%
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	1,318	-	-	(1,318)	-100.0%	-	0.0%
Debt Repayments	(1,318)	-	-	1,318	-100.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
TOTAL CORPORATE SERVICES	2,501,655	2,749,104	2,861,627	247,449	9.9%	112,523	4.1%

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 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
<u>INFRASTRUCTURE SERVICES</u>							
Transportation Services - Administration							
Wages & Benefits	1,123,112	1,249,425	1,313,717	126,313	11.2%	64,291	5.1%
Administration	57,000	59,000	60,770	2,000	3.5%	1,770	3.0%
Operations & Maintenance	583,632	605,752	655,141	22,120	3.8%	49,389	8.2%
Cost Recovery	(14,550)	(14,550)	(14,550)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,749,194	1,899,627	2,015,078	150,433	8.6%	115,451	6.1%
Transportation Services - Operations							
Fleet Repair & Maintenance	1,090,590	1,127,074	1,164,963	36,484	3.3%	37,889	3.4%
Works Garages	156,471	161,321	166,318	4,850	3.1%	4,997	3.1%
Operations & Maintenance	3,418,883	3,653,811	3,822,735	234,928	6.9%	168,925	4.6%
Street Lighting	212,000	221,540	231,509	9,540	4.5%	9,969	4.5%
Revenue	(139,200)	(139,200)	(139,200)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,738,744	5,024,546	5,246,326	285,802	6.0%	221,780	4.4%
Centre Wellington Downtown - Maintenance							
Centre Wellington Downtown Operations & Maintenance	49,870	51,662	53,518	1,792	3.6%	1,856	3.6%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	49,870	51,662	53,518	1,792	3.6%	1,856	3.6%
Crossing Guards							
Wages & Benefits	79,727	82,096	84,544	2,369	3.0%	2,448	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	79,727	82,096	84,544	2,369	3.0%	2,448	3.0%
Cemeteries							
Operations & Maintenance	266,900	278,911	291,461	12,011	4.5%	12,551	4.5%
Revenue	(266,900)	(278,911)	(291,461)	(12,011)	4.5%	(12,551)	4.5%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
TOTAL INFRASTRUCTURE SERVICES	6,617,535	7,057,931	7,399,466	440,396	6.7%	341,535	4.8%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Notes:							
1. See Staffing Strategy section for increases in staffing complement.							
2. Increase in gravel resurfacing of \$25,000 per year in 2025 and 2026.							
<u>COMMUNITY SERVICES</u>							
Fire							
Wages & Benefits	1,655,833	1,733,137	1,899,639	77,304	4.7%	166,502	9.6%
Administration	38,850	40,210	41,420	1,360	3.5%	1,210	3.0%
Operations & Maintenance	127,375	131,830	135,780	4,455	3.5%	3,950	3.0%
Fleet Repair & Maintenance	126,325	130,750	134,670	4,425	3.5%	3,920	3.0%
Fire Stations	71,700	74,210	76,810	2,510	3.5%	2,600	3.5%
Cost Recovery	(14,410)	(14,410)	(14,410)	-	0.0%	-	0.0%
Revenue	(191,341)	(191,341)	(191,341)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,814,332	1,904,386	2,082,568	90,054	5.0%	178,182	9.4%
Municipal FD Training Officer							
Wages & Benefits	130,850	139,590	144,513	8,740	6.7%	4,923	3.5%
Administration	5,900	6,110	6,290	210	3.6%	180	2.9%
Fleet Repair & Maintenance	6,050	6,260	6,450	210	3.5%	190	3.0%
Transfers to Reserves	8,000	8,000	8,000	-	0.0%	-	0.0%
Cost Recovery	21,800	21,800	21,800	-	0.0%	-	0.0%
Revenue	(172,600)	(181,760)	(187,053)	(9,160)	5.3%	(5,293)	2.9%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Parks, Recreation and Culture Administration							
Wages & Benefits	1,808,467	1,971,492	2,162,756	163,025	9.0%	191,264	9.7%
Administration	79,300	82,080	84,540	2,780	3.5%	2,460	3.0%
Operations & Maintenance	238,882	247,240	254,660	8,358	3.5%	7,420	3.0%
Fleet Repair & Maintenance	115,375	119,410	122,990	4,035	3.5%	3,580	3.0%
Revenue	(1,700)	(1,760)	(1,810)	(60)	3.5%	(50)	2.8%
Net (Revenue)/Expenditure	2,240,324	2,418,462	2,623,136	178,138	8.0%	204,674	8.5%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Centre Wellington Community Sportsplex							
Operating Costs	928,925	961,440	990,280	32,515	3.5%	28,840	3.0%
Repairs & Maintenance	735,251	760,980	783,810	25,729	3.5%	22,830	3.0%
Concessions	25,000	25,880	26,660	880	3.5%	780	3.0%
Halls	2,500	2,590	2,670	90	3.6%	80	3.1%
Aquatic Centre	747,753	773,920	797,140	26,167	3.5%	23,220	3.0%
House	12,775	13,220	13,620	445	3.5%	400	3.0%
Grounds	21,600	22,360	23,030	760	3.5%	670	3.0%
Fitness Program	38,999	40,360	41,570	1,361	3.5%	1,210	3.0%
Weight Room	6,380	6,600	6,800	220	3.4%	200	3.0%
Programs	89,416	92,550	95,330	3,134	3.5%	2,780	3.0%
Revenue	(1,652,130)	(1,709,950)	(1,761,250)	(57,820)	3.5%	(51,300)	3.0%
Net (Revenue)/Expenditure	956,469	989,950	1,019,660	33,481	3.5%	29,710	1.9%
Jefferson Elora Community Centre							
Operating Costs	288,700	298,800	307,760	10,100	3.5%	8,960	3.0%
Repairs & Maintenance	230,045	238,100	245,240	8,055	3.5%	7,140	3.0%
Concessions	4,000	4,140	4,260	140	3.5%	120	2.9%
Halls	1,500	1,550	1,600	50	3.3%	50	3.2%
Grounds	1,500	1,550	1,600	50	3.3%	50	3.2%
Programs	49,503	51,240	52,780	1,737	3.5%	1,540	3.0%
Revenue	(338,000)	(349,830)	(360,320)	(11,830)	3.5%	(10,490)	3.0%
Net (Revenue)/Expenditure	237,248	245,550	252,920	8,302	3.5%	7,370	3.0%
Belwood Hall							
Operating Costs	27,092	28,091	29,080	999	3.7%	989	3.5%
Revenue	(7,000)	(7,250)	(7,470)	(250)	3.6%	(220)	3.0%
Net (Revenue)/Expenditure	20,092	20,841	21,610	749	3.7%	769	3.7%
Parks							
Operations & Maintenance	615,807	627,880	649,969	12,073	2.0%	22,090	3.5%
Revenue	(53,800)	(55,680)	(57,350)	(1,880)	3.5%	(1,670)	3.0%
Net (Revenue)/Expenditure	562,007	572,200	592,619	10,193	1.8%	20,420	3.6%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Forestry							
Operations & Maintenance	75,800	78,450	81,200	2,650	3.5%	2,750	3.5%
Revenue	(25,800)	(25,800)	(25,800)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	50,000	52,650	55,400	2,650	5.3%	2,750	5.2%
Greenhouses							
Operations & Maintenance	24,200	25,289	26,427	1,089	4.5%	1,138	4.5%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	24,200	25,289	26,427	1,089	4.5%	1,138	4.5%
Victoria Park Seniors Centre							
Wages & Benefits	283,882	294,890	303,834	11,008	3.9%	8,944	3.0%
Administration	10,450	10,820	11,140	370	3.5%	320	3.0%
Operations & Maintenance	118,700	122,850	126,540	4,150	3.5%	3,690	3.0%
Programs	129,800	134,340	138,370	4,540	3.5%	4,030	3.0%
Transfers to Reserves	36,980	38,270	39,420	1,290	3.5%	1,150	3.0%
Revenue	(239,100)	(247,470)	(254,890)	(8,370)	3.5%	(7,420)	3.0%
Net (Revenue)/Expenditure	340,712	353,700	364,414	12,988	3.8%	10,714	3.0%
Centre Wellington Downtown - Beautification							
Operations & Maintenance	89,643	92,354	95,513	2,711	3.0%	3,159	3.4%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	89,643	92,354	95,513	2,711	3.0%	3,159	3.4%
Fergus Weigh Scale Building							
Operations & Maintenance	7,875	8,150	8,390	275	3.5%	240	2.9%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	7,875	8,150	8,390	275	3.5%	240	2.9%
Elora Public Washrooms							
Operations & Maintenance	30,000	31,050	32,137	1,050	3.5%	1,087	3.5%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	30,000	31,050	32,137	1,050	3.5%	1,087	3.5%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Fergus Grand Theatre							
Wages & Benefits	138,237	146,371	153,806	8,134	5.9%	7,434	5.1%
Administration	16,200	16,770	17,270	570	3.5%	500	3.0%
Operations & Maintenance	71,375	74,934	78,710	3,559	5.0%	3,776	5.0%
Transfers to Reserves	7,200	7,200	7,200	-	0.0%	-	0.0%
Revenue	(110,150)	(114,010)	(117,430)	(3,860)	3.5%	(3,420)	3.0%
Net (Revenue)/Expenditure	122,862	131,265	139,556	8,403	6.8%	8,291	6.3%
Tourism							
Wages & Benefits	181,286	190,519	200,567	9,233	5.1%	10,049	5.3%
Administration	30,750	31,830	32,780	1,080	3.5%	950	3.0%
Operations & Maintenance	43,000	44,510	45,850	1,510	3.5%	1,340	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	255,036	266,859	279,197	11,823	4.6%	12,339	4.6%
Grants to Community Groups							
Specific Annual Grants	32,980	32,980	32,980	-	0.0%	-	0.0%
Community Impact Grants	125,000	125,000	125,000	-	0.0%	-	0.0%
Neighbourhood Wellness and Connectivity Grants	5,000	5,000	5,000	-	0.0%	-	0.0%
Revenue	(130,000)	(130,000)	(130,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	32,980	32,980	32,980	-	0.0%	-	0.0%
Community Development							
Wages & Benefits	93,476	103,376	111,306	9,900	10.6%	7,930	7.7%
Administration	4,300	4,450	4,580	150	3.5%	130	2.9%
Operations & Maintenance	89,000	92,120	95,340	3,120	3.5%	3,220	3.5%
Transfers to Reserves	129,400	129,400	129,400	-	0.0%	-	0.0%
Revenue	(183,900)	(190,340)	(196,050)	(6,440)	3.5%	(5,710)	3.0%
Net (Revenue)/Expenditure	132,276	139,006	144,576	6,730	5.1%	5,570	4.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Buildings and Properties Management							
Wages & Benefits	218,467	226,927	234,874	8,460	3.9%	7,947	3.5%
Administration	5,100	5,280	5,440	180	3.5%	160	3.0%
Operations & Maintenance	6,000	6,210	6,400	210	3.5%	190	3.1%
Fleet Repair & Maintenance	5,900	6,110	6,290	210	3.6%	180	2.9%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	235,467	244,527	253,004	9,060	3.8%	8,477	3.5%
TOTAL COMMUNITY SERVICES	7,151,523	7,529,218	8,024,107	377,695	5.3%	489,319	6.5%
Notes:							
1. See Staffing Strategy section for increases in staffing complement.							
<u>PLANNING & DEVELOPMENT SERVICES</u>							
Building							
Wages & Benefits	1,460,846	1,549,704	1,621,570	88,858	6.1%	71,866	4.6%
Administration	40,000	41,400	42,640	1,400	3.5%	1,240	3.0%
Operations & Maintenance	15,550	16,090	16,570	540	3.5%	480	3.0%
Fleet Repair & Maintenance	24,500	25,360	26,120	860	3.5%	760	3.0%
Revenue	(1,835,300)	(1,937,262)	(2,020,749)	(101,962)	5.6%	(83,487)	4.3%
Net (Revenue)/Expenditure	(294,404)	(304,708)	(313,849)	(10,304)	3.5%	(9,141)	3.0%
Termite Management Program							
Operations & Maintenance	278,000	278,000	278,000	-	0.0%	-	0.0%
Transfers to Reserves	240,000	240,000	240,000	-	0.0%	-	0.0%
Revenue	(278,000)	(278,000)	(278,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	240,000	240,000	240,000	-	0.0%	-	0.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Planning							
Wages & Benefits	1,087,417	1,161,715	1,340,044	74,298	6.8%	178,329	15.4%
Administration	13,950	14,440	14,870	490	3.5%	430	3.0%
Operations & Maintenance	41,000	41,000	41,000	-	0.0%	-	0.0%
Revenue	(769,200)	(796,120)	(820,000)	(26,920)	3.5%	(23,880)	3.0%
Net (Revenue)/Expenditure	373,167	421,035	575,914	47,868	12.8%	154,879	36.8%
Economic Development							
Wages & Benefits	252,792	269,521	283,401	16,729	6.6%	13,880	5.1%
Administration	9,400	9,730	10,020	330	3.5%	290	3.0%
Operations & Maintenance	95,200	98,530	101,490	3,330	35.4%	2,960	3.0%
Transfers to Reserves	4,800	4,800	4,800	-	0.0%	-	0.0%
Revenue	(111,600)	(115,510)	(118,980)	(3,910)	3.5%	(3,470)	3.0%
Net (Revenue)/Expenditure	250,592	267,071	280,731	16,479	6.6%	13,660	5.1%
Committee of Adjustment							
Wages & Benefits	3,300	3,300	3,300	-	0.0%	-	0.0%
Administration	1,800	1,800	1,800	-	0.0%	-	0.0%
Revenue	(27,000)	(27,000)	(27,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(21,900)	(21,900)	(21,900)	-	0.0%	-	0.0%
Heritage Centre Wellington							
Administration	1,800	1,860	1,920	60	3.3%	60	3.2%
Operations & Maintenance	9,500	9,830	10,120	330	3.5%	290	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	11,300	11,690	12,040	390	3.5%	350	3.0%
TOTAL PLANNING & DEVELOPMENT SERVICES	558,755	613,188	772,936	54,433	9.7%	159,748	26.1%

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 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
<u>OTHER SERVICES</u>							
Grand River Conservation Authority							
Capital & Operating Levy	117,560	121,670	125,320	4,110	3.5%	3,650	3.0%
Special Levy	(117,560)	(121,670)	(125,320)	(4,110)	3.5%	(3,650)	3.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Other Health Services							
Health Professional Recruitment	32,700	32,700	32,700	-	0.0%	-	0.0%
Revenue	(22,700)	(22,700)	(22,700)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	10,000	10,000	10,000	-	0.0%	-	0.0%
Contribution to Capital Fund							
Contribution to General Capital Reserve	1,072,900	1,277,744	1,473,150	204,844	19.1%	195,406	15.3%
Transfer to Dedicated Capital Levy Reserve	1,658,173	1,691,336	1,725,163	33,163	2.0%	33,827	2.0%
Transfer to Vehicle Replacement Reserves	1,111,000	1,211,000	1,320,000	100,000	9.0%	109,000	9.0%
Transfer to Equipment Replacement Reserves	694,000	743,000	802,000	49,000	7.1%	59,000	7.9%
Transfer to Facility Replacement Reserves	435,900	460,200	482,500	24,300	5.6%	22,300	4.8%
Transfer to Streetlight Reserve	95,000	95,000	95,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	5,066,973	5,478,280	5,897,813	411,307	8.1%	419,533	7.7%
Ontario Non-Specific Grants							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(142,000)	(120,700)	(102,600)	21,300	-15.0%	18,100	-15.0%
Net (Revenue)/Expenditure	(142,000)	(120,700)	(102,600)	21,300	-15.0%	18,100	-15.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Other Revenues and Expenses							
Elora LCBO Expenditures	13,000	13,460	13,860	460	3.5%	400	3.0%
West Garafraxa Office Expenditures	12,700	13,140	13,530	440	3.5%	390	3.0%
Transfers to Reserves	6,868,440	6,868,440	6,868,440	-	0.0%	-	0.0%
Tax Interest/Penalties	(400,000)	(400,000)	(400,000)	-	0.0%	-	0.0%
Investment Earnings	(1,824,800)	(1,824,800)	(1,824,800)	-	0.0%	-	0.0%
Building Rentals	(81,120)	(81,120)	(81,120)	-	0.0%	-	0.0%
OCIF Proceeds	(2,985,485)	(2,985,485)	(2,985,485)	-	0.0%	-	0.0%
Aggregate Resources	(140,000)	(140,000)	(140,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%	-	0.0%
OLGC Gaming Proceeds	(2,950,000)	(2,950,000)	(2,950,000)	-	0.0%	-	0.0%
Canada Community Building Grant	(932,955)	(932,955)	(932,955)	-	0.0%	-	0.0%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Transfers from Reserves	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(2,786,110)	(2,785,210)	(2,784,420)	900	0.0%	790	0.0%
Net Debt							
Debt Payment	1,124,919	761,496	1,037,711	(363,423)	-32.3%	276,215	36.3%
Transfer from Reserves	(801,730)	(657,146)	(935,681)	144,584	-18.0%	(278,535)	42.4%
Net (Revenue)/Expenditure	323,189	104,350	102,030	(218,839)	-67.7%	(2,320)	-2.2%
Fergus BIA							
BIA Levy Expense	71,656	71,656	71,656	-	0.0%	-	0.0%
BIA Levy Revenue	(71,656)	(71,656)	(71,656)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Elora BIA							
BIA Levy Expense	74,517	74,517	74,517	-	0.0%	-	0.0%
BIA Levy Revenue	(74,517)	(74,517)	(74,517)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Taxation - Payments in Lieu							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(255,000)	(263,930)	(271,850)	(8,930)	3.5%	(7,920)	3.0%
Net (Revenue)/Expenditure	(255,000)	(263,930)	(271,850)	(8,930)	3.5%	(7,920)	3.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
Taxation - Township Purposes							
Tax Increment Equivalent Grant	36,500	36,500	36,500	-	0.0%	-	0.0%
Regular Taxation	(18,907,178)	(20,324,749)	(22,018,957)	(1,417,571)	7.5%	(1,694,208)	8.3%
Dedicated Capital Levy	(1,658,173)	(1,691,336)	(1,725,163)	(33,163)	2.0%	(33,827)	2.0%
Supps/Omits (Net of Write-offs)	(250,000)	(250,000)	(250,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(20,778,851)	(22,229,585)	(23,957,620)	(1,450,734)	7.0%	(1,728,035)	7.8%
TOTAL OTHER SERVICES	(18,561,798)	(19,806,795)	(21,106,647)	(1,244,996)	6.7%	(1,299,852)	6.6%

Notes:

1. Increase in contribution to general capital reserve based on Asset Management Plan recommendations.
2. Increase in transfers to Vehicle and Equipment Replacement Reserves as shown in replacement schedules.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2024 / 2025		Change 2025 / 2026	
	2024 Budget	2025 Forecast	2026 Forecast	\$	%	\$	%
<u>CONSOLIDATED TAX SUPPORTED OPERATING</u>							
ADMINISTRATION	1,732,330	1,857,353	2,048,511	125,023	7.22%	191,158	10.29%
CORPORATE SERVICES	2,501,655	2,749,104	2,861,627	247,449	9.89%	112,523	4.09%
INFRASTRUCTURE SERVICES	6,617,535	7,057,931	7,399,466	440,396	6.65%	341,535	4.84%
COMMUNITY SERVICES	7,151,523	7,529,218	8,024,107	377,695	5.28%	494,889	6.57%
PLANNING & DEVELOPMENT SERVICES	558,755	613,188	772,936	54,433	9.74%	159,748	26.05%
OTHER SERVICES	(18,561,798)	(19,806,795)	(21,106,647)	(1,244,997)	6.71%	(1,299,852)	6.56%
NET (REVENUE)/EXPENDITURE	-	-	-	-	-	-	-

Notes:

Taxation Levy Impact Analysis

	<u>2024 Budget</u>	<u>2025 Forecast</u>	<u>2026 Forecast</u>
<u>General Capital Levy</u>			
Prior Year's General Taxation Levy	16,797,425	18,907,178	20,324,749
Add: Assessment Growth	491,727	378,144	406,495
Total General Taxation Levy	17,289,152	19,285,322	20,731,244
Total Taxation Requirements (per above)	18,907,178	20,324,749	22,018,957
\$ Increase in Taxation	1,618,026	1,039,427	1,287,713
% Increase in Taxation	9.36%	5.39%	6.21%
<u>Dedicated Capital Levy</u>			
Prior Year's Dedicated Capital Levy	1,611,012	1,658,173	1,691,336
Add: Assessment Growth	47,161	33,163	33,827
Total Dedicated Capital Levy	1,658,173	1,691,336	1,725,163
Total Taxation Requirements (per above)	1,658,173	1,691,336	1,725,163
\$ Increase in Taxation	-	-	-
% Increase in Taxation	0.00%	0.00%	0.00%
<u>Combined Taxation Levy</u>			
Total % Increase in Taxation	8.54%	4.96%	5.73%



**WATERWORKS /
WASTEWATER
SUPPORTED
OPERATING BUDGET**

2024 DRAFT BUDGET



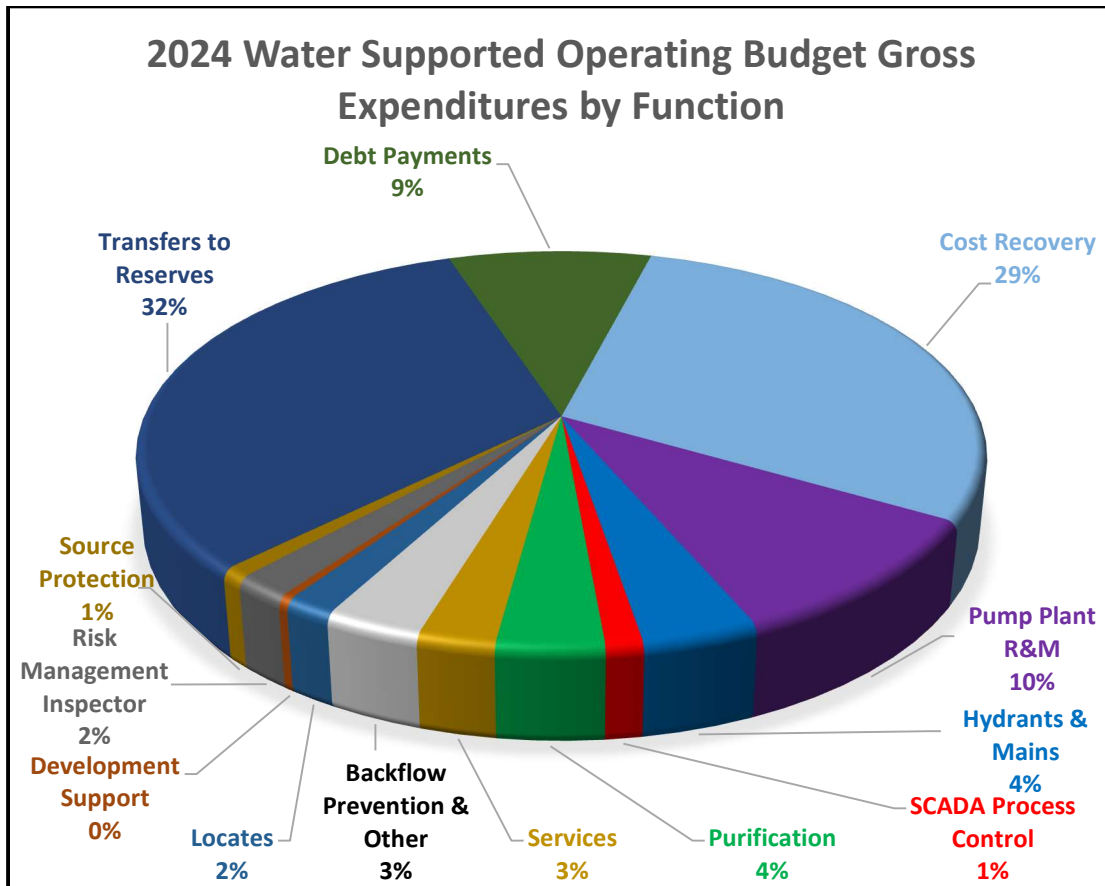
Waterworks & Wastewater Supported Operating Summary

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

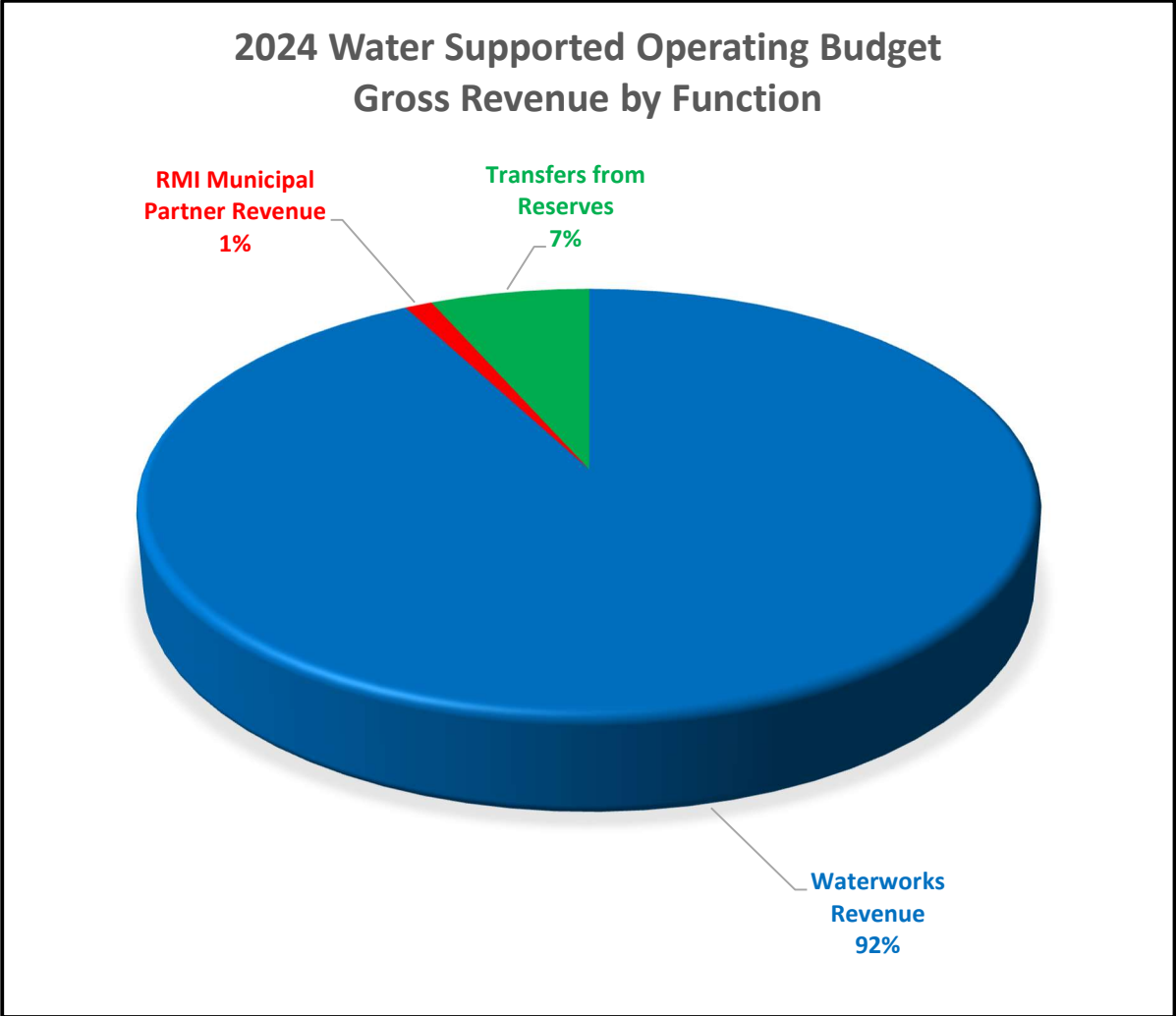
2024 Waterworks Supported Operating Budget

The 2024 waterworks supported operating budget totals \$6,053,429. After deducting other revenues, the net operating budget to be funded from water rates is \$5,583,000. A 1.2% increase in water rates is projected to be implemented effective January 1, 2024 as per the Fees and Charges By-law for 2024. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2024 water supported operating budget is broken down as follows:



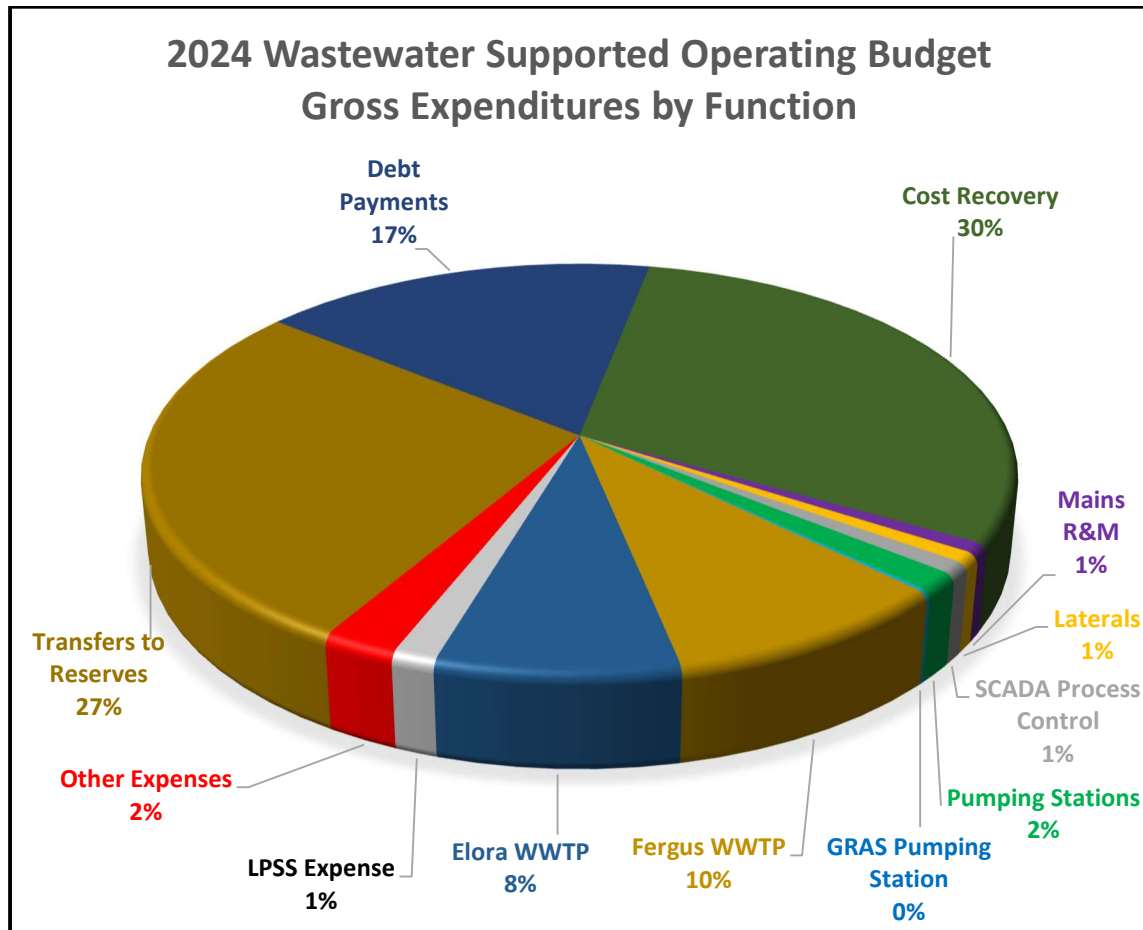
From a gross revenue perspective, the 2024 water supported operating budget is broken down into the following revenue types:



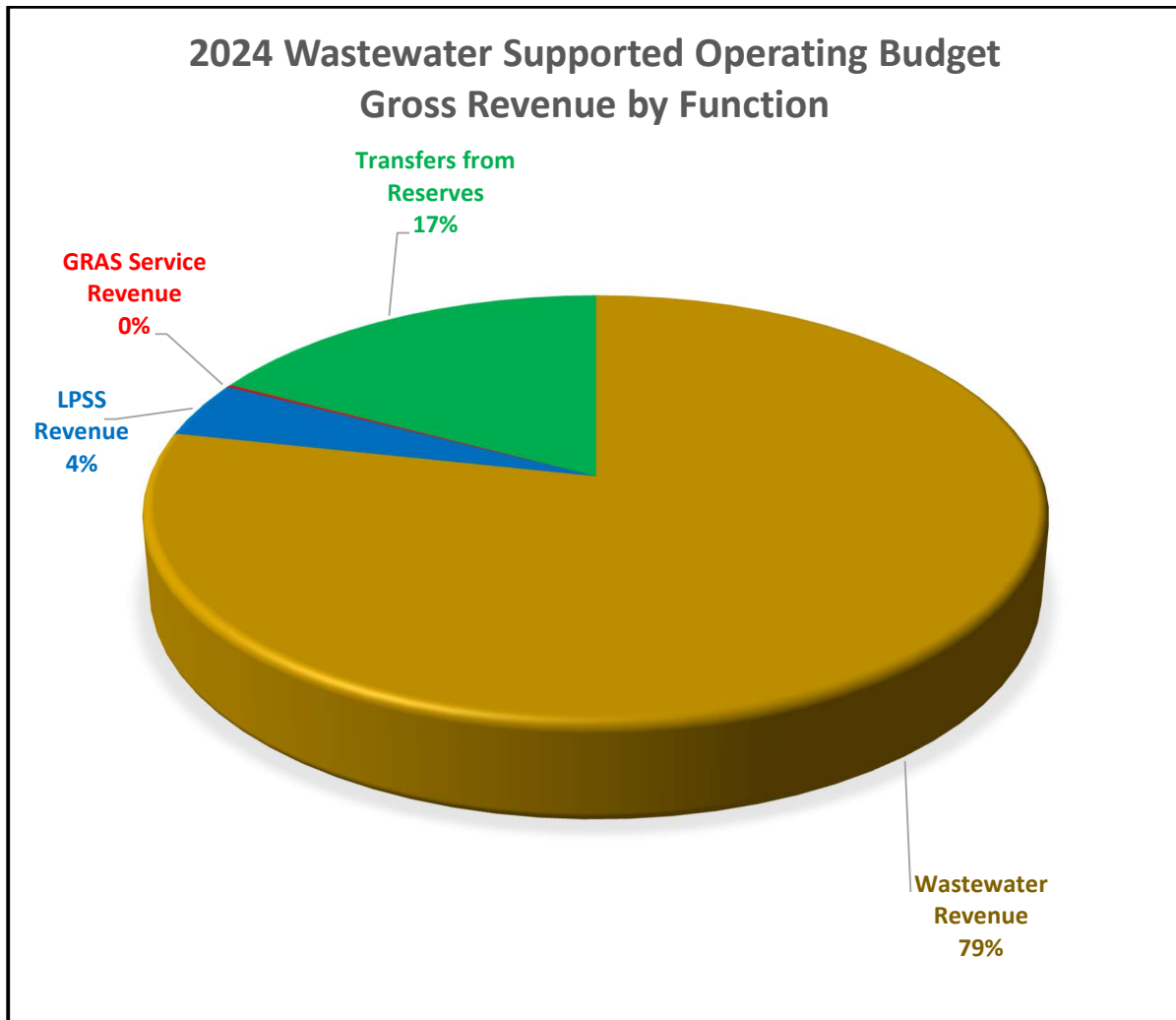
2024 Wastewater Supported Operating Budget

The 2024 wastewater supported operating budget totals \$8,083,391. After deducting other revenues, the net operating budget to be funded from wastewater rates is \$6,679,600. A 3.3% increase in wastewater rates is projected to be implemented effective January 1, 2024 as per the Fees and Charges By-law for 2024. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2024 wastewater supported operating budget is broken down as follows:



From a gross revenue perspective, the 2024 wastewater supported operating budget is broken down into the following revenue types:



2024 Wellington Source Water Protection Operating Budget

In addition to the waterworks and wastewater operating budgets, this budget area also includes the annual operating budget for Wellington Source Water Protection. This division is shared with all municipalities within Wellington County.

The 2024 operating budget for this area totals \$441,400 and is funded by the County of Wellington.

More detailed operating budget information for waterworks, wastewater, and Wellington Source Water Protection is provided below.





Township of Centre Wellington
2024 Operating Budget Summary
With 2023 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, 130 km of watermain, 1,312 watermain valves, 799 hydrants, four (4) elevated water storage tanks, two (2) wastewater treatment plants, eight (8) sewage pumping stations, 120 km of wastewater main, 152 km of storm sewers, 4,415 catch basins, and 2,517 maintenance holes. Along with Transportation Services, Environmental Services also maintains the Township's storm sewer collection system and 26 storm water management facilities.

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

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
Revenues					
<i>Environmental Services - Administration - Revenue</i>	-	(1,485)	(88,400)	(88,400)	0.0%
Total Revenues	-	(1,485)	(88,400)	(88,400)	0.0%
Expenses					
Environmental Services - Administration - Wages & Benefits	1,482,829	1,230,118	1,995,604	512,775	34.6%
Environmental Services - Administration - Administration	68,450	84,318	77,550	9,100	13.3%
Environmental Services - Administration - Operations & Maintenance	1,837,011	1,688,206	2,006,228	169,216	9.2%
Environmental Services - Administration - Meter Maintenance	71,347	79,123	91,756	20,409	28.6%
Environmental Services - Administration - Fleet Repair & Maintenance	138,877	123,992	140,059	1,181	0.9%
Environmental Services - Administration - Cost Recovery	(3,598,515)	-	(4,222,796)	(624,281)	17.3%
<i>Total Expenses</i>	-	3,205,757	88,400	88,400	0.0%
Net Budget Administration	-	3,204,272	-	-	0.0%

Major Changes Impacting This Budget

- Environmental Services cost recovery represents the allocation of environmental services administration costs to the waterworks and wastewater system budgets.
- Revenue includes funding for the new Climate Change Coordinator, and Instrumentation and Systems Control Technician positions from various lower tier municipalities in the County of Wellington.
- Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year. Furthermore, the wages line includes the following changes:
 - 80% of a new Climate Change Coordinator position with a charge to the Environmental budget of \$81,500 and the remainder funded from the Transportation Services division;
 - 20% of a new Municipal Law Enforcement Officer position with a cost to the Environmental budget of \$20,400 and the remainder funded from the By-law Enforcement division;
 - a new Instrumentation and Systems Control Technician position with a cost of \$119,100;
 - a Manager of Wastewater Services position approved in 2023 with a cost of \$157,600;
 - 50% of a Supervisor of GIS and Asset Management position transferred from the Planning division with a cost of \$65,900;
 - 50% of an Asset Management Technician position transferred from the Financial Services division with a cost of \$51,000;
 - the transfer of the cost of the Buildings and Properties Manager and Building Technician positions to the new Buildings and Properties Management division resulting in a reduction to the Environmental Services budget of \$40,700 (20% of the cost of these two positions were included in this budget in 2023); and
 - 50% of the cost of an existing GIS Technician position was allocated to the Public Works division resulting in a reduction to the Environmental Services budget of \$43,700.
- The increase in operations and maintenance is due to the following:
 - an \$18,600 increase in the insurance premium for Environmental Services facilities;
 - a \$149,300 increase in the allocation of administrative costs from the tax supported operating budget;
 - a \$7,000 increase in the portion of the GRCA levy that is charged to the Environmental Services budget; and
 - an \$8,900 reduction in internet service charges from Centre Wellington Communications Inc. for 2024.
- The increase in the meter maintenance line is mainly due to the cost of wireless meter reading and an increase in installation costs due to new development.



Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results

Environmental Services - Waterworks

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
Revenues					
Environmental Services - Waterworks - Revenue	(5,532,200)	(4,146,224)	(5,583,000)	(50,800)	0.9%
Environmental Services - Waterworks - RMI Municipal Partner Revenue	(67,600)	(51,301)	(69,400)	(1,800)	2.7%
Environmental Services - Waterworks - Transfers from Reserves	(401,029)	-	(401,029)	-	0.0%
<i>Total Revenues</i>	(6,000,829)	(4,197,525)	(6,053,429)	(52,600)	0.9%
Expenses					
Environmental Services - Waterworks - Pump Plant R&M	596,688	549,964	615,531	18,843	3.2%
Environmental Services - Waterworks - Hydrants & Mains R&M	231,097	143,117	232,852	1,754	0.8%
Environmental Services - Waterworks - SCADA Process Control	58,347	53,109	74,756	16,409	28.1%
Environmental Services - Waterworks - Purification	199,314	189,706	215,252	15,938	8.0%
Environmental Services - Waterworks - Services	102,880	123,338	155,923	53,043	51.6%
Environmental Services - Waterworks - Backflow Prevention and Other	188,226	127,083	195,660	7,435	3.9%
Environmental Services - Waterworks - Locates	77,554	61,308	99,185	21,631	27.9%
Environmental Services - Waterworks - Development Support	21,837	15,309	22,083	247	1.1%
Environmental Services - Waterworks - Risk Management Inspector	109,073	94,573	112,479	3,406	3.1%
Environmental Services - Waterworks - Source Protection Coordinator	45,893	15,811	49,965	4,072	8.9%
Environmental Services - Waterworks - Transfers to Reserves	2,306,500	156,000	1,954,125	(352,375)	-15.3%
Environmental Services - Waterworks - Debt Payments	552,045	200,293	552,045	-	0.0%
Environmental Services - Waterworks - Cost Recovery Applied	1,511,376	-	1,773,574	262,198	17.3%
<i>Total Expenses</i>	6,000,829	1,729,610	6,053,429	52,600	0.9%
Net Budget Waterworks	-	(2,467,915)	-	-	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. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 38% of the Risk Management Inspector (RMI) costs. As such, a corresponding RMI Municipal Partner Revenue line is included to reflect the recovery of 62% of the total RMI cost from participating municipalities.
3. The increase in the SCADA process control line is mainly due to an increase in software and programming charges.
4. The increase in the purification line is due to an increase in chemical costs used in the purification process and an increase in lab costs for water testing.
5. The increase in the services line is due to aging infrastructure and the failure of some water services earlier than anticipated in certain areas of the Township.
6. The transfers to reserves line reflects a reduction to the Waterworks General Capital Reserve transfer of \$365,125 and a \$12,750 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
7. 72.6% of waterworks debt is funded from development charges in 2024.



Township of Centre Wellington
2024 Operating Budget Summary
With 2023 Budget and Actual Results

Environmental Services - Wastewater

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Wastewater - Revenue	(6,088,000)	(4,629,578)	(6,337,600)	(249,600)	4.1%
Environmental Services - Wastewater - LPSS Revenue	(336,000)	(337,259)	(342,000)	(6,000)	1.8%
Environmental Services - Wastewater - GRAS Service Revenue	(12,500)	(3,807)	(12,900)	(400)	3.2%
Environmental Services - Wastewater - Transfers from Reserves	(1,408,590)	-	(1,390,891)	17,699	-1.3%
<i>Total Revenues</i>	(7,845,090)	(4,970,644)	(8,083,391)	(238,301)	3.0%
<u>Expenses</u>					
Environmental Services - Wastewater - Mains R&M	65,847	26,151	61,256	(4,591)	-7.0%
Environmental Services - Wastewater - Laterals	51,469	70,309	63,637	12,168	23.6%
Environmental Services - Wastewater - SCADA Process Control	59,022	42,127	71,346	12,324	20.9%
Environmental Services - Wastewater - Pumping Stations	104,932	101,044	115,520	10,588	10.1%
Environmental Services - Wastewater - GRAS Pumping Station	10,831	5,786	11,230	400	3.7%
Environmental Services - Wastewater - Fergus WWTP	753,823	595,685	763,635	9,812	1.3%
Environmental Services - Wastewater - Elora WWTP	590,908	506,918	634,752	43,843	7.4%
Environmental Services - Wastewater - LPSS Expense	115,063	79,551	115,105	42	0.0%
Environmental Services - Wastewater - Other	183,000	144,290	196,100	13,100	7.2%
Environmental Services - Wastewater - Transfers to Reserves	2,414,465	194,000	2,210,697	(203,768)	-8.4%
Environmental Services - Wastewater - Debt Payments	1,408,590	971,370	1,390,891	(17,699)	-1.3%
Environmental Services - Wastewater - Cost Recovery Applied	2,087,139	-	2,449,222	362,083	17.3%
<i>Total Expenses</i>	7,845,090	2,737,232	8,083,391	238,301	3.0%
Net Budget Wastewater	-	(2,233,412)	-	-	0.0%

Major Changes Impacting This Budget
<ol style="list-style-type: none"> 1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the wastewater budget. 2. The increase in the laterals line is mainly due to an increase in material and repair costs. 3. The increase in the SCADA process control line is mainly due to an increase in software and programming charges. 4. The increase in the Fergus WWTP line is mainly due to the following: <ul style="list-style-type: none"> - a \$5,000 increase in biosolids management costs due to growth and increased haulage charges; - a \$16,500 increase in labour costs allocated to this cost centre; and - an \$11,500 reduction in estimated utility costs at this facility. 5. The increase in the Elora WWTP line is mainly due to the following: <ul style="list-style-type: none"> - a \$25,000 increase in chemical costs due to rising chemical prices; - a \$12,700 increase in labour costs allocated to this cost centre; and - a \$6,500 increase in estimated utility costs at this facility. 6. The increase in the other line is mainly due to a \$9,600 increase in bill processing charges from CW Hydro in 2024. 7. The transfers to reserves line reflects a decrease to the Wastewater General Capital Reserve transfer of \$209,018 and a \$5,250 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves. 8. 100% of wastewater debt is funded from development charges in 2023.



Township of Centre Wellington 2024 Operating Budget Summary With 2023 Budget and Actual Results

Environmental Services - Wellington Source Water Protection

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.

	2023 Budget	2023 Actual	2024 Draft Budget	2023/2024 Budget Change	
				\$	%
<u>Revenues</u>					
Wellington Source Water Protection - Revenue	(378,300)	(273,505)	(441,400)	(63,100)	16.7%
<i>Total Revenues</i>	(378,300)	(273,505)	(441,400)	(63,100)	16.7%
<u>Expenses</u>					
Wellington Source Water Protection - Wages & Benefits	295,300	246,186	317,800	22,500	7.6%
Wellington Source Water Protection - Administration	18,850	32,660	32,350	13,500	71.6%
Wellington Source Water Protection - Operations & Maintenance	31,400	13,576	58,500	27,100	86.3%
Wellington Source Water Protection - Fleet Repair & Maintenance	3,750	3,419	2,750	(1,000)	-26.7%
Wellington Source Water Protection - Transfers to Reserves	5,000	5,000	5,000	-	0.0%
Wellington Source Water Protection - Cost Recovery Applied	24,000	22,000	25,000	1,000	4.2%
<i>Total Expenses</i>	378,300	322,841	441,400	63,100	16.7%
<i>Net Budget Wellington Source Water Protection</i>	-	49,336	-	-	0.0%

Major Changes Impacting This Budget

1. Cost recovery applied represents an estimate of administration expenses and Transportation Services division overhead costs allocated to the Wellington Source Water Protection division.
2. The transfer to reserves is for the future replacement of the Municipal RMO's vehicle.
3. Wages and benefits include recommended wage increases from a Staff Compensation and Market Review undertaken in 2023, movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2024 year.
4. A \$12,000 increase to public relations expenditures, mainly for funding the annual Children's Groundwater Festival, accounts for the majority of the change to the administration line.
5. The increase in the operation and maintenance line is due to increased consulting costs of \$22,500 for Eden Mills stream flow monitoring and \$4,600 of increased database software and wellingtonwater.ca website costs in 2024.



CAPITAL BUDGET

2024 DRAFT BUDGET

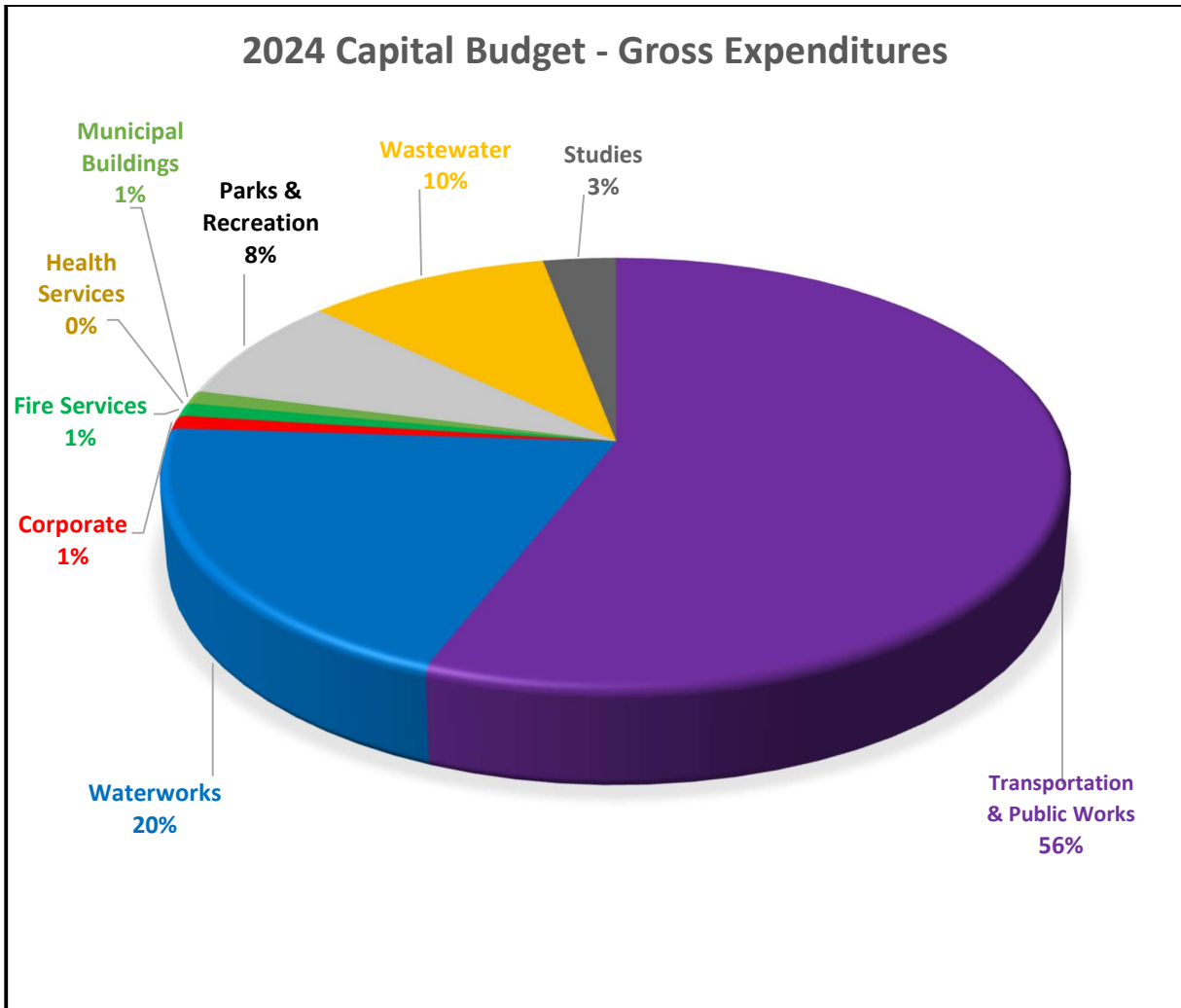


Capital Budget Overview

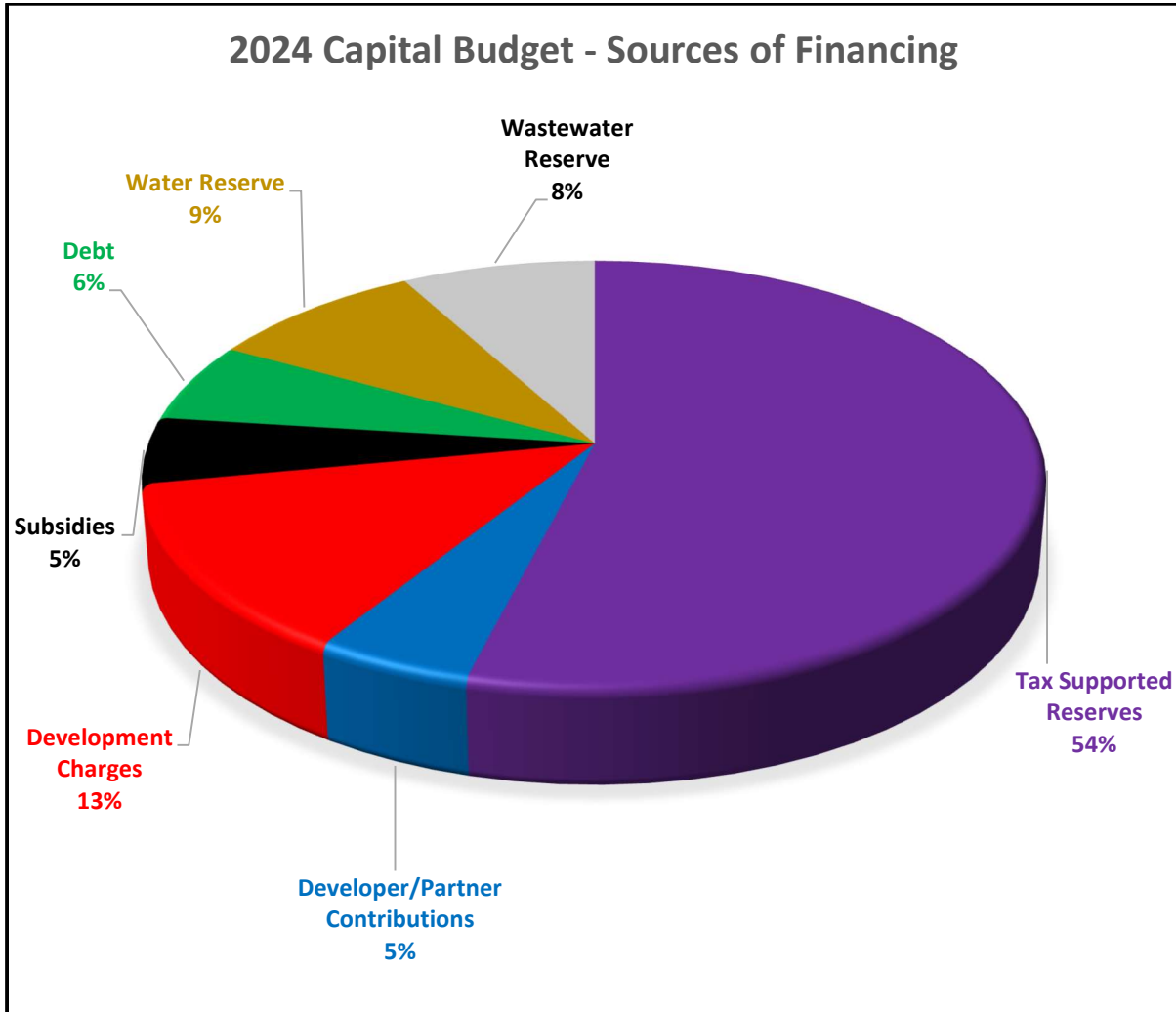
Expenditures that are one-time costs in excess of \$5,000 are typically included in the annual capital budget. This can include costs that may be operating in nature, such as maintenance items or studies. In addition to the capital budget, the budget includes a 2-year capital forecast that is approved 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.

2024 Capital Budget

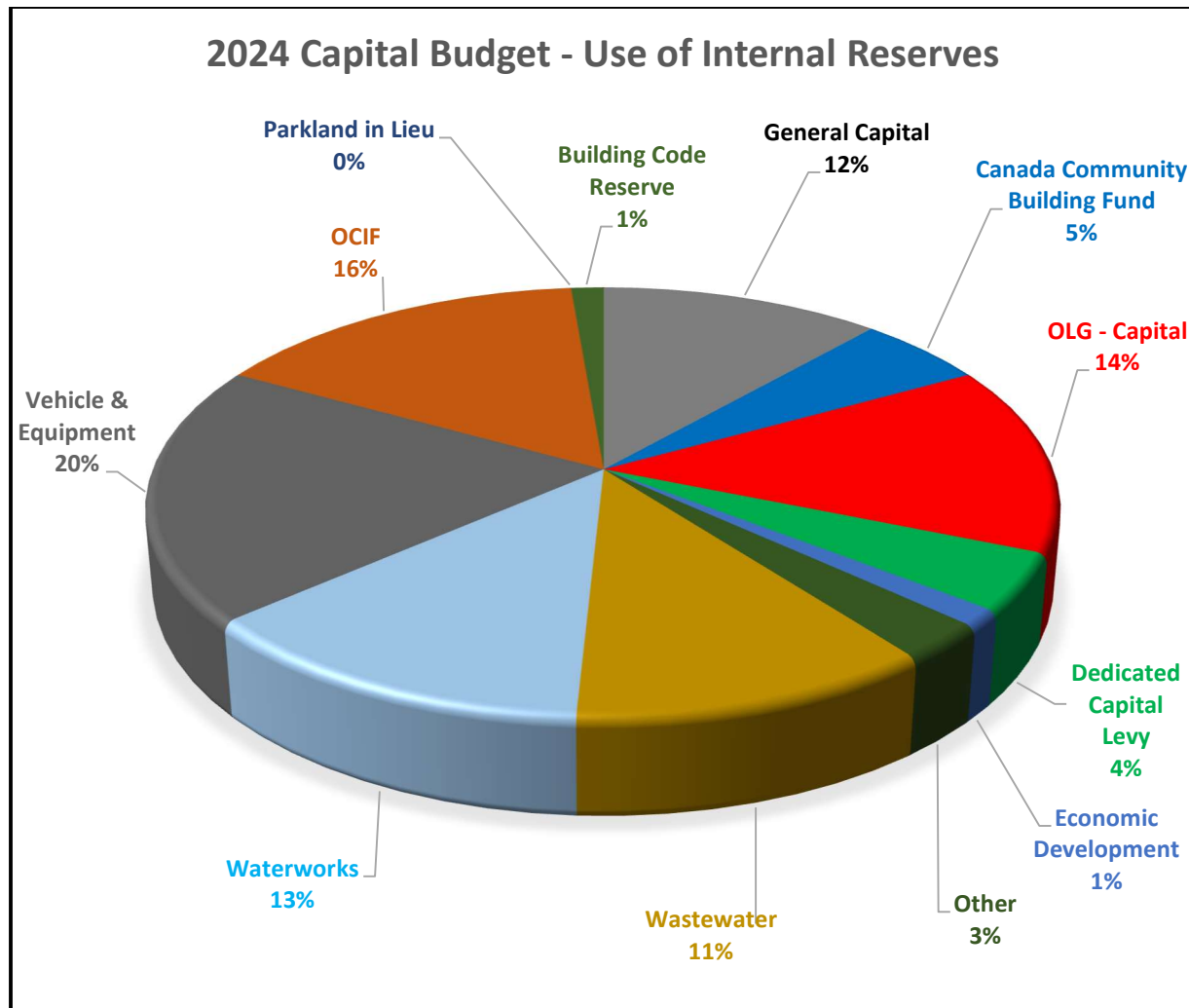
The 2024 capital budget totals \$27,918,390 and is broken down by area as follows:



As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of financing used to fund the 2024 capital budget. 71% of financing sources represent internal Township reserves, while 29% represent external sources (i.e. development charges, debt, subsidies, and developer/partner contributions).



Internal Township reserve financing of \$19,876,590 is being drawn from the following sources:



The use of development charges (DC) to fund 2024 capital projects totals \$3,527,500 and relate to projects associated with Public Works, Roads, Parks & Recreation, Water, Wastewater, and Corporate (Studies).

The Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For future years in the capital forecast, staff utilized the following DC funding limits in the Ten Year Capital Forecast:

- 2024 - 2026 average = \$2.3M
- 2025 - 2027 average = \$2.6M
- 2026 - 2028 average = \$2.5M
- 2029 - 2032 = \$1.9M/year



The 3 year funding averages covering 2024 to 2028 are required to accommodate capital projects related to:

- Gerrie Rd. (Colborne to Walser Extension)
- Carlton Place
- Reconstruction of Colborne St. (Beatty Line to 95m west of Frederick Campbell St.)

When DC cash flow is a problem in funding capital projects, a municipality can 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 2024, there is significant pressure to complete growth-related capital projects, and use DC funding. It is recommended within the 2024 capital budget that \$1,199,300 in debt be incurred in 2024 to fund the detailed design and earthworks to support the corporate operations facility construction which is scheduled for 2025. Furthermore, debt is recommended to fund initial studies and environmental assessments for two potential well areas in the Township. The total budgeted debt for these two projects is \$500,000 and debt repayments will be funded 100% from development charges.

Highlights of the 2024 capital budget are provided below. Projects referenced with “OLG” and/or “CCBF” (Canada Community-Building Fund – formerly Federal Gas Tax) are projects that are either partially or fully funded by these sources.

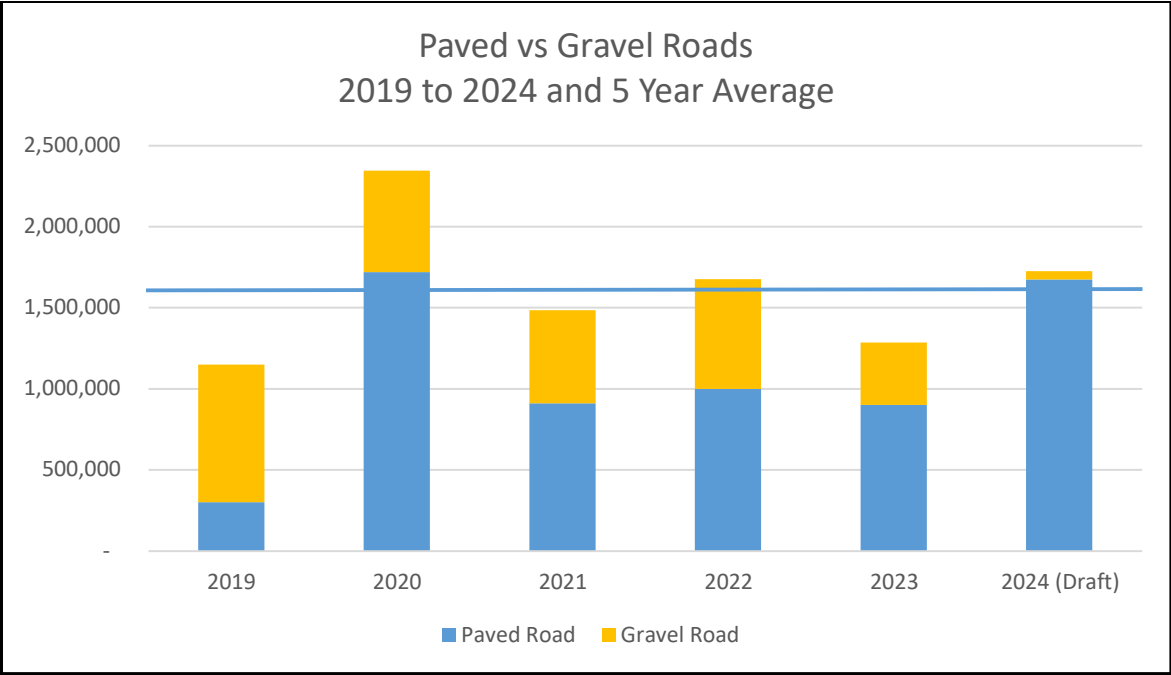
2024 Capital Project Highlights

Project	Amount	OLG/CCB
Active Transportation and Mobility Master Plan	\$300,000	
First Line West Bridge Rehabilitation (structure 26-P)	480,000	
Fifth Line Bridge Rehabilitation – (structure 4-E)	450,000	
Corporate Operations Facility	1,790,000	
Eighth Line West – Sideroad 11 to Wellington Road 17	1,675,000	OLG
Gerrie Road – Colborne to Walser Extension Road and Watermain Extension	4,560,000	CCBF
St David St North – St Andrew St to Edinburgh Avenue	5,060,000	OLG
East Mill St – Metcalfe St to Melville St Surface works	925,000	OLG
Fergus Wastewater Treatment Plant UV System Replacement	450,000	

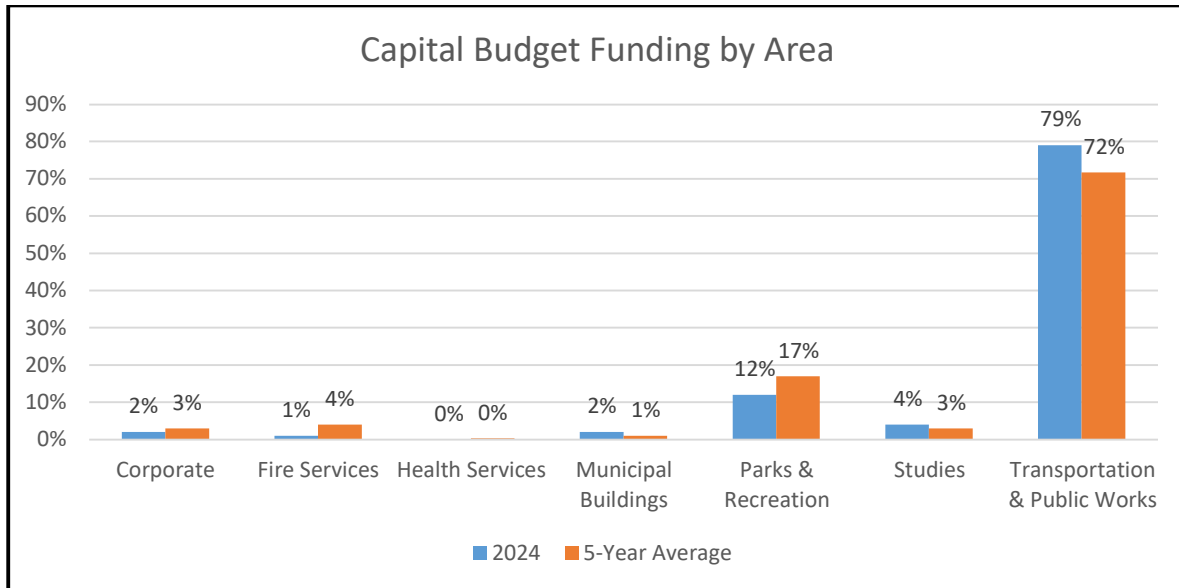


Fergus Wastewater Treatment Plant Biosolids Storage Assessment and Rehabilitation	600,000	
Groundwater Model Updates and Wellhead Protection Area Delineation for F2R, Area 7 and Area 3 Wells	300,000	
Bridge St Water Tower Exterior Recoating	315,000	
Well F5R Treatment	300,000	
Chalmers St – Moir St to Colborne St – Watermain Replacement	575,000	
Jefferson Elora Community Centre – Asphalt Parking Area Resurfacing	300,000	OLG/CCBF

The following graph depicts the Township’s capital investment in rural roads since 2019. The chart further identifies the amount budgeted for gravel rural roads and funds planned for paving rural roads. The blue line in the graph represents the average spending on rural roads for the five-year period 2019 to 2023. The chart excludes amounts budgeted for rural road gravel resurfacing that are included in the operating budget (the 2023 Budget amount was \$471,230 and the 2024 Budget amount is \$607,948).



The following graph compares the capital budget funding by area as per the 2024 capital budget to the five-year average (2019 to 2023).



Pre-Engineering

The Pre-Engineering and Approvals for Future Years Projects project is used for pre-engineering and design work for capital projects planned for 2025 and 2026. For 2024, the Pre-Engineering budget is designated for the following projects:

Project	Amount
Carlton Place from Victoria Street to Wellington Road 7	\$30,000
Reconstruction and Upgrade of Carlton Place from Metcalfe Street to Victoria Street	30,000
Victoria Street from Carlton Place to Water Street	30,000
Watermain Replacement on Mary Street from East Mill Street to Church Street	20,000
TOTAL	\$110,000





TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
STUDIES														
<u>Studies</u>														
1	105-0641	Procurement Process Enhancements	10.0					10.0	10.0					
2	105-0903	Diversity, Equity and Inclusion Study and Implementation	40.0					40.0	40.0					
3	2023-011	Energy Conservation and Demand Management Plan - 2024	15.0					15.0	10.0			2.5	2.5	
4	2024-012	Active Transportation and Mobility Master Plan	300.0		225.0			75.0	75.0					
5	2024-070	Economic Development and Tourism Strategic Plan	80.0					80.0	80.0					
6	2024-072	Parks & Recreation Master Plan & Parkland Strategy	250.0		187.5			62.5	62.5					
7	2024-106	Development Phasing Policy	100.0		100.0									
8	2024-108	Amendment to Township Planning Fee Study	10.0					10.0	10.0					
9	2024-109	Risk Management Procedure Development	10.0					10.0	10.0					
	Total Studies		815.0	-	512.5	-	-	302.5	297.5	-	-	2.5	2.5	-
			815.0	-	512.5	-	-	302.5	297.5	-	-	2.5	2.5	-
CORPORATE														
<u>Corporate - IT&S</u>														
10	2024-054	Budget System Upgrade and Training	10.0					10.0	8.0			1.0	1.0	
11	2024-113	Provision for New Office Equipment - 2024	20.0					20.0	20.0					
12	2024-117	Mobile Device Manager	40.0					40.0	32.0			4.0	4.0	
	Total Corporate - IT&S		70.0	-	-	-	-	70.0	60.0	-	-	5.0	5.0	-
<u>Corporate - Other</u>														
13	105-0626	By-Law Review and Enforcement	30.0					30.0	20.0			5.0	5.0	
14	2024-119	Building Inspector Vehicle	45.0					45.0	45.0					
	Total Corporate - Other		75.0	-	-	-	-	75.0	65.0	-	-	5.0	5.0	-
			145.0	-	-	-	-	145.0	125.0	-	-	10.0	10.0	-
MUNICIPAL BUILDINGS														
<u>Municipal Buildings</u>														
15	105-0776	Tourism Office Renovations	26.0					26.0	26.0					
16	105-0964	Office Retro-fit	75.0					75.0	75.0					



TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING				
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT		
17	2024-059	Elora Tourism Washrooms	50.0					50.0	50.0							
		Total Municipal Buildings	151.0	-	-	-	-	151.0	151.0	-	-	-	-	-	-	-
			151.0	-	-	-	-	151.0	151.0	-	-	-	-	-	-	-
		<u>FIRE SERVICES</u>														
		<u>Fire Services</u>														
18	2020-026	Re-paving Infront of Apparatus Doors at Fergus Station	30.0					30.0	30.0							
19	205-0840	Fergus Fire Station Hose Tower Repair	40.0					40.0	40.0							
		Total Fire Services	70.0	-	-	-	-	70.0	70.0	-	-	-	-	-	-	-
			70.0	-	-	-	-	70.0	70.0	-	-	-	-	-	-	-
		<u>HEALTH SERVICES</u>														
		<u>Cemeteries</u>														
20	2016-045	Belsyde Cemetery - Detailed Design Block D Phase 2A	60.0					60.0	60.0							
21	2023-105	Elora Cemetery Entrance Feature	30.0					30.0	30.0							
		Total Cemeteries	90.0	-	-	-	-	90.0	90.0	-	-	-	-	-	-	-
			90.0	-	-	-	-	90.0	90.0	-	-	-	-	-	-	-
		<u>TRANSPORTATION & PUBLIC WORKS</u>														
		<u>Capital Levy/OCIF Funded Projects</u>														
22	2010-076	Sideroad 15 - Queen Mary Bridge - 30-WG	150.0		15.0			135.0	135.0							
23	2016-049	Noah Road Culverts - 32-P and 33-P	150.0					150.0	150.0							
24	2017-084	Sideroad 25 Bridge - 11-WG	165.0					165.0	165.0							
25	2024-001	Bridge Repairs and Remediation - 2024	100.0					100.0	100.0							
26	2024-002	Pre-Engineering - Bridges - 2024	110.0					110.0	110.0							
27	2024-075	Municipal Class Environmental Assessment (Structures 2-WG, 3-E, 5-E, and 7-E)	250.0					250.0	250.0							
28	2024-076	First Line West Bridge - 26-P	480.0					480.0	480.0							
29	301-0711	Fifth Line Bridge - 4-E	450.0					450.0	450.0							
30	301-0885	Sideroad 4 Bridge - 14-P	295.0					295.0	295.0							
		Total Capital Levy/OCIF Funded Projects	2,150.0	-	15.0	-	-	2,135.0	2,135.0	-	-	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
		<u>Public Works - Other</u>												
31	2024-003	Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2024	110.0		10.0			100.0	40.0			30.0	30.0	
32	2024-060	Aerial Data Extraction	20.0					20.0	10.0				10.0	
33	2024-061	Road Permit Software	8.0					8.0	2.7			2.7	2.7	
34	2024-062	GIS Data Integration Software	10.0					10.0	3.3			3.3	3.3	
35	2024-086	Public Works Vehicle	50.0		50.0									
36	303-0299	Corporate Operations Facilities	1,790.0					1,790.0	590.7		1,199.3			
37	303-0993	Elora West Garage Asphalt Replacement	90.0					90.0	90.0					
		Total Public Works - Other	2,078.0	-	60.0	-	-	2,018.0	736.7	-	1,199.3	36.0	46.0	-
		<u>Roadways - Rural</u>												
38	2012-065	Eighth Line W – SR 11 to WR 17	1,675.0					1,675.0	1,675.0					
39	2024-005	Rural Road Upgrades - Maintenance Gravel - 2024	50.0					50.0	50.0					
		Total Roadways - Rural	1,725.0	-	-	-	-	1,725.0	1,725.0	-	-	-	-	-
		<u>Roadways - Urban</u>												
40	2019-010	Gerrie Rd - Colborne to Walser Extension {SFA}	3,125.0		2,187.5			937.5	937.5					
41	2019-082	Gartshore St - Glengarry Cres to Gregson Ct and Gregson Ct Paving	190.0					190.0	190.0					
42	2021-022	AODA Audibles - Hill St Signalized Pedestrian Crossing	25.0	25.0										
43	2024-006	Sidewalk Repairs and Replacement - 2024	125.0					125.0	125.0					
44	2024-007	Traffic Calming Measures - 2024	50.0					50.0	50.0					
45	2024-009	Colborne St - John St to Wilson Cres - Design	225.0		157.5			67.5	22.5			22.5	22.5	
46	2024-013	McNab St Streetlight Upgrades	50.0					50.0	50.0					
47	2024-026	2024 Crack Sealing	45.0					45.0	45.0					
48	2024-027	2024 Microsurfacing	195.0					195.0	195.0					
49	301-0254	St David St N - St Andrew St to Edinburgh Ave	3,415.0	1,255.0				2,160.0	2,160.0					
50	301-0896	East Mill St - Metcalfe St to Melville St	925.0			100.0		825.0	825.0					
		Total Roadways - Urban	8,370.0	1,280.0	2,345.0	100.0	-	4,645.0	4,600.0	-	-	22.5	22.5	-



TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
		<u>Storm Drainage</u>												
51	2022-083	Catch Basin Rebuild - 2024	50.0					50.0	50.0					
		Total Storm Drainage	50.0	-	-	-	-	50.0	50.0	-	-	-	-	-
		<u>Structures</u>												
52	2024-008	Bridge, Culvert and Retaining Wall Structure Inspection - 2024	90.0					90.0	90.0					
		Total Structures	90.0	-	-	-	-	90.0	90.0	-	-	-	-	-
			14,463.0	1,280.0	2,420.0	100.0	-	10,663.0	9,336.7	-	1,199.3	58.5	68.5	-
		WASTEWATER												
		<u>Wastewater System</u>												
53	2024-015	Asset Inventory and Condition Assessment of Water/Wastewater Process Equipment	200.0					200.0				100.0	100.0	
54	2024-016	Storm and Sanitary Sewer CCTV Inspections - 2024	250.0					250.0	125.0			125.0		
55	2024-089	Elora WWTP Sludge Storage Lighting	30.0					30.0				30.0		
56	2024-090	Fergus WWTP Administration Building Expansion	80.0					80.0				80.0		
57	2024-091	Fergus WWTP UV System Replacement	450.0					450.0				450.0		
58	360-0254	St David St N - St Andrew St to Edinburgh Ave	725.0					725.0				725.0		
59	360-0933	495 Union St West Renovation	200.0					200.0	200.0					
60	360-1010	Fergus WWTP Biosolids Storage Assessment & Rehabilitation	600.0					600.0				600.0		
		Total Wastewater System	2,535.0	-	-	-	-	2,535.0	325.0	-	-	2,110.0	100.0	-
			2,535.0	-	-	-	-	2,535.0	325.0	-	-	2,110.0	100.0	-
		WATERWORKS												
		<u>Waterworks System</u>												
61	2010-034	Gerrie Rd Water Main Extension {SFA}	1,435.0			1,435.0								
62	2024-021	Groundwater Model Updates and Wellhead Protection Area Delineation for F2R, Area 7 and Area 3 Wells	300.0		300.0									
63	2024-063	Annual Water Meter Purchases - 2024	100.0					100.0				58.0	42.0	
64	2024-097	Chlorine System Improvements	56.0					56.0					56.0	
65	2024-099	Bridge St Water Tower Exterior Recoating	315.0					315.0					315.0	



TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
66	2024-100	Water Conservation Initiatives	150.0					150.0					150.0	
67	330-0254	St David St N - St Andrew St to Edinburgh Ave	920.0					920.0					920.0	
68	330-0931	Automatic Meter Read Program	210.0					210.0					210.0	
69	330-0998	New Well - Area #3	250.0					250.0						250.0
70	330-0999	New Well - Area #7	250.0					250.0						250.0
71	330-1000	PRV Chamber Rehabilitation	50.0					50.0					50.0	
72	330-1004	Well F5R Treatment	300.0		255.0			45.0					45.0	
73	330-1025	Chalmers St - Moir St to Colborne St - Watermain Replacement	575.0					575.0					575.0	
		Total Waterworks System	4,911.0	-	555.0	1,435.0	-	2,921.0	-	-	-	58.0	2,363.0	500.0
			4,911.0	-	555.0	1,435.0	-	2,921.0	-	-	-	58.0	2,363.0	500.0
		<u>PARKS & RECREATION</u>												
		<u>Facilities - CW Community Sportsplex</u>												
74	2024-066	Sportsplex Hall Basketball Nets	20.0					20.0	20.0					
75	2024-104	Sportsplex Office Retrofit	160.0					160.0	160.0					
		Total Facilities - CW Community Sportsplex	180.0	-	-	-	-	180.0	180.0	-	-	-	-	-
		<u>Facilities - Fergus Grand Theatre</u>												
76	2023-079	Fergus Grand Theatre Upstairs Washroom Renovation	40.0					40.0	40.0					
		Total Facilities - Fergus Grand Theatre	40.0	-	-	-	-	40.0	40.0	-	-	-	-	-
		<u>Facilities - Jefferson Elora Community Centre</u>												
77	2023-070	Jefferson Elora Community Centre - Asphalt Parking Area Resurfacing	300.0					300.0	300.0					
78	2023-090	Jefferson Elora Community Centre - Digital Sign	60.0					60.0	60.0					
		Total Facilities - Jefferson Elora Community Centre	360.0	-	-	-	-	360.0	360.0	-	-	-	-	-
		<u>Parks</u>												
79	2021-026	Millburn Park Playground and Washroom	40.0		40.0									
80	2024-107	9 Hole Disc Golf Course	10.0					10.0	10.0					
81	550-0450	Park Identification - All Parks	5.0					5.0	5.0					
		Total Parks	55.0	-	40.0	-	-	15.0	15.0	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2024 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2024 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
		<u>Parks and Recreation - Other</u>												
82	505-0453	Urban Forestry	200.0					200.0	200.0					
		Total Parks and Recreation - Other	200.0	-	-	-	-	200.0	200.0	-	-	-	-	-
			835.0	-	40.0	-	-	795.0	795.0	-	-	-	-	-
		<u>VEHICLE REPLACEMENT</u>												
83	210-9500	Building Vehicle Replacement	42.2					42.2	42.2					
84	205-9500	Fire Vehicle Replacement	60.0					60.0	60.0					
85	505-9500	P&R Vehicle Replacement	310.0					310.0	310.0					
86	303-9500	Public Works Vehicle Replacement	1,256.0					1,256.0	1,256.0					
87	360-9500	Wastewater Vehicle Replacement	60.0					60.0				60.0		
88	330-9500	Water Vehicle Replacement	60.0					60.0					60.0	
			1,788.2	-	-	-	-	1,788.2	1,668.2	-	-	60.0	60.0	-
		<u>FACILITIES AND EQUIPMENT REPLACEMENT</u>												
89	105-9800	Facilities Replacement	141.8					141.8	141.8					
90	205-9600	Fire Equipment Replacement	152.9					152.9	152.9					
91	105-9601	IT&S Hardware Equipment Replacement	230.0					230.0	230.0					
92	505-9800	P&R Buildings Replacement	200.0					200.0	200.0					
93	505-9600	P&R Facilities Equipment Replacement	404.1					404.1	404.1					
94	505-9700	P&R Parks Equipment Replacement	496.5					496.5	496.5					
95	303-9600	Public Works Equipment Replacement	106.0					106.0	106.0					
96	360-9600	Wastewater Equipment Replacement	151.5					151.5				151.5		
97	330-9600	Water Equipment Replacement	232.5					232.5					232.5	
			2,115.2	-	-	-	-	2,115.2	1,731.3	-	-	151.5	232.5	-
		GRAND TOTAL	27,918.4	1,280.0	3,527.5	1,535.0	-	21,575.9	14,589.6	0.0	1,199.3	2,450.5	2,836.5	500.0



BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST

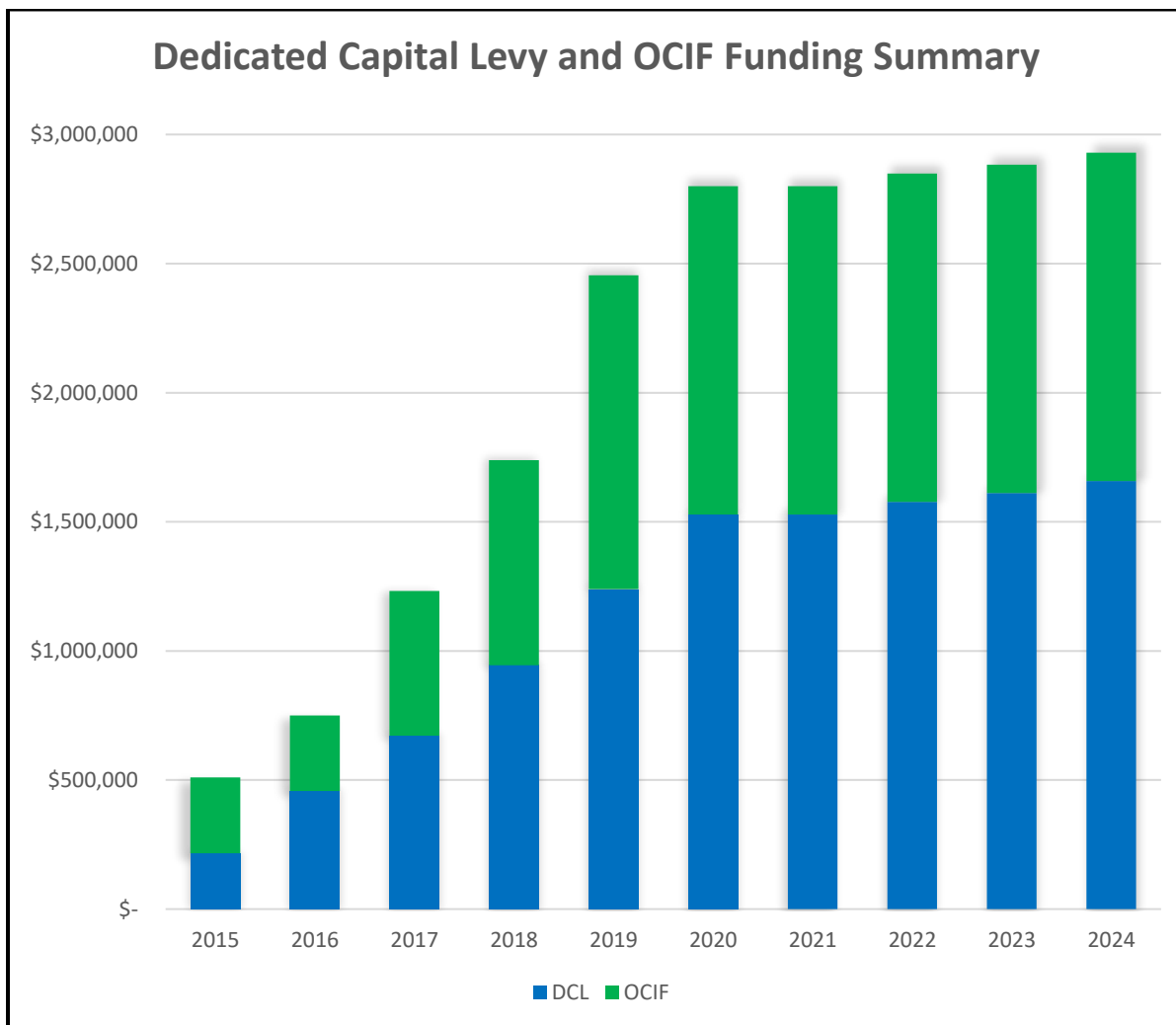
2024 DRAFT BUDGET



Bridges and Major Culverts Forecast Summary

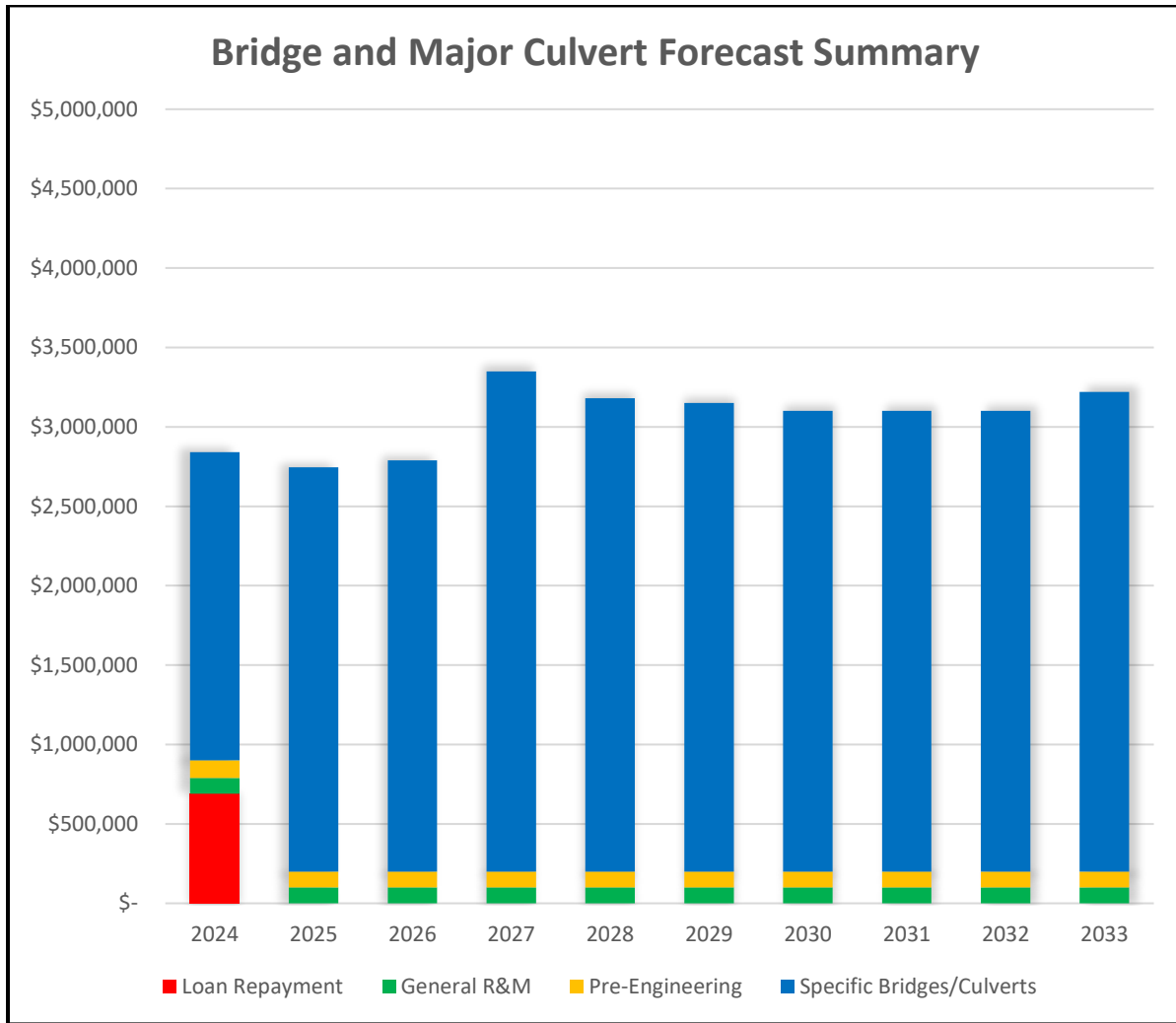
The Township's bridges and major culvert (i.e. structures) budget and forecast is funded from a dedicated capital levy as well as a fixed amount of the Township's allocation of Ontario Community Infrastructure Funding (OCIF), provided by the province.

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 2020 the combined DCL and OCIF annual funding had reached \$2.8 million. In 2024 dedicated capital levy assessment growth of \$47,161 (2.93%) has been included in the DCL total.

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



The loan repayment in 2024 of \$690,206 represents the balance remaining from the loan from reserves in 2023 to fund various structures.

General repairs and maintenance represent minor repairs planned on various structures at an estimated cost of \$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 2024 pre-engineering proposed includes:

Structure	Description	Cost
Bridge 17-N (Fourth Line) – Repairs	Pre-engineering	\$50,000
East West Garafraxa Townline Culvert Replacement - 0016	Pre-engineering	60,000
Total	Pre-engineering	\$ 110,000





Bridges and Major Culverts 10-Year Plan

Change From Prior Year Budget	Project	Project #	Project Type												Total
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		
	Repayment of Loan from Reserve Funds			690,206						-	-	-			690,206
	Bridge Repairs and Remediation	2024-001, 2019-006		100,000	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	2024-002, 2019-087		110,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,010,000
No Change	Structure 14-P (Sideroad 4)	301-0885	Bridge Rehabilitation	295,000											295,000
No Change	Structure 4-E (Fifth Line)	301-0711	Bridge Rehabilitation	450,000											450,000
No Change	Structure 11-WG (Sideroad 25)	2017-084	Bridge Rehabilitation	165,000											165,000
New	Joint MCEA (2-WG, 3-E, 5-E, and 7-E)	2024-075	Bridge Assessment	250,000											250,000
New	Structure 26-P (First Line West)	2024-076	Bridge Rehabilitation	480,000											480,000
1	Structure 30-WG (Sideroad 15 - Queen Mary)	2010-076	Bridge Replacement	150,000	200,000	2,100,000									2,450,000
-2	Structure 32-P & 33-P (Noah Road)	2016-049	Bridge Replacement	150,000			2,600,000								2,750,000
-1	Structure 4-F (Pedestrian Bridge behind FGT)	2019-089	Bridge Rehabilitation		145,000										145,000
-1	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation		1,100,000										1,100,000
New	Structure 34-WG (Sideroad 10)	2024-077	Culvert Replacement		380,000										380,000
New	Structure 35-P (Sideroad 4)	2024-078	Culvert Replacement		400,000										400,000
New	Structure 4-N (Sideroad 10)	2024-079	Culvert Rehabilitation		90,000										90,000
New	Structure 7-N (Sideroad 5)	2024-080	Culvert Rehabilitation		90,000										90,000
New	Structure 22-N (Sideroad 5)	2024-081	Culvert Replacement		90,000										90,000
No Change	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement		50,000	75,000	550,000								675,000
2	Structure 1-E (Seventh Line)	2017-082	Bridge Rehabilitation			295,000									295,000
New	Structure 31-P (Third Line West)	2024-082	Culvert Rehabilitation			90,000									90,000
New	Structure 9-P (Sixth Line E)	2024-083	Culvert Rehabilitation			15,000									15,000
New	Structure 13-P (Second Line E)	2024-084	Culvert Rehabilitation			15,000									15,000
-2	Structure 3-E (Sixth Line)	2016-063	Bridge Replacement					1,900,000							1,900,000
-2	East West Garafraxa Townline Culvert - 0016	2020-058	Culvert Replacement					420,000							420,000
No Change	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Replacement					300,000							300,000
No Change	Middlebrook Place Boundary Bridge Removal - 180160	2021-070	Bridge Removal					360,000							360,000
1	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements							800,000					800,000
-1	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement							2,000,000					2,000,000
-2	Structure 18-P (Middlebrook Road)	2023-073	Rehab extensions							150,000					150,000
-1	Structure 30-P (Sideroad 5)	2016-060	Bridge Replacement								1,200,000				1,200,000
-1	Structure 5-E (Fourth Line)	2014-073	Bridge Replacement								1,700,000				1,700,000
No Change	Structure 29-WG (Sideroad 15)	2017-089	Bridge Replacement									1,600,000			1,600,000
No Change	Structure 7-E (Third Line)	2023-074	Bridge Replacement									1,300,000			1,300,000
-2	Structure 21-WG (First Line)	2016-064	Bridge Replacement										2,400,000		2,400,000
No Change	Structure 12-N (Washington St)	2014-043	Bridge Replacement										500,000		500,000
-1	Structure 28-P (Sideroad 11)	2011-043	Bridge Replacement											1,500,000	1,500,000
New	Structure 3-F (Hill St)	2024-120	Culvert Replacement											450,000	450,000
New	Structure 2050 (Sideroad 25)	2024-121	Culvert Replacement											310,000	310,000
New	Structure 7-WG (East-West Garafraxa Townline)	2024-122	Culvert Replacement											670,000	670,000
New	Structure 2-N (Beatty Line)	2024-123	Culvert Rehabilitation											90,000	90,000
	Total			2,840,206	2,745,000	2,790,000	3,350,000	3,180,000	3,150,000	3,150,000	3,100,000	3,100,000	3,100,000	3,220,000	30,575,206
	Opening Balance			116,788	221,314	459,209	875,931	557,156	443,574	395,889	434,819	511,096	625,467		
	Add: Dedicated Capital Levy Allocation			1,611,012	1,658,173	1,691,336	1,725,163	1,759,666	1,794,859	1,830,756	1,867,371	1,904,718	1,942,812		
	Add: Estimated Assessment Growth			47,161	33,163	33,827	34,503	35,193	35,897	36,615	37,347	38,094	38,856		
	Add: OCIF Funding Allocation			1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559		
	Add: Development Charges Allocation (10% Growth)			15,000	20,000	210,000	-	-	-	-	-	-	-		
	Less: Transfer to Capital			(2,840,206)	(2,745,000)	(2,790,000)	(3,350,000)	(3,180,000)	(3,150,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,220,000)		
	Ending Balance			221,314	459,209	875,931	557,156	443,574	395,889	434,819	511,096	625,467	658,694		

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

Legend
 Bridge has been closed
 Bridge has been load and/or height restricted



VEHICLE, EQUIPMENT, AND FACILITY REPLACEMENT FORECAST

2024 DRAFT BUDGET



Vehicle, Equipment, and Facility Replacement Forecast Summary

The Township maintains vehicle, equipment, and facility 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
- ✓ Wellington Source Water Protection

Equipment:

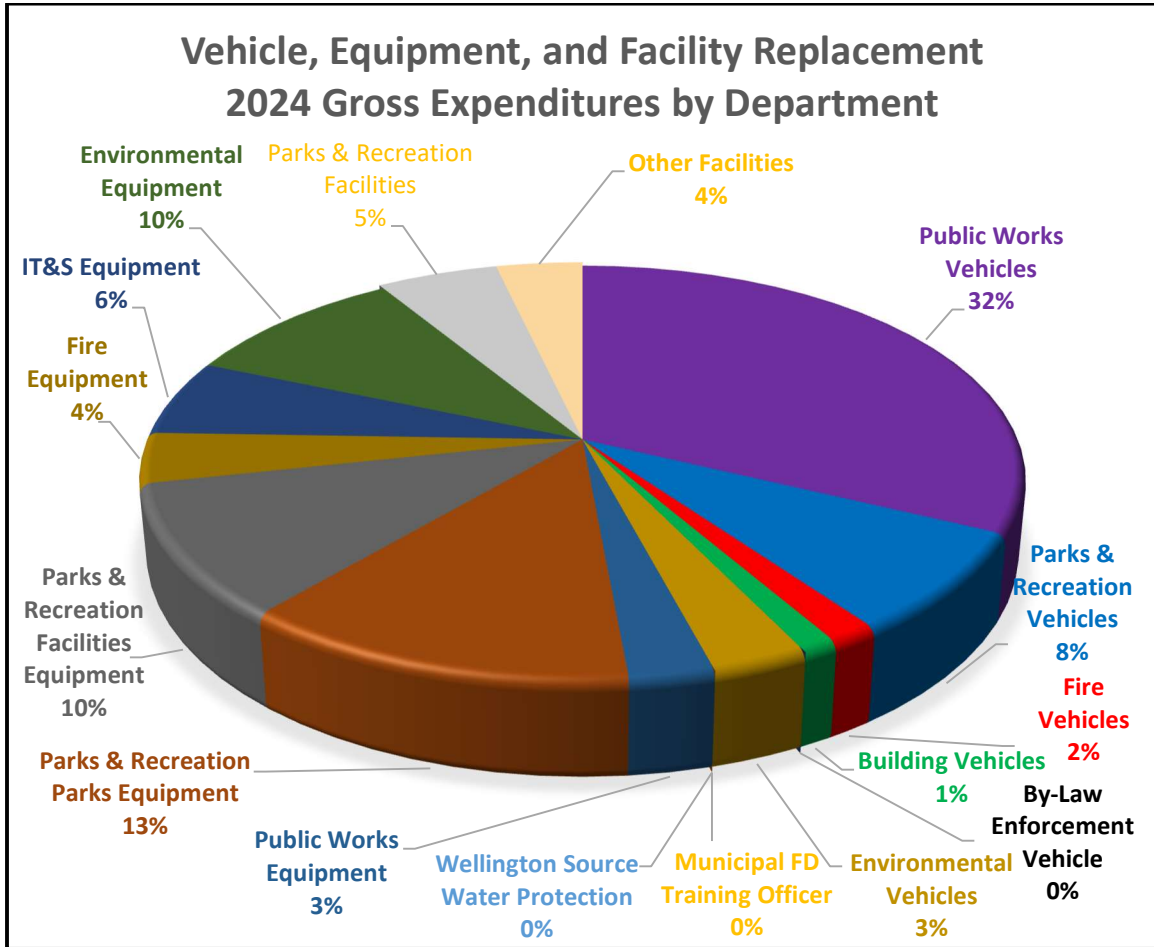
- ✓ Information Technology & Services
- ✓ Public Works
- ✓ Fire Services
- ✓ Parks & Recreation – Facilities Equipment
- ✓ Parks & Recreation – Parks
- ✓ Environmental Services

Facilities:

- ✓ Parks & Recreation – Facilities
- ✓ Other Facilities (Tax Supported)

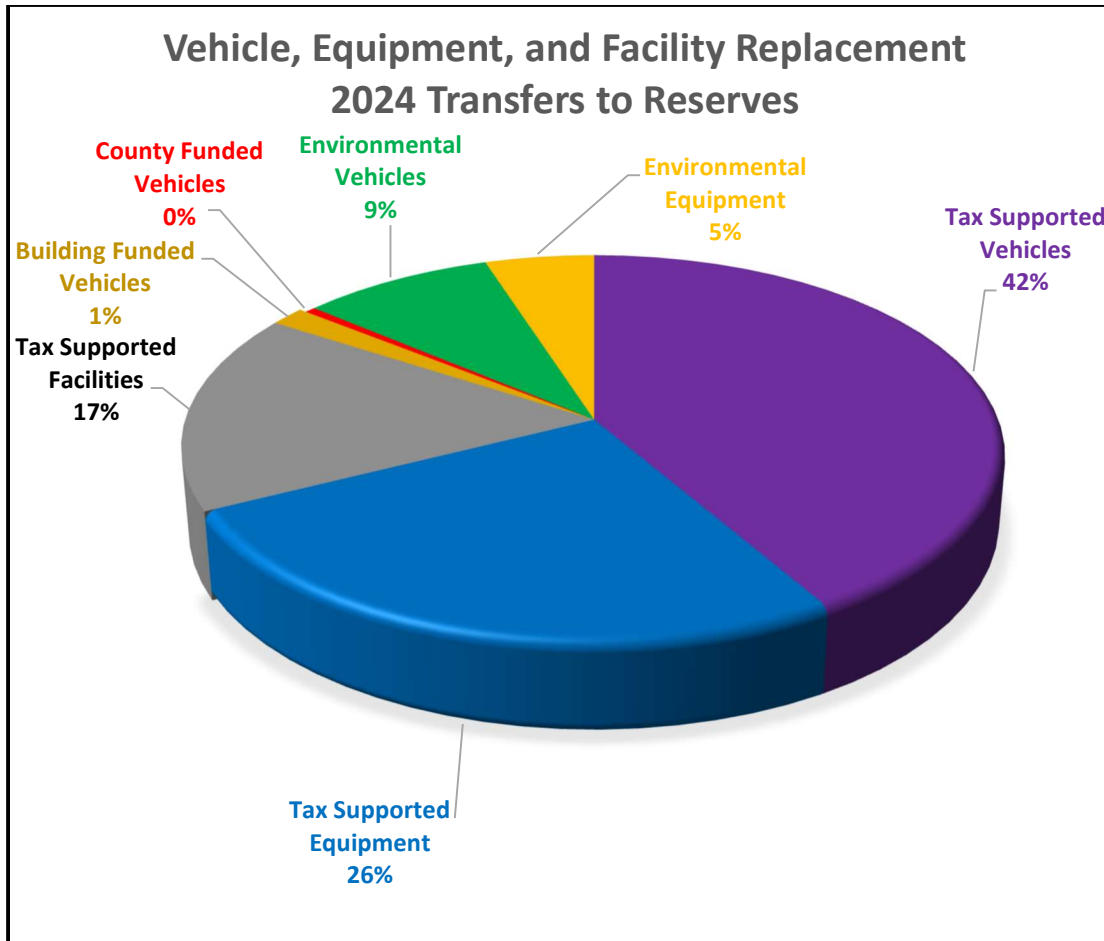
The “Other Facilities (Tax Supported)” was a new schedule included in the 2023 Budget. A few years ago, the Township completed building condition audits on all significant Township facilities. These audits recognize the need to invest additional funding into the ongoing maintenance and rehabilitation of all facilities. It is anticipated that all facility replacement schedules will continue to be refined and expanded in the coming years as this area becomes a key Township function with dedicated staffing.

2024 activity within these replacement schedules is approved as part of the 2024 Budget. A breakdown of the gross replacement costs for each department within the 2024 Budget are shown in the graph below, totalling \$3,906,240.



Contributions to the replacement reserves in 2024 are shown in the graph below, totalling \$2,671,250.





Vehicle, equipment, and facility replacement schedules are funded through replacement reserves that are supported by annual contributions from the operating budget. For 2024, budgeted use of replacement funds exceeds budgeted contributions of funds by \$1,078,324 (after considering proceeds on disposal and procurement charges). 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 planning purposes.

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

- The replacement of County funded vehicles which are funded 100% by the County of Wellington;
- The replacement of Building funded vehicles which are funded 100% by the Building Code Reserve Fund; and
- Environmental Services vehicles and equipment, which are funded from water and wastewater rates, split based on specific use of vehicles and equipment between water and wastewater.



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





**TAX SUPPORTED
VEHICLE
REPLACEMENT
FORECAST**

2024 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2024 - 2033**

Vehicle Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Public Works	1,256,000	933,300	1,115,400	1,904,800	1,202,500	1,015,700	135,100	1,204,900	604,600	1,840,400
Parks & Recreation	310,000	-	26,000	-	10,800	121,400	-	195,200	328,100	239,000
Fire	60,000	612,000	-	19,100	19,500	1,048,900	289,400	1,723,000	-	265,300
By-Law Enforcement	-	-	46,800	-	-	-	-	-	-	-
Total Tax Supported Vehicle Replacement	1,626,000	1,545,300	1,188,200	1,923,900	1,232,800	2,186,000	424,500	3,123,100	932,700	2,344,700
<i>Reserve Forecast</i>										
January 1 Reserve Balance	788,601	405,536	152,373	388,585	48,773	443,166	22,205	1,344,681	647,062	1,596,530
Less: Vehicle replacements	(1,626,000)	(1,545,300)	(1,188,200)	(1,923,900)	(1,232,800)	(2,186,000)	(424,500)	(3,123,100)	(932,700)	(2,344,700)
Less: Procurement Charge	(4,065)	(3,863)	(3,089)	(4,912)	(3,306)	(5,462)	(1,024)	(7,620)	(2,332)	(5,564)
Add: Revenues from sale of vehicles	136,000	85,000	107,500	163,000	90,500	107,500	35,000	188,000	67,500	160,000
Add: Operating budget contribution	1,111,000	1,211,000	1,320,000	1,426,000	1,540,000	1,663,000	1,713,000	1,764,000	1,817,000	1,872,000
Add: Transfer from Structural Fire Revenue Reserve	-	-	-	-	-	-	-	130,000	-	-
Add: Transfer from DC Reserve	-	-	-	-	-	-	-	351,100	-	-
December 31 Reserve Balance	405,536	152,373	388,585	48,773	443,166	22,205	1,344,681	647,062	1,596,530	1,278,266



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
SMALL TRUCKS												
1 21-31 Ford 1500 Pick-up (Elora) - 2021	60,000							66,200				
2 16-03 Chev Silverado Pick-up (PW Manager) - 2016	60,000	60,000									70,300	
3 19-05 Chev Silverado Pick-up (Fergus PW Supervisor) - 2019	60,000				63,700							
4 19-06 Chevrolet Equinox (IS Director) - 2018	45,000			46,800								
5 23-704 Chevrolet Silverado (Elora PW Supervisor) - 2023	60,000									68,900		
6 16-27 Chev 1500 4x4 crew (Fergus) - 2016	60,000	60,000									70,300	
7 12-37 Ford F350 4x4 dump (Fergus)	100,000											119,500
8 11-83 Chev 3500 4X4 dump, plow (Elora)	100,000											119,500
9 12-36 Ford F350 4x4 dump (Elora)	100,000											119,500
10 11-75 Chev 3500 4X4 dump, plow (Fergus)	100,000											119,500
11 15-04 Chev 1500 4x4 (Fergus) - 2015	60,000	60,000									70,300	
12 1 1/2 Ton Sander Attachments (2)	14,000									32,200		
13 1 1/2 Ton Front Plow Attachments (2)	13,000									29,900		
14 20-73 Ford F550 4x4 (Signs)	120,000								135,100			
HEAVY EQUIPMENT												
1 18-10 John Deere Grader - 2018	660,000						714,400					
2 23-715 John Deere 772GP Grader	660,000											788,800
3 19-32 CAT 140 Grader	660,000							728,700				
4 17-77 John Deere Grader	660,000				700,400							
5 22-35 John Deere 524P Rubber Tire Loader - 2022	285,000										333,900	
6 17-81 Case 580 Backhoe	200,000				212,200							
7 18-16 Case 450 Backhoe - 2018	200,000							220,800				
8 15-38 Case Backhoe 4WD - 2015	200,000	200,000										
9 08-30 John Deere Backhoe SJ 4VVD - retire	200,000											
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	260,000			270,500								
11 23-720 Sweeprite Street Sweeper - 2023	260,000											310,700
12 Backhoe: Snow Blade (1)	15,000									17,200		
13 Backhoe: Hammer and Packer Attachments (1 each)	22,500									51,600		
DUMP TRUCKS & SNOW PLOWS												
1 21-98 Freightliner 114SD Tandem - 2021	360,000									413,500		
2 12-33 International Single Axle	360,000											
3 15-68 International Single Axle - 2014	360,000		367,200									
4 15-79 International Single Axle - 2014	360,000		367,200									
5 16-85 International Single Axle - 2015	360,000			374,500								
6 17-82 International Single Axle - 2016	360,000				382,000							
7 17-42 International 7600 Tandem - 2016	425,000						460,000					
8 21-63 Freightliner 114SD Tandem - 2021	425,000									488,200		



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
9 14-71 International 7600 Tandem - 2013	425,000	425,000										
10 14-72 International 7600 Tandem - 2013	425,000	425,000										
11 17-99 International 7600 Tandem - 2016	425,000				451,000							
12 10-63 International 7600 Tandem - retire	425,000											
13 Two Way Steel Snow Plow Blades (2)	25,000									29,300	29,900	
SIDEWALK & GRASS												
1 20-64 Compact Tractor - Kubota (Note 1c)	195,000			202,900								
2 17-25 Compact Tractor - Kubota - 2018 (Note 1c)	195,000											233,000
3 14-40 Articulated Sidewalk Tractor - Trackless - 2014 (Note 1a)	195,000		198,900									
4 12-07 Utility Tractor - Kubota 3748	160,000			166,500								
5 23-752 Compact Tractor - John Deere - 2023	90,000								103,400			
6 21-74 Compact Tractor - Kubota - 2021 (Note 1b)	90,000				95,500							
7 20-62 Zero Turn Mower - Kubota	26,000					28,100						
8 16-29 Zero Turn Mower - Kubota - 2016	26,000	26,000								30,500		
9 18-22 Zero Turn Mower - Kubota - 2018	26,000			27,100								
10 18-88 Zero Turn Mower - Kubota - 2018	26,000			27,100								
TOTAL VEHICLE REPLACEMENT	10,998,500	1,256,000	933,300	1,115,400	1,904,800	1,202,500	1,015,700	135,100	1,204,900	604,600	1,840,400	

Note 1 - Kubota Sidewalk Machine models to be replaced after 5 years useful life
 Note 1a - Trackless - To be replaced with same
 Note 1b - Kubota Sidewalk Machine - to be replaced with upgraded sidewalk tractor
 Note 1c - Kubota Sidewalk Machine - to be replaced with upgraded Trackless

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



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
SMALL TRUCKS												
1 E23-48 - Chevrolet Silverado (2022 - Forestry)	60,000											
2 E13-53 - Blue Chev truck (2013 - Horticulture)	60,000	60,000										
3 E20-51 - Ford Landscape Truck with Box (2020 - Parks)	100,000										117,200	
4 E22-07 - Chev Silverado 1500 (2022 - Parks)	60,000											
5 E18-50 - Chev Silverado (2018 - Parks)	60,000						66,200					
6 23-152 - Chevrolet Silverado (2023 - Sportsplex)	60,000											
7 E17-54 - Ford 550 Multipurpose (Parks)	180,000									210,900		
8 E20-95 - Ford Landscape Truck with Box (2020 - Horticulture)	100,000											119,500
9 23-110 - Chevrolet Silverado (2023 - Parks)	60,000											
10 23-111 - Chevrolet Silverado (2023 - Parks)	60,000											
11 23-102 - Chevrolet Silverado (2023 - Horticulture)	60,000											
12 E03-101 - 2003 Chev Silverado (Note 1) - Transferred	60,000											
13 E07-100 - 2007 Dodge Ram (Note 1) - Transferred	60,000											
14 E12-31 - Dodge Ram Pick-up (Note 1) - Transferred	60,000											
15 E11-02 - Dodge Ram Pick-up (Note 1) - Transferred	60,000											
TRACTORS & MOWERS												
1 EGF1801 - Kubota Tractor/Mower (2019)	25,000									28,700		
2 EM5030 - Kubota Tractor FE Loader (1999)	75,000											
3 E16-03GTM - Gang Turf Mower (2016)	100,000											
4 E08-43 - John Deere Tractor FE Loader (2009)	75,000	75,000										
5 EF2690 - Kubota Tractor KK5651 Mower (2017)	25,000						27,600					
6 E21-36GTM - Gang Turf Mower (2009)	100,000											119,500
7 EF2691 - Kubota Tractor KK5652 Mower (2017)	25,000						27,600					
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000			26,000								
9 EF2692 - Kubota Mower (2019)	25,000									28,700		
10 E22-MX5400 - Kubota MX5400 Utility Tractor with Pallet Fork (2022)	70,000											
11 E68376 Miksa Landscape Trailer	10,000						10,800					
12 23-103 Kubota ZD1211 Zero Turn Mower (2023)	25,000											
ICE RESURFACERS												
1 P&R68347 - CWCS Olympia (2012)	120,000									137,800		
2 E68348 - Elora Olympia (2016)	175,000	175,000										
TOTAL VEHICLE REPLACEMENT	1,975,000	310,000	-	26,000	-	10,800	121,400	-	195,200	328,100	239,000	

Note 1 - These trucks were taken over from other departments when they received new vehicles. To be used during summer when extra vehicles required. Vehicles will not be replaced as part of the replacement schedule.

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



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FIRE DEPARTMENT
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
FERGUS STATION												
1 E1 Pumper Rescue-41 - 2005 (Note 1)	950,000	60,000										
2 Timberwolf Pumper-40 - 2007	600,000		612,000									
3 Tanker-47 (2021 International, Model 7500)	550,000											
4 Rescue-45 with Cap (KME) - 2017	650,000											
5 Boat - B49 - 2012	18,000					19,100						
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000								39,400			
7 Truck-21-45B (2021 Silverado 1500)	76,000								85,600			
ELORA STATION												
1 Pump/Rescue-61 (KME) - 2011	950,000							1,048,900				
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,500,000									1,723,000		
3 Tanker-67 (2014 International 7500) KME	550,000											
4 Rescue-65 (KME) - 2017	650,000											
5 Boat - B69 - 2013	18,000						19,500					
6 Truck-21-65B (2021 Silverado 1500)	76,000								85,600			
ADMINISTRATION												
1 2022 Ford F150 (FPO) ECAR3 - 2022	76,000											90,800
2 2022 Ford Explorer (Chief) ECAR1 - 2022	70,000											83,700
3 2022 Ford F150 (DC - P&E) ECAR4 - 2022	76,000											90,800
4 2019 Chevrolet Tahoe (DC - O&T) ECAR2 - 2019	70,000								78,800			
TOTAL VEHICLE REPLACEMENT	6,915,000	60,000	612,000	-	19,100	19,500	1,048,900	289,400	1,723,000	-	265,300	

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

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

Note 2 - Value of Aerial now is \$1,200,000. Value of Aerial required to meet future Township needs due to growth is \$1,500,000.

The difference will be inflated and covered by Development Charges.

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
BY-LAW ENFORCEMENT
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
1 EB19-21 Chevrolet Equinox - 2018	45,000			46,800								
TOTAL VEHICLE REPLACEMENT	45,000	-	-	46,800	-	-	-	-	-	-	-	-

Estimated Useful Life	
SUV	8 yrs.



ENVIRONMENTAL SUPPORTED VEHICLE REPLACEMENT FORECAST

2024 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2024 - 2033**

Vehicle Description	Inflation Factor = 2% (1.000) 2024 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SMALL TRUCKS											
1 14-44 Dodge 2500 Pick-up with snow plow - Water - 2014	70,000							78,800			
2 16-09 Chev 4X4 Crew Pick-up with lift gate - Water - 2016	60,000	60,000								70,300	
3 19-02 Chev Silverado (Chilton) - Water - 2019	60,000				63,700						
4 10-14 Dodge Ram 3500 1 1/2 Ton Dump Box - Water - 2010	100,000									117,200	
5 20-86 Chev Pick-up - Water - 2020	60,000				63,700						
6 16-87 Chev 4X4 Crew Pick-up (Wasilka) - Wastewater - 2016	60,000	60,000								70,300	
7 22-06 Chev Silverado 1500 - Water - 2022	60,000						66,200				
8 20-46 Chev Silverado 1/2 ton - Waste Water - 2020	60,000					64,900					
9 20-08 Chev Silverado 3/4 ton with plow - Waste Water - 2020	70,000					75,800					
10 23-541 Chev Silverado - Water - 2023	60,000								68,900		
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	45,000			46,800							
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	60,000			62,400							
13 19-23 - Chev Pick-up - (Mullen) - Water - 2018	60,000			62,400							
14 22-55 - Chev 1500 1/2 ton Pick-up - Waste Water - 2022	60,000							67,600			
OTHER											
1 14-80 Vactor Flusher Truck - Waste Water - 2013	590,000			613,800							705,100
2 10-17 Vactor Flusher Truck - Water - 2010	590,000								677,700		
3 04-28 GMC Camera Truck - Waste Water - 2004	100,000									117,200	
4 14-61 Kubota Mower - Waste Water - 2014	30,000			31,200							
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000		45,900								
TOTAL VEHICLE REPLACEMENT	2,240,000	120,000	45,900	816,600	127,400	140,700	66,200	146,400	746,600	375,000	705,100
Reserve Forecast											
January 1 Reserve Balance		528,800	653,500	851,450	335,809	468,109	592,109	790,759	919,059	485,592	409,655
Less: Vehicle replacements		(120,000)	(45,900)	(816,600)	(127,400)	(140,700)	(66,200)	(146,400)	(746,600)	(375,000)	(705,100)
Less: Procurement Charge		(300)	(150)	(2,042)	(300)	(300)	(150)	(300)	(1,867)	(938)	(1,763)
Add: Revenues from sale of vehicles		10,000	4,000	58,000	10,000	10,000	5,000	10,000	45,000	25,000	40,000
Add: Operating budget contribution		235,000	240,000	245,000	250,000	255,000	260,000	265,000	270,000	275,000	275,000
December 31 Reserve Balance		653,500	851,450	335,809	468,109	592,109	790,759	919,059	485,592	409,655	17,792

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



OTHER VEHICLE REPLACEMENT FORECAST

2024 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
BUILDING
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
1 EB19-01 Chevrolet Equinox - 2019	45,000				47,800							
2 EB22-02 Ford Escape - 2022	45,000							50,700				
3 EB15-04 Chevrolet Equinox - 2015	45,000								51,700			
4 EB16-03 Chevrolet Equinox - 2016	45,000	45,000								52,700		
5 EB18-05 Chevrolet Equinox - 2018	45,000			46,800								
6 New Building SUV - 2023	45,000								51,700			
TOTAL VEHICLE REPLACEMENT	270,000	45,000	-	46,800	47,800	-	-	50,700	103,400	52,700	-	-
<i>Funding Strategy</i>												
Vehicle replacements		(45,000)	-	(46,800)	(47,800)	-	-	(50,700)	(103,400)	(52,700)	-	-
Procurement Charge		(150)	-	(150)	(150)	-	-	(150)	(300)	(150)	-	-
Revenues from sale of vehicles		3,000	-	3,000	3,000	-	-	3,000	6,000	3,000	-	-
Transfer from Building Code Reserve Fund		42,150	-	43,950	44,950	-	-	47,850	97,700	49,850	-	-
Net Impact		-	-	-	-	-	-	-	-	-	-	-

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL FD TRAINING OFFICER
2024 - 2033**

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)
Vehicle Description	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
1 ECAR5-20 - 2020 Chevy Silverado (WCTO) 1500 4X4 4 door Crew Cab	70,000			72,800							83,700
TOTAL VEHICLE REPLACEMENT	70,000	-	-	72,800	-	-	-	-	-	-	83,700
<i>Reserve Forecast</i>											
January 1 Reserve Balance		36,220	44,220	53,220	270	10,270	20,770	31,270	42,270	53,270	64,270
Less: Vehicle replacements		-	-	(72,800)	-	-	-	-	-	-	(83,700)
Less: Procurement Charge		-	-	(150)	-	-	-	-	-	-	(150)
Add: Revenues from sale of vehicles		-	-	10,000	-	-	-	-	-	-	10,000
Add: Operating budget contribution		8,000	9,000	10,000	10,000	10,500	10,500	11,000	11,000	11,000	11,000
December 31 Reserve Balance		44,220	53,220	270	10,270	20,770	31,270	42,270	53,270	64,270	1,420

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
WELLINGTON SOURCE WATER PROTECTION
2024 - 2033**

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)
	2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
1 23-428 - 2023 Chevrolet Bolt EUV LT	40,000								45,900			
TOTAL VEHICLE REPLACEMENT	40,000	-	-	-	-	-	-	-	45,900	-	-	
<i>Reserve Forecast</i>												
January 1 Reserve Balance		12,952	17,952	22,952	27,952	32,952	37,952	42,952	47,952	9,902	14,902	
Less: Vehicle replacements		-	-	-	-	-	-	-	(45,900)	-	-	
Less: Procurement Charge		-	-	-	-	-	-	-	(150)	-	-	
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	
December 31 Reserve Balance		17,952	22,952	27,952	32,952	37,952	42,952	47,952	9,902	14,902	19,902	

Estimated Useful Life	
SUV	8 yrs.



TAX SUPPORTED EQUIPMENT REPLACEMENT FORECAST

2024 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2024 - 2033**

Equipment Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Information Technology & Services	229,950	49,750	58,350	154,750	177,750	205,350	112,950	109,150	121,550
Public Works	106,000	176,200	30,600	86,900	42,500	145,700	16,900	34,700	43,300	260,200
Parks & Recreation - Facilities Equipment	404,100	117,700	43,500	172,200	221,200	95,600	99,200	98,800	253,000	440,000
Parks & Recreation - Parks	496,500	474,500	547,900	343,500	466,300	390,600	742,900	395,100	206,300	728,800
Fire	152,940	386,478	142,431	106,121	89,192	126,748	71,737	146,343	55,068	527,753
Total	1,389,490	1,204,628	822,781	863,471	996,942	963,998	1,043,687	784,093	679,218	2,086,503
<i>Reserve Forecast</i>										
January 1 Reserve Balance	998,167	410,125	25,895	73,294	74,515	11,107	36,682	40,988	368,608	868,457
Less: Equipment replacements	(1,389,490)	(1,204,628)	(822,781)	(863,471)	(996,942)	(963,998)	(1,043,687)	(784,093)	(679,218)	(2,086,503)
Less: Procurement Charge	(2,552)	(2,602)	(1,820)	(1,309)	(1,466)	(1,427)	(2,007)	(1,288)	(933)	(4,592)
Add: Revenues from sale of equipment	-	-	-	-	-	-	-	-	-	-
Add: Partnership Contribution - Fergus Tennis Club	20,000	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution	694,000	743,000	802,000	866,000	935,000	991,000	1,050,000	1,113,000	1,180,000	1,251,000
Add: Transfer from Facilities Replacement Reserve	90,000	80,000	70,000							
December 31 Reserve Balance	410,125	25,895	73,294	74,515	11,107	36,682	40,988	368,608	868,457	28,362



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
INFORMATION TECHNOLOGY & SERVICES
2024 - 2033**

Description of Equipment	2024 Cost	Units	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Inflation factor = 0%			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Workstations												
Desktops, Laptops and Accessories - 4 Years	1,400	120	50,400	36,400	37,800	43,400	50,400	36,400	37,800	43,400	50,400	36,400
Council Tablets - 4 years	800	6			4,800				4,800			
Tablets (replace as needed)	700		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Monitors (replace as needed)	300		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Boardroom Audio Equipment Cycle - 8 Years	3,500	2							7,000			
Servers & Storage												
Primary Server 1 - Moving to Hydro 2022	23,000	1				23,000						
Primary Server 2 - Moving to Hydro 2022	23,000	1				23,000						
Primary Storage Area Network (SAN) - Servers moving to Fergus	52,000	1				52,000						
Continuity / Backup Storage	35,000	1	35,000					35,000				
Network Devices												
Core Switches	16,000	5	16,000									80,000
Corporate Access Switches 48-Port	4,500	6	27,000								27,000	
Corporate Access Switches 24-Port	2,200	14	30,800								30,800	
SCADA Access Switches	1,300	40						52,000				
Fibre Distribution Switches	15,000	3					45,000					
SFP - Corporate	300	40					12,000					
SFP - Corporate 10G - Fergus/Elora Connect	800	6					4,800					
SFP - Environmental	300	80					24,000					
SFP - 10G	5,000	1	5,000									
Wireless Devices												
802.1 Corporate Wireless Access Points	1,300	32	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
802.1 Outdoor Wireless Access Points	2,700	6						16,200				
802.1 Wireless Controller	8,500	1					8,500					
Uninterruptible Power Supply Devices (UPS)												
Fergus Datacentre UPS	18,500	1					18,500					
Sportsplex	1,200	1					1,200					
Fergus Wastewater	1,200	1	1,200					1,200				
Fire Fergus / Elora	1,200	2			2,400					2,400		
Elora Wastewater	1,200	1	1,200					1,200				
Phones												
Telephone Replacement (replace as needed)	250	5	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Photocopiers/Inserter & Folding Machine	50,000		50,000					50,000	50,000	50,000		
TOTAL IT EQUIPMENT REPLACEMENT			229,950	49,750	58,350	154,750	177,750	205,350	112,950	109,150	121,550	129,750

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
Printers	7 Yrs	Audio / Video	8 Yrs



TOWNSHIP OF CENTRE WELLINGTON EQUIPMENT REPLACEMENT FORECAST PUBLIC WORKS 2024 - 2033

Equipment Description	Inflation Factor = 2%										
	(1.000) 2024 COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032	(1.195) 2033
Hand Equipment											
Hedge Trimmer - Gas (1)	1,300		1,300							1,500	
Weed Eaters (9)	1,600	3,200	3,200	3,400	3,400	3,400	3,600	3,600	3,600	3,800	3,800
Chain Saws (6)	900	1,800	1,800	1,800	2,000	2,000	2,000	2,000	2,000	2,200	2,200
Quick Cut Saws (2)	2,200		2,200			2,400		2,500			2,600
Push Mowers (1)	600			600					700		
Hydraulic Water Pump (2)	2,500							2,800	2,900		
Small Equipment											
Roadside Mower - Colvoy (1) - 2016	40,000		40,800								
Water Tanks (4)	26,000	52,000					57,400				
Compactor (Jumping Jack) (1)	5,000			5,200					5,700		
Sidewalk Sanders (1)	10,000				10,600					11,700	
Wood Chipper - 2023 Bandit	60,000										71,700
Paint Machine - LineLazer 130HS	15,000		15,300							17,600	
Plate Tamper (1)	4,000			4,200					4,600		
Shop Pressure Washer (4)	17,500				37,200		38,600				
Utility Trailer - Elora	8,000								9,200		
Utility Trailer - Fergus	8,000										9,600
Utility Trailer - Paint	8,000						8,800				
Float Trailer- 20 ton	45,000	45,000									
Grader Packers (4)	27,000				28,700	29,200	29,800				32,300
Kubota Tractor Snow Blower (2016)	35,000		35,700								
Asphalt Hot Box (2016)	50,000		51,000								
Paving Roller	10,000			10,400							
Gravel Retriever	20,000		20,400								
Topsoil Screener - Vibroscreen SCM-40	110,000										131,500
Two Way Radios											
Provision for Miscellaneous Equipment		4,000	4,500	5,000	5,000	5,500	5,500	6,000	6,000	6,500	6,500
TOTAL EQUIPMENT REPLACEMENT	507,600	106,000	176,200	30,600	86,900	42,500	145,700	16,900	34,700	43,300	260,200



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FIRE SERVICES
2024 - 2033**

Equipment Description	Inflation Factor = 2% (1.000) 2024 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<u>RESCUE & MEDICAL EQUIPMENT</u>											
1 Gas Resuscitators & Detectors	N/A	-	-	8,323	-	8,659	5,520	-	9,189	-	9,561
2 Hydraulic Equipment	N/A	25,000	95,880	-	-	-	14,353	-	71,793	-	-
3 Rescue Equipment	N/A	-	11,424	-	29,714	10,175	-	3,378	-	-	-
4 Other	N/A	7,000	34,680	2,081	-	11,907	-	15,766	16,082	16,403	2,390
<u>SUPPRESSION EQUIPMENT</u>											
5 Portable Pumps	N/A	-	-	-	-	-	-	-	8,500	-	-
6 Exhaust Fans	N/A	-	4,590	-	-	4,871	-	-	-	-	-
7 Hoses	N/A	-	22,950	-	4,245	24,896	-	4,505	22,399	-	-
8 Nozzles	N/A	-	18,360	2,497	-	2,165	-	2,703	2,297	-	-
9 Generators	N/A	15,000	14,280	-	-	6,495	-	-	9,189	17,575	7,171
10 Ladders	N/A	2,000	3,060	-	-	-	-	-	-	2,343	2,390
11 Other	N/A	15,000	18,054	29,131	4,245	-	6,956	38,627	-	4,687	4,780
12 Station Supplies	N/A	22,000	24,480	6,242	6,367	-	-	-	-	7,030	7,171
<u>FIREFIGHTER PERSONNEL EQUIPMENT</u>											
13 Radios	N/A	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
15 S.C.B.A. & Cylinders	N/A	6,000	-	-	-	6,495	-	-	-	-	440,511
16 Bunker Gear	N/A	13,750	56,100	37,194	23,347	2,977	39,471	-	-	-	19,719
17 Personal Protective Equipment	N/A	41,190	76,500	50,720	31,836	4,059	53,824	-	-	-	26,890
TOTAL EQUIPMENT REPLACEMENT		152,940	386,478	142,431	106,121	89,192	126,748	71,737	146,343	55,068	527,753



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2024 - 2033

ITEM	STATION	QTY	2024 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
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						5,520				
					-	-	8,323	-	8,659	5,520	-	9,189	-	9,561
HYDRAULIC EQUIPMENT														
Hydraulic Cutter	Elora	1	18,500	10								21,251		
Hydraulic Spreader	Elora	1	17,000	10								19,528		
Hydraulic Ram - Large	Elora	1	14,000	10								16,082		
Hydraulic Ram - Small	Elora	1	13,000	10								14,933		
Hurst E-Tool Spreader	Fergus	1	16,000	10			16,320							
Hurst E-Tool Cutter	Fergus	1	15,000	10			15,300							
Hurst E-Tool Ram	Fergus	1	13,000	10			13,260							
Hurst E-Tool Combi	Fergus	2	25,000	10	25,000	25,500								
Hurst E-Tool Combi	Elora	1	25,000	10		25,500								
Rescue Jack	Fergus	1	6,500	10						7,177				
Rescue Jack	Elora	1	6,500	10						7,177				
					25,000	95,880	-	-	-	14,353	-	71,793	-	-
RESCUE EQUIPMENT														
Full Body Rescue Harnesses	Elora	8	700	10			5,712							
Full Body Rescue Harnesses	Fergus	8	700	10			5,712							
Ice Water Personal Protective Equipment	Elora	5	2,500	8				13,265						
Ice Water Personal Protective Equipment	Fergus	5	2,500	8				13,265						
Marsar Boards	Elora	1	4,700	10					5,087					
Marsar Boards	Fergus	1	4,700	10					5,087					
Personal Floatation Device	Elora	15	400	15										
Personal Floatation Device	Fergus	15	400	15										
Rechargeable Scene Lights	Elora	4	1,500	7				1,592			1,689			
Rechargeable Scene Lights	Fergus	4	1,500	7				1,592			1,689			
					-	11,424	-	29,714	10,175	-	3,378	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2024 - 2033

ITEM	STATION	QTY	2024	Inflation	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
			UNIT		PRICE	LIFE	2024	2025	2026	2027	2028	2029	2030	2031
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								8,041		
Cribbing	Fergus	1	7,000	15								8,041		
Defib	Elora	4	3,500	7					3,789		3,942			
Defib	Fergus	4	3,500	7					3,789		3,942			
High Pressure Air Bag Set	Elora	1	7,000	10									8,202	
High Pressure Air Bag Set	Fergus	1	7,000	10									8,202	
High Angle Stretcher	Elora	2	2,000	10					2,165					2,390
High Angle Stretcher	Fergus	2	2,000	10			2,081		2,165					
Vehicle Stabilization Kit	Elora	1	10,000	10		10,200								
Vehicle Stabilization Kit	Fergus	1	10,000	10		10,200								
Drone - DJI Maverick 1	Fergus	1	3,500	5		3,570					3,942			
Drone - DJI Maverick 2	Fergus	1	3,500	5		3,570					3,942			
Command Table	Elora	1	1,500	10		1,530								
Command Table	Fergus	1	1,500	10		1,530								
High Angle Rope		1	7,000	10	7,000									
					7,000	34,680	2,081	-	11,907	-	15,766	16,082	16,403	2,390
TOTAL RESCUE & MEDICAL					32,000	141,984	10,404	29,714	30,741	19,873	19,145	97,064	16,403	11,951
<u>SUPPRESSION EQUIPMENT</u>														
PORTABLE PUMPS														
Portable Pumps (20hp)	Elora	1	4,800	15										
Portable Pumps (20hp)	Fergus	1	4,800	15										
Portable Pumps (11hp)	Elora	1	3,700	15										
Portable Pumps (11hp)	Fergus	2	3,700	15										
Wildland Pump	Elora	1	2,500	10								2,872		
Wildland Pump	Fergus	1	2,500	10								2,872		
Salvage Pump	Elora	1	1,200	10								1,378		
Salvage Pump	Fergus	1	1,200	10								1,378		
					-	-	-	-	-	-	-	8,500	-	-
EXHAUST FANS														
Positive Pressure Fan	Elora	1	4,500	10					4,871					
Positive Pressure Fan	Fergus	2	4,500	10		4,590								
Electric-Pressure Fan	Elora	2	4,500	15										
Electric-Pressure Fan	Fergus	2	4,500	15										
					-	4,590	-	-	4,871	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2024 - 2033

ITEM	STATION	QTY	2024 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
HOSES														
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	350	15		1,785			3,789			2,010		
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	350	15		1,785			3,789			2,010		
Fire Hose 2 1/2" 1,000' - 50' lengths	Elora	20	400	15		4,080			4,330			4,595		
Fire Hose 2 1/2" 1,000' - 50' lengths	Fergus	20	400	15		4,080			4,330			4,595		
Fire Hose 4" 1,800' - 100' lengths	Elora	18	800	15		4,080			4,330			4,595		
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15		4,080			4,330			4,595		
Suction Hose	Elora	6	1,000	15				2,122			2,252			
Suction Hose	Fergus	6	1,000	15				2,122			2,252			
4" Y Clapper Valve	Elora	1	1,500	15		1,530								
4" Y Clapper Valve	Fergus	1	1,500	15		1,530								
					-	22,950	-	4,245	24,896	-	4,505	22,399	-	-
NOZZLES														
Nozzles 1 1/2"	Elora	12	1,000	20		1,020			1,082			1,149		
Nozzles 1 1/2"	Fergus	12	1,000	20		1,020			1,082			1,149		
Nozzles 2 1/2"	Elora	6	1,200	20			1,248				1,351			
Nozzles 2 1/2"	Fergus	6	1,200	20			1,248				1,351			
Deck Gun 4"	Elora	1	3,000	15		3,060								
Deck Gun 4"	Fergus	1	3,000	15		3,060								
Blitz Fire	Elora	1	5,000	15		5,100								
Blitz Fire	Fergus	1	5,000	15		5,100								
					-	18,360	2,497	-	2,165	-	2,703	2,297	-	-
GENERATORS														
Portable Generator (6500wt)	Elora	1	7,500	10	7,500								8,787	
Portable Generator (6500wt)	Fergus	1	7,500	10	7,500								8,787	
Portable Generator (3500wt)	Elora	1	4,000	10		4,080						4,595		
Portable Generator (3500wt)	Fergus	1	4,000	10		4,080						4,595		
Portable Generator (1500wt)	Elora	2	3,000	10		3,060			3,247					3,585
Portable Generator (1500wt)	Fergus	2	3,000	10		3,060			3,247					3,585
					15,000	14,280	-	-	6,495	-	-	9,189	17,575	7,171
LADDERS														
Ladders 36'	Elora	2	1,500	20		1,530								
Ladders 36'	Fergus	1	1,500	20		1,530								
Ladders 24'	Elora	2	1,000	20										1,195
Ladders 24'	Fergus	2	1,000	20										1,195
Roof Ladder	Elora	2	1,000	20	1,000									
Roof Ladder	Fergus	2	1,000	20	1,000									
Attic Ladder	Elora	2	1,000	20									1,172	
Attic Ladder	Fergus	2	1,000	20									1,172	
					2,000	3,060	-	-	-	-	-	-	2,343	2,390



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2024 - 2033

ITEM	STATION	QTY	2024 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OTHER														
Chain Saw Vent Master	Elora	1	3,600	10							4,054			
Chain Saw Vent Master	Fergus	1	3,600	10					3,975					
Rescue Circular Saw	Elora	2	2,700	10		2,754					3,041			
Rescue Circular Saw	Fergus	1	2,700	10						2,981				
Port-A-Tank (2000 gal)	Elora	1	2,500	15		7,650								
Port-A-Tank (2000 gal)	Fergus	1	2,500	15		2,550								
Pressure Washer	Elora	1	4,000	10				4,245						4,780
Pressure Washer	Fergus	1	4,000	10									4,687	
Air Compressor	Elora	1	5,000	15		5,100								
Air Compressor	Fergus	1	5,000	15										
Thermal Imaging Camera	Elora	2	14,000	10			14,566				15,766			
Thermal Imaging Camera	Fergus	2	14,000	10			14,566				15,766			
Fire Safety Trailer (Shared)	Fergus	1	15,000	15	15,000									
					15,000	18,054	29,131	4,245	-	6,956	38,627	-	4,687	4,780
STATION SUPPLIES														
Snow Blower	Fergus	1	2,000	10		2,040								
Bunker Gear Washing Machine	Elora	1	16,000	15	16,000									
Bunker Gear Washing Machine	Fergus	1	16,000	15		16,320								
Bunker Gear Dryer	Elora	2	6,000	8	6,000		6,242						7,030	
Bunker Gear Dryer	Fergus	2	6,000	8		6,120		6,367						7,171
					22,000	24,480	6,242	6,367	-	-	-	-	7,030	7,171
TOTAL SUPPRESSION EQUIPMENT					54,000	105,774	37,871	14,857	38,426	6,956	45,835	42,387	31,635	21,512



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2024 - 2033

ITEM	STATION	QTY	2024 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
FIREFIGHTER PERSONNEL EQUIPMENT														
RADIOS														
Portable Radios	Elora	15	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Portable Radios	Fergus	19	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
					6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
S.C.B.A. & CYLINDERS														
Self Contain Breathing Apparatus	Elora	17	7,000	15										142,216
Self Contain Breathing Apparatus	Fergus	21	7,000	15										175,679
SCBA Masks	Fergus/Elora	76	600	10	6,000				6,495					54,496
SCBA Cylinders	Elora	17	1,500	15										30,475
SCBA Cylinders	Fergus	21	1,500	15										37,645
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										
					6,000	-	-	-	6,495	-	-	-	-	440,511
BUNKER GEAR														
Bunker Gear	Elora	33	2,750	10	2,750	39,270	8,583	14,592			18,217			
Bunker Gear	Fergus	36	2,750	10	11,000	16,830	28,611	8,755	2,977	21,254				19,719
					13,750	56,100	37,194	23,347	2,977	39,471	-	-	-	19,719
PERSONAL PROTECTIVE EQUIPMENT														
Personal Protective Equipment	Elora	33	3,750	10	3,750	53,550	11,705	19,898			24,842			
Personal Protective Equipment	Fergus	36	3,750	10	15,000	22,950	39,015	11,939	4,059	28,982				26,890
New Recruit - Personal Protective Equipment	CW		2,500	Note 1	7,500									
New Recruit - Bunker Gear	CW		2,750	Note 1	8,250									
New Recruit - SCBA Masks	CW		600		1,800									
Boots	CW	8	650	Note 1	1,950									
Helmet	CW	29	570	Note 1	1,710									
Coveralls	CW	25	410	Note 1	1,230									
					41,190	76,500	50,720	31,836	4,059	53,824	-	-	-	26,890
TOTAL PERSONNEL EQUIPMENT					66,940	138,720	94,156	61,550	20,025	99,919	6,757	6,892	7,030	494,290
GRAND TOTAL - FIRE EQUIPMENT					152,940	386,478	142,431	106,121	89,192	126,748	71,737	146,343	55,068	527,753

Note 1: Once these items are purchased, their replacement will become part of the regularly scheduled personal protective equipment replacement



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032	(1.195) 2033
Equipment Description	QTY	LIFE		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
JEFFERSON ELORA COMMUNITY CENTRE													
Concession equipment (small, large & vending machines)			12,000									14,100	
				-	-	-	-	-	-	-	-	14,100	-
Various Arena Equipment													
Hockey Nets	2 nets	15 years	6,000							6,800			
Lacrosse Nets	2 nets	15 years	5,000							5,600			
Ice Surface Edger (propane)	1	5 years	6,000		6,100					6,800			
Score Clock	1	15 years	20,000								23,000		
30 Second Clocks	2	15 years	4,000										
Power Electrical Box (for shows)	1	20 years	10,000	10,000									
P.A. System- speakers	3	10 years	2,400	7,200									8,700
P.A. System- amplifier	1	10 years	10,000	10,000									12,000
Oscillating Fans	3	15 years	2,000		6,100								
				27,200	12,200	-	-	-	-	19,200	23,000	-	20,700
Lobby Equipment													
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		
Tables - round	25	5 years	200		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		
Sound System	1	10 years	3,000			3,100							
Speakers	2	10 years	1,000			1,000							
Acoustic Tiles	24	10 years	5,000									5,900	
Projector	1	5 years	1,000	1,000				1,100					
Bar Freezer	1	10 years	1,000			1,000							
Dishwasher	1	10 years	25,000	25,000									25,000
Double Door Fridge	1	10 years	5,000	5,000									5,000
Beer Fridge	1	10 years	7,000	7,000									7,000
				38,000	5,000	7,100	5,000	6,100	-	2,000	5,000	5,900	37,000



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cleaning Equipment														
Floor Scrubbers	1	5 years		8,000	8,000					8,800				
Snow blower	1	5 years		1,500	1,500			1,600					1,800	
Carpet Cleaner	1	7 years		1,000		1,000							1,200	
Floor polisher	1	10 years		2,000								2,300		
					9,500	1,000	-	1,600	-	8,800	-	2,300	3,000	-
Arena Equipment														
Compressors (2)														
Chiller				50,000										
Condenser								77,000						
								77,000						
Digital Sign														
														100,000
JEFFERSON ELORA COMMUNITY CENTRE SUB-TOTAL					74,700	18,200	7,100	6,600	83,100	8,800	21,200	30,300	23,000	157,700
CENTRE WELLINGTON COMMUNITY SPORTSPLEX														
Building Interior														
Vending Machine				12,000	12,000								14,100	
Floor Scrubber														
Concession equipment (small, large & vending machines)														
					12,000	-	-	-	-	-	-	-	14,100	-
Pad A Arena, Dressing Room Equipment														
Hockey Nets	2 nets	15 years		6,000									7,000	
Lacrosse Nets	2 nets	15 years		5,000		5,000			5,400				5,900	
Ice Surface Edger	1	5 years		6,000	6,000					6,600				
Sound System														
Score Clocks	1	15 years		20,000									23,400	
30 Second Clocks	1	15 years		2,000								2,300		
Oscillating fan	2	15 years		2,000										
					6,000	5,000	-	-	5,400	6,600	-	2,300	36,300	-
Pad B Arena, Dressing Room Equipment														
Hockey Nets	2 nets	15 years		6,000									7,000	
Lacrosse Nets	2 nets	15 years		5,000									5,900	
Sound System				20,000	20,000									23,900
Score Clocks	1	15 years		20,000									23,400	
30 Second Clocks	1	15 years		2,000		2,000								
					20,000	2,000	-	-	-	-	-	-	36,300	23,900



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2024 UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
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	5,600		5,800		6,100		6,300		6,600
Aquafit Equipment		varies	575	600	600		600		600		700		700
Pool Maintenance Equipment		varies	10,000	10,000	10,200		10,600		11,000		11,500		12,000
				17,200	17,500	-	18,100	-	18,800	-	19,700	-	20,500
Hall Equipment													
Tables - 8' rectangle	50	5 years	130		1,000		1,000		1,000		1,000		2,000
Tables - round	35	5 years	200		1,400		1,400		1,400		1,400		1,400
Chairs	500	5 years	50		2,500		2,500		2,500		2,500		2,500
Sound System	1	10 years	3,000						3,300	15,000			
Speakers	4	10 years	500							15,000			
Flooring VCT	921 sq.m	15 years	60,000										
				-	4,900	-	4,900	-	8,200	30,000	4,900	-	5,900
Cleaning Equipment													
Snow blower	1	5 years	1,000		1,000						1,100		
Floor Scrubber - Small	1	5 years	14,000							12,400			
Floor Scrubber - 20"	1	5 years	9,000						9,900				
Floor Scrubber - 28"	1	5 years	11,000	11,000					12,100				
				11,000	1,000	-	-	-	22,000	12,400	1,100	-	-
Weight Room / Fitness Equipment													
Weight Equipment		varies	15,000		15,300			16,200		16,900			17,900
Cardio Equipment		varies	35,000	15,000		36,400		37,900			40,200		
				15,000	15,300	36,400	-	54,100	-	16,900	40,200	-	17,900
Pool Equipment													
Water Slide		20 years	25,000										29,900
				-	-	-	-	-	-	-	-	-	29,900
Hall Equipment													
Dishwasher	1	10 years	50,000					54,100					
Convection Ovens	1	10 years	7,000										
Stovetop Ovens	1	10 years	21,000										25,100
Double Door Fridge	3	10 years	5,000										6,000
Freezers	2	10 years	3,500										4,200
				-	-	-	-	54,100	-	-	-	-	35,300



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Arena Equipment													
Dehumidifier - Pad A					71,300								
Olympia Room Water Heater											20,000		
Condenser Replacement Pad A				95,000									
Condenser Replacement Pad B													
Compressor Replacement				139,400			159,200						
				234,400	71,300	-	159,200	-	-	-	20,000	-	-
Digital Signs for Sportsplex	2	10 years	110,000									128,900	
CWCS SUB-TOTAL				298,400	99,500	36,400	164,100	113,600	36,800	59,300	68,500	215,600	112,900
VICTORIA PARK SENIOR CENTRE													
Building Interior													
Appliances - Other										50,000			
				-	-	-	-	-	50,000	-	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL				-	-	-	-	-	50,000	-	-	-	-
FERGUS GRAND THEATRE													
Lighting													
SL 15/32's	5	10 years	2,000										12,000
SL 23/50's	10	10 years	2,000										24,000
Source 4 Jr Zooms	18	10 years	2,000										43,200
6" Rama Fresnels	10	10 years	1,500										18,000
S4 PARncls	12	10 years	1,500	18,000									
8" Fresnels	6	10 years	1,500	9,000									
Acclaim 18-34 zooms	2	10 years	2,000	4,000									
V-bar LED's	12	10 years	2,000										28,800
Fogger/Hazer		10 years	1,000							1,100			
Marquee Lighting	1	15 years	11,000										
CD80 Dimmer Rack, dimmers		10 years	10,000										12,000
				31,000	-	-	-	-	-	1,100	-	-	138,000



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
AV													
Digital Projector		10 years	10,000										12,000
DVD Player		10 years	500							600			
Large Screen		30 years	15,000										
Small Screen		30 years	1,500										
				-	-	-	-	-	-	600	-	-	12,000
Sound													
Digital Snake													
Fan Snake		10 years											
Sound Board		5 years											
Lav Packs/receivers	2	5 years	2,000					4,400					
Wireless SM 58 kit		5 years	4,000					4,300					
Amp Rack													
Digital Crossover		10 years											
EV ELX 15" Monitors	2	10 years	1,000									2,400	
EV ZLX Powered Monitors	2	10 years	1,000					1,100					
SM 58 Mics	9	10 years	400									4,500	
SM 57 Mics	6	10 years	400									3,000	
Drum mic kit		10 years	1,500									1,800	
QSC K10 Speakers		10 years	1,000									1,200	
				-	-	-	-	9,800	-	-	-	12,900	-
Communications													
Clear-com main stn		10 years	2,500										3,000
Headsets	8	5 years	500					4,000					4,800
Belt packs	6	5 years	500					3,000					3,600
Wireless batteries/charger		5 years	200					200					200
Wireless belt packs	2	5 years	1,000					2,200					2,400
Wireless headsets	4	5 years	1,000					4,400					4,800
House Manager's Clear-com		10 years	500										600
				-	-	-	-	13,800	-	-	-	-	19,400
Ladders													
FOH A-Frame Ladder		5 years	1,500				1,500					1,500	
				-	-	-	1,500	-	-	-	-	1,500	-
FERGUS GRAND THEATRE SUB-TOTAL				31,000	-	-	1,500	23,600	-	1,700	-	14,400	169,400



**TOWNSHIP OF CENTRE WELLINGTON
 FACILITIES EQUIPMENT REPLACEMENT FORECAST
 PARKS & RECREATION
 2024 - 2033**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
BELWOOD HALL														
Building Interior														
Stage Curtains											9,000			
Double Door Fridge											8,000			
Appliances - Other								900						
					-	-	-	-	900	-	17,000	-	-	-
BELWOOD HALL SUB-TOTAL					-	-	-	-	900	-	17,000	-	-	-
TOTAL EQUIPMENT REPLACEMENT														
					404,100	117,700	43,500	172,200	221,200	95,600	99,200	98,800	253,000	440,000



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
GENERAL PARK														
Bleachers														
CWSC Grounds (80 seat unit)	30	old	10 years	26,000			54,200		28,100			59,800	61,000	
Elora CC Diamonds (40 seat unit)	5	old	10 years	3,000			3,100	3,200	3,200				3,500	
Elora Lion's Park (40 seat unit)	3	old	10 years	3,000			3,100						3,500	
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		8,700					
Highland Park - (40 seat unit)	4	old	10 years	3,000				3,200					3,500	
Belwood Ball Diamond (80 seat unit)	3	old	10 years	8,000										
St Mary's School (40 seat unit)	2	old	10 years	3,000										
							68,700	6,400	40,000			59,800	71,500	
Benches & Tables														
Picnic Tables (various locations)	50	old	10 years	500		2,000	1,000		4,000		9,600		9,600	
Park Benches	25	old	10 years	600			600							
Garbage Cans (with Lids)	160	old	2 years	30		5,000		5,000		5,000		5,000		5,000
						7,000	1,600	5,000	4,000	5,000	9,600	5,000	9,600	5,000
Fencing														
Fencing														
Tennis Courts														
Tower Street Tennis Courts (TSTC) - fencing		1999	20 years	25,000								28,700		
TSTC - Re-colour coat surface		2010	10 years	25,000										
TSTC - Re-asphalt & colour surface			15 years	32,000	80,000							125,000		
TSTC - Replace lights		old	15 years	45,000	45,000									
CWCS - fencing		2009	20 years	25,000										
CWCS - re-colour coat surface		2009	5 years	7,500			7,800					8,600		
CWCS - Re-asphalt & re-colour coat		2009	15 years	65,000										65,000
CWCS - replace lights		2009	15 years	45,000					48,700					
					125,000		7,800		48,700			162,300		65,000
Light Towers														
ECC Diamonds - "A"		old	2018	100,000	100,000									100,000
ECC Diamonds - "B"		old	2019	100,000		102,000								100,000
CWSC - Hardball		old	2013	80,000										
Victoria Park Soccer		2003	2020	120,000								137,800		
Victoria Park Rugby/Soccer		2003	2020	40,000					43,300					
Tye/Highland Park Diamonds		old	2015	100,000			104,000							
Belwood Ball Diamond		1997	2021	100,000				106,100						
					100,000	102,000	104,000	106,100	43,300			137,800		200,000



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%		(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2024	UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Shelters (25 years)															
Jefferson Elora Community Centre	1	1990	25 years	50,000				52,000							
CWSC Centre	1	old		40,000				41,600							
Bissell Park	1	1995	25 years	40,000						43,300					
Hoffer Park	1	old	25 years	20,000						21,600					
Confederation Park	1	old	25 years	10,000											10,000
Maple Park (Belwood)	1	old	10 years	50,000								56,300			
						-	-	93,600	-	64,900	-	56,300	-	-	10,000
Playground Equipment															
Belwood - Douglas Park (swings, spring toy, structure & slide)		2021	20 years	50,000											
Belwood - Maple Park (swings & slide)	1	2014	20 years	75,000								84,500			
ECC - play equipment	1		20 years	200,000			204,000								
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	20 years	75,000										87,900	
Elora - O'Brien Park	1	2021	20 years	100,000											
Elora - O'Brien Park - rubber flooring (Note 1)	1	2020	20 years	90,000						20,000					
Elora - Keating Park - play equipment	1	2015	20 years	45,000											
Elora - Drimmie Park - play equipment	1		20 years	100,000								112,600			
Elora - Foote Park - play equipment	1		20 years	100,000	100,000										
Elora - Southridge - play equipment	1	2014	20 years	200,000											239,000
Elora - Southridge - rubber flooring (Note 1)	1	2014	20 years	110,000				22,000							131,500
CWCS - play equipment	1		20 years	150,000				120,000							
Fergus - Strathallan park - play equipment	1		20 years	75,000					79,600						
Fergus- Victoria Park (play structure)	1		20 years	150,000	150,000										
Fergus - Tait Park - play equipment	1	2019	20 years	50,000											
Fergus- Stait Park - play equipment	1		20 years	200,000								225,200			
Fergus - Stait Park - rubber flooring (Note 1)	1		20 years	110,000				15,000				123,900			
Fergus- Graham Park	1		20 years	50,000											
Fergus- Ferrier Park (play structure)	1		20 years	75,000											
Fergus- Wilkie Park (play structure)	1		20 years	100,000				104,000							
Fergus- Confederation Park (play structure)	1		20 years	50,000											
Fergus - Webster Park - play equipment	1	2008	20 years	50,000						54,100					
Fergus - Webster park - arch climber	1		20 years	10,000			10,200								
Fergus - Beatty Park - play equipment	1	2008	20 years	75,000								84,500			
Fergus - Holman Park - play equipment	1	2008	20 years	50,000						54,100					
Fergus - Strathlea - play equipment	1	2015	20 years	150,000											
Fergus - Westminster - play equipment	1	2015	20 years	200,000											
Salem - Veteran's Park - play equipment & swings	1	2018	20 years	50,000											
Elora - Elora Meadows Park - play equip	1	2018	20 years	140,000											
Fergus - Gibbons Drive Park - play equip	1	2019	20 years	75,000											
Fergus - Revell Park - play equip	1	2019	20 years	60,000											
Fergus - Ryan Park - rubber flooring (Note 1)	1	2017	20 years	90,000			20,000					20,000			
						250,000	234,200	239,000	101,600	108,200	20,000	650,700	-	87,900	370,500



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% (1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Water Bottle Filling Stations	5			3,500			3,600			3,900			4,100	
SPORT SPECIFIC EQUIPMENT														
Backstops (Baseball)														
Forfar Park Diamond - DO NOT REPLACE	1		not replace											
Tye/Highland Park Diamond	1	old	15 years	50,000				53,100						
Highland Park - small dia.	2	2002	15 years	10,000										
Webster Park	1	old												
St. Mary's School Diamond	1	2000	15 years	10,000							11,300			
Belwood Diamond - DO NOT REPLACE	1	old	15 years	50,000										
ECC Diamonds A	1	old	15 years	50,000					54,100					
ECC Diamond B	1	old	15 years	50,000					54,100					
FCC Diamond	1	old	15 years	50,000				53,100						
					-	-	-	106,200	108,200	-	11,300	-	-	-
Portable/Permanent Uprights (Soccer/Rugby/Basketball)														
Soccer- Victoria Park North	1	set	2002 10 years	7,000									8,200	
Soccer- Victoria Park South	1	set	2002 10 years	7,000						7,700				
Soccer- Victoria Park West	1	set	2003 10 years	7,000									8,200	
Soccer- Strathallan Park	1	set	old 10 years	3,000			3,100							
Soccer- CWCS Grounds	2	set	old 10 years	5,000			5,100							
Basketball- Belwood Ball Diam	1	net	old 10 years	4,000			4,200							
Basketball - Douglas Park	1	net	old 10 years	4,000			4,100							
Basketball- Elora CC	2	nets	old 10 years	8,000			8,200							
					-	20,500	4,200	-	-	7,700	-	-	16,400	-
Ramps & Other Equipment (Skateboard)														
CWCS Skateboard park	1	old	15 years	80,000			81,600		-	-				
ECC Skateboard park	1	2019	30 Years	400,000										
					-	81,600	-	-	-	-	-	-	-	-
Splash Pads														
Elora - O'Brien Park	1	2020	15 years	315,000										
Fergus - Milburn Park	1	2014	15 years	300,000						331,200				
					-	-	-	-	-	331,200	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% (1,000) 2024 UNIT COST	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REPAIR & MAINTENANCE EQUIPMENT														
Lawn Mowers & Weed Eaters														
Weedeaters (2 per 2 years)	4	vary	4 years	600		1,200		1,200		1,400		1,400		1,400
Hand Mowers (1 per 4 years)	2	old	4 years	800		800		800		900		900		1,000
Chainsaws (2 per 4 years)	2	vary	4 years	600				1,200				1,400		
Snowblower (portable to outdoor washrooms)	1		4 years	1,500	1,500				1,600				1,800	
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				
FCC Ball Groomer	1	old	5 years	15,000					16,200					17,900
ECC Ball Groomer	1	old	5 years	15,000					16,200					17,900
Watering trailer	1	2021	10 years	10,000								11,500		
					6,500	14,200	2,100	3,200	34,000	7,800	-	6,000	1,800	38,200
Greenhouses														
Polyhouse	2	2006	10 years	6,000										7,200
Poly for Greenhouse				8,000			8,300					9,200		
Benches				15,000										17,900
Heaters	5	2006	10 years	1,500										
					-	-	8,300	-	-	-	-	9,200	-	25,100
Signage														
Wayfinding Signs Repair & Maintenance					10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Parks By-Laws			Operating Budget											
Park Identification					5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
					15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
TOTAL EQUIPMENT REPLACEMENT					496,500	474,500	547,900	343,500	466,300	390,600	742,900	395,100	206,300	728,800



TAX SUPPORTED FACILITY REPLACEMENT FORECAST

2024 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
FACILITY REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2024 - 2033**

Facility Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Parks & Recreation Facilities										
Jefferson Elora Community Centre	60,000	-	100,000	-	27,000	125,000	435,000	-	40,000	-
Centre Wellington Community Sportsplex	120,000	114,300	117,500	174,000	108,200	88,300	5,600	290,000	215,900	-
Victoria Park Seniors Centre	-	-	10,000	-	-	10,000	70,000	-	-	-
Fergus Grand Theatre	20,000	19,200	60,000	50,000	33,800	-	-	-	-	-
Belwood Hall	-	95,000	15,000	50,000	16,200	27,600	18,000	220,000	-	-
CWCS Campground Washroom	-	-	-	-	21,600	-	45,000	-	-	-
Elora Tourism Office	-	-	-	-	-	-	-	-	-	-
Sub-Total	200,000	228,500	302,500	274,000	206,800	250,900	573,600	510,000	255,900	-
Other Facilities										
205 Queen Street	14,000	84,700	8,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
Elora Armoury	3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Elora Fire Hall	3,000	17,100	3,200	41,600	25,300	4,100	72,200	5,300	146,200	7,400
Elora Municipal Office	27,000	36,700	79,300	11,200	12,100	13,400	15,100	17,300	20,300	24,300
Elora Works Garage	24,100	2,000	2,100	2,200	41,400	2,600	2,900	3,300	3,900	124,700
Fergus Fire Hall	11,000	3,100	3,200	3,400	3,700	4,100	220,200	5,300	36,700	7,400
Fergus Works Garage	5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Highland Rugby Clubhouse	-	100,000	-	-	-	-	-	-	-	-
Pilkington Office	2,700	-	-	-	-	-	-	-	-	-
Pilkington Works Garage	5,000	20,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Weigh Scale Building	9,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	13,100	2,400
West Garafraxa Works Garage	32,000	2,000	2,100	150,800	29,500	201,300	45,100	3,300	218,900	4,700
West Garafraxa Office	6,000	-	-	-	-	-	-	-	-	-
Sub-Total	141,800	274,900	113,200	233,900	138,800	255,000	388,600	72,500	481,700	221,900
Total	341,800	503,400	415,700	507,900	345,600	505,900	962,200	582,500	737,600	221,900
Reserve Forecast										
January 1 Reserve Balance	232,398	243,698	127,698	131,698	138,098	332,898	393,798	29,298	76,798	3,998
Less: Facility replacements	(341,800)	(503,400)	(415,700)	(507,900)	(345,600)	(505,900)	(962,200)	(582,500)	(737,600)	(221,900)
Add: Operating budget contribution - from equip repl	159,000	169,000	180,000	193,000	207,000	221,000	239,000	258,000	279,000	299,000
Add: Additional Contribution	172,900	184,200	192,500	201,100	210,200	219,600	229,500	239,800	250,600	261,900
Add: User Fee Contribution (Recreation Facilities)	104,000	107,000	110,000	113,000	116,000	119,000	122,000	125,000	128,000	131,000
Add: User Fee Contribution (Fergus Grand Theatre)	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Less: Transfer to Equipment Replacement	(90,000)	(80,000)	(70,000)							
December 31 Reserve Balance	243,698	127,698	131,698	138,098	332,898	393,798	29,298	76,798	3,998	481,198



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			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)
Facility Description	QTY	LIFE	2024 UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
JEFFERSON ELORA COMMUNITY CENTRE													
Site works													
Parking Lot (line painting)													
Sidewalks			60,000	60,000									
				60,000	-	-	-	-	-	-	-	-	-
Building Exterior													
Roofing Systems (Facility Capital)						100,000				320,000			
Eaves Troughs													
Soffit & Fascia													
Caulking													
Exterior Walls									50,000				
Windows													
Doors										15,000			
				-	-	100,000	-	-	50,000	335,000	-	-	-
Building Interior													
Walls - common and service areas (painting & protective netting)													
Floors- common and service areas (vinyl & skate tiles)									75,000				
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas													
Appliances - Other													
Cabinetry								27,000					
				-	-	-	-	27,000	75,000	-	-	-	-
Electrical Systems													
Distribution Panel - Main/intermediate													
Transformer			12,000										
Fire Alarm - Panel													
Emergency Lighting													
Exterior Lighting System													
				-	-	-	-	-	-	-	-	-	-
Mechanical Systems													
Heating System - common and service areas												40,000	
Exhaust Systems													
Arena Exhaust Fans													
Ice Making System													
Ice Rink De-humidification										100,000			
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks													
Domestic Water Recirculating System													



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE	COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Storm Water including Roof Drains													
				-	-	-	-	-	-	100,000	-	40,000	-
Lobby Equipment													
Display Case	1	40 years	5,000	-	-	-	-	-	-	-	-	-	-
JEFFERSON ELORA COMMUNITY CENTRE SUB-TOTAL				60,000	-	100,000	-	27,000	125,000	435,000	-	40,000	-
CENTRE WELLINGTON COMMUNITY SPORTSPLEX													
Building Exterior													
Exterior Walls													
Caulking													
Front Entrance Roof Painting													
Windows													
Doors - Entrance/Emergency Exits													
Doors - Bay (3)													
Exterior Lighting													
Fencing													
Parking Lot													
Sidewalks													
Eavestroughs/Downspouts													
				50,000	-	-	-	-	55,200	-	160,000	50,000	-
Building Interior													
Ceilings-common and service areas													
Mezzanine upgrades													
Community hall washroom upgrades													
Fitness change rooms upgrades													
Walls - common and service areas													
Community hall folding door covering repairs													



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032	(1.195) 2033
Facility Description	QTY	LIFE											
Floors- common and service areas			24,000		38,000								
Floors - Pool Changerooms Tile												110,000	
Interior Doors - common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas				5,000									
T.V. Monitor Program													
Pool Windows								108,200					
Front Office Windows			10,000										
Front Office Counter Area													
Lighting for Streetscape											80,000		
Plumbing for Cross Connections													
Cabinetry													
Storage Lockers			10,000		10,000								
				5,000	48,000	8,300	-	108,200	-	-	80,000	110,000	-
Electrical Systems													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel													
Emergency Lighting													
Exterior Lighting System													
Pad B Lighting							54,000						
Door System/Entry System							60,000						
Security Surveillance							60,000						
				-	-	-	114,000	-	-	-	-	-	-
Mechanical system													
Heating system							60,000						
replace pad A arena gas heating													
Exhaust Systems													
Unity Hall HVAC												50,000	
Gord Brown Hall HVAC													
Pool Office HVAC													
Pool HVAC			500,000						33,100				
Pool HVAC Compressor Units (6)			20000/unit	40,000									
Domestic Water - Hot Water Boilers and Tanks						31,200							



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

			Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032	(1.195) 2033
Facility Description	QTY	LIFE	COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Domestic Water Recirculating System													
Domestic Water Treatment System													
Fire Hoses Cabinets													
Sanitary Waste Removal System													
Storm Water including Roof Drains				40,000	-	31,200	60,000	-	33,100	-	50,000	50,000	-
Pool Equipment													
Pool Filtration Grates				25,000									
Pool Boiler		15 years	65,000										
Spa Filter				25,000	-	-	-	-	-	-	-	-	-
Hall Equipment													
Flooring VCT	921 sq.m	15 years	60,000		61,200								
Dividing Wall	1	30 years	75,000			78,000							
				-	61,200	78,000	-	-	-	-	-	-	-
Weight Room / Fitness Equipment													
Women's Sauna	1	7 years	5,000		5,100							5,900	
Men's Sauna	1	7 years	5,000		5,100					5,600		5,900	
				-	5,100	-	-	-	-	5,600	-	5,900	-
CWCS SUB-TOTAL													
				120,000	114,300	117,500	174,000	108,200	88,300	5,600	290,000	215,900	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

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)
Facility Description	QTY	LIFE	2024 UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
VICTORIA PARK SENIOR CENTRE													
Site Works													
Sidewalks										15,000			
				-	-	-	-	-	-	15,000	-	-	-
Building Exterior													
Re-roof with shingles and flat roofs		35 years											
Eaves Troughs		20 years											
Soffit & Fascia		35 years											
Exterior Walls				-	-	-	-	-	-	-	-	-	-
Building Interior													
Ceilings-common and service areas													
Walls - common and service areas													
Floors- common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas													
Cabinetry										40,000			
Countertops										15,000			
				-	-	-	-	-	-	55,000	-	-	-
Electrical System													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel													
Fire Alarm System - Pull stations													
Emergency Lighting													
Exterior Lighting System									10,000				
Door System/Entry System													
Security Surveillance													
				-	-	-	-	-	10,000	-	-	-	-
Mechanical Systems													
Air Make-up Systems													
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks						10,000							
Domestic Water Recirculating System													
Domestic Water Treatment System													
Air conditioning unit													
Other (Sump Pumps)													
				-	-	10,000	-	-	-	-	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL				-	-	10,000	-	-	10,000	70,000	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2%										
			(1.000) 2024 UNIT COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032	(1.195) 2033
FERGUS GRAND THEATRE													
Site Work													
Sidewalks			20,000										
			20,000	-	-	-	-	-	-	-	-	-	
Building Exterior													
Roof system													
front metal canopy		25 years											
main & secondary roof (EPDM)		25 years											
Caulking													
Eaves		30 years											
Exterior Walls													
Windows													
Doors					10,000								
			-	-	10,000	-	-	-	-	-	-	-	
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			32,500						
Plumbing Fixtures - common and service areas													
			-	19,200	-	-	32,500	-	-	-	-	-	
Electrical Systems													
Distribution Panel - Main/intermediate													
Emergency Lighting													
Exterior Lighting System													
			-	-	-	-	-	-	-	-	-	-	
Mechanical Systems													
Heating System - common and service areas	2010	20 years	95,000		50,000	50,000							
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks			1,200				1,300						
Storm Water including Roof Drains													
			-	-	50,000	50,000	1,300	-	-	-	-	-	
FERGUS GRAND THEATRE SUB-TOTAL													
			20,000	19,200	60,000	50,000	33,800	-	-	-	-	-	



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2%									
			(1.000) 2024 UNIT COST	(1.000) 2024	(1.020) 2025	(1.040) 2026	(1.061) 2027	(1.082) 2028	(1.104) 2029	(1.126) 2030	(1.149) 2031	(1.172) 2032
BELWOOD HALL												
Site Work												
Sidewalks												
			-	-	-	-	-	-	-	-	-	-
Building Exterior												
Paint siding												
Replace metal roof on entire building (\$22,500 in 2007)		40 years	25,000						27,600			
Eaves trough - Soffit & Fascia (\$3,500 in 2007)										18,000		
Windows (\$16,800 in 2007)				20,000								
Siding board & batten (\$17,750 in 2007)				20,000							220,000	
Caulking												
Doors								16,200				
			-	40,000	-	-	-	16,200	27,600	18,000	220,000	-
Building Interior												
Ceilings - common and services areas												
Floors - common and service areas				55,000								
Lighting Fixtures - common and service areas												
Plumbing Fixtures - common and service areas												
			-	55,000	-	-	-	-	-	-	-	-
Electrical System												
Distribution Panel - Main/intermediate												
Emergency Lighting												
			-	-	-	-	-	-	-	-	-	-
Mechanical System												
Heating System - common and service areas					15,000							
Domestic Water Supply and Distribution												
Domestic Water - Risers and Laterals												
Domestic Water Treatment System												
Sanitary Waste Removal System							50,000					
			-	-	15,000		50,000		-	-	-	-
BELWOOD HALL SUB-TOTAL			-	95,000	15,000	50,000	16,200	27,600	18,000	220,000	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2024 - 2033**

Facility 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)
			2024 UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
CWCS CAMPGROUND WASHROOM													
Building Exterior													
Roof systems										30,000			
Soffit and fascia										15,000			
Building Interior													
Walls - common and service areas								21,600					
				-	-	-	-	21,600	-	45,000	-	-	-
CWCS CAMPGROUND SUB-TOTAL				-	-	-	-	21,600	-	45,000	-	-	-
ELORA TOURISM OFFICE													
Building Exterior													
Load Brick Bearing Masonry Walls													
Sealants													
Windows													
				-	-	-	-	-	-	-	-	-	-
ELORA TOURISM OFFICE SUB-TOTAL				-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY REPLACEMENT				200,000	228,500	302,500	274,000	206,800	250,900	573,600	510,000	255,900	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
			UNIT	COST										
205 Queen Street														
Site				-		76,500	-	-	-	-	-	-	-	-
Building Exterior				6,000		-	-	-	-	-	-	-	-	-
Building Interior				-		-	-	-	-	-	-	-	-	-
Electrical				-		-	-	-	-	-	-	-	-	-
Mechanical				-		-	-	-	-	-	-	-	-	-
HVAC				-		-	-	-	-	-	-	-	-	-
Other				8,000		8,200	8,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
205 QUEEN ST SUBTOTAL					14,000	84,700	8,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
Elora Armoury														
Site				-		-	-	-	-	-	-	-	-	-
Building Exterior				-		-	-	-	-	-	-	-	-	-
Building Interior				-		-	-	-	-	-	-	-	-	-
Electrical				-		-	-	-	-	-	-	-	-	-
Mechanical				-		-	-	-	-	-	-	-	-	-
HVAC				-		-	-	-	-	-	-	-	-	-
Other				3,000		3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
ELORA ARMOURY SUBTOTAL					3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Elora Fire Hall														
Site				-		-	-	-	-	-	67,600	-	-	-
Building Exterior				-		-	-	-	-	-	-	-	140,000	-
Building Interior				-		-	-	-	-	-	-	-	-	-
Electrical				-		-	-	-	-	-	-	-	-	-
Mechanical				-		-	-	-	-	-	-	-	-	-
HVAC				-		14,000	-	-	-	-	-	-	-	-
Other				3,000		3,100	3,200	41,600	25,300	4,100	4,600	5,300	6,200	7,400
ELORA FIRE HALL SUBTOTAL					3,000	17,100	3,200	41,600	25,300	4,100	72,200	5,300	146,200	7,400



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Elora Municipal Office													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				-	1,500	68,700	-	-	-	-	-	-	-
Building Interior				17,000	15,000	-	-	-	-	-	-	-	-
Electrical				-	10,000	-	-	-	-	-	-	-	-
Mechanical				-	-	-	-	-	-	-	-	-	-
HVAC				-	-	-	-	-	-	-	-	-	-
Other				10,000	10,200	10,600	11,200	12,100	13,400	15,100	17,300	20,300	24,300
ELORA MUNICIPAL OFFICE SUBTOTAL				27,000	36,700	79,300	11,200	12,100	13,400	15,100	17,300	20,300	24,300
Elora Works Garage													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				-	-	-	-	39,000	-	-	-	-	120,000
Building Interior				3,000	-	-	-	-	-	-	-	-	-
Electrical				15,000	-	-	-	-	-	-	-	-	-
Mechanical				-	-	-	-	-	-	-	-	-	-
HVAC				1,100	-	-	-	-	-	-	-	-	-
Other			36,000	5,000	2,000	2,100	2,200	2,400	2,600	2,900	3,300	3,900	4,700
ELORA WORKS GARAGE SUBTOTAL				24,100	2,000	2,100	2,200	41,400	2,600	2,900	3,300	3,900	124,700
Fergus Fire Hall													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				5,000	-	-	-	-	-	215,600	-	30,500	-
Building Interior				-	-	-	-	-	-	-	-	-	-
Electrical				-	-	-	-	-	-	-	-	-	-
Mechanical				3,000	-	-	-	-	-	-	-	-	-
HVAC				-	-	-	-	-	-	-	-	-	-
Other				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
FERGUS FIRE HALL SUBTOTAL				11,000	3,100	3,200	3,400	3,700	4,100	220,200	5,300	36,700	7,400
Fergus Works Garage													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				-	-	-	-	-	-	-	-	-	-
Building Interior				-	-	-	-	-	-	-	-	-	-
Electrical				-	-	-	-	-	-	-	-	-	-
Mechanical				-	-	-	-	-	-	-	-	-	-
HVAC				-	-	-	-	-	-	-	-	-	-
Other				5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
FERGUS WORKS GARAGE SUBTOTAL				5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Highland Rugby Clubhouse														
Site					-	-	-	-	-	-	-	-	-	-
Building Exterior					-	100,000	-	-	-	-	-	-	-	-
Building Interior					-	-	-	-	-	-	-	-	-	-
Electrical					-	-	-	-	-	-	-	-	-	-
Mechanical					-	-	-	-	-	-	-	-	-	-
HVAC					-	-	-	-	-	-	-	-	-	-
Other					-	-	-	-	-	-	-	-	-	-
HIGHLAND RUGBY CLUBHOUSE SUBTOTAL						-	100,000	-	-	-	-	-	-	-
Pilkington Office														
Site					-	-	-	-	-	-	-	-	-	-
Building Exterior					1,100	-	-	-	-	-	-	-	-	-
Building Interior					-	-	-	-	-	-	-	-	-	-
Electrical					-	-	-	-	-	-	-	-	-	-
Mechanical					-	-	-	-	-	-	-	-	-	-
HVAC					-	-	-	-	-	-	-	-	-	-
Other					1,600	-	-	-	-	-	-	-	-	-
PILKINGTON OFFICE SUBTOTAL						2,700	-	-	-	-	-	-	-	-
Pilkington Works Garage														
Site					-	-	-	-	-	-	-	-	-	-
Building Exterior					-	-	-	-	-	-	-	-	-	-
Building Interior					-	-	-	-	-	-	-	-	-	-
Electrical					-	15,000	-	-	-	-	-	-	-	-
Mechanical					-	-	-	-	-	-	-	-	-	-
HVAC					-	-	-	-	-	-	-	-	-	-
Other					5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
PILKINGTON WORKS GARAGE SUBTOTAL						5,000	20,100	5,300	5,600	6,100	6,700	7,500	8,600	12,100



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2024 - 2033**

Facility Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Weigh Scale Building													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				-	-	-	-	-	-	-	-	11,100	-
Building Interior				3,000	-	-	-	-	-	-	-	-	-
Electrical				-	-	-	-	-	-	-	-	-	-
Mechanical				-	-	-	-	-	-	-	-	-	-
HVAC				5,000	-	-	-	-	-	-	-	-	-
Other				1,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	2,000	2,400
WEIGH SCALE BUILDING SUBTOTAL				9,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	13,100	2,400
West Garafraxa Works Garage													
Site				-	-	-	148,600	-	-	-	-	-	-
Building Exterior				-	-	-	-	-	198,700	42,200	-	215,000	-
Building Interior				-	-	-	-	-	-	-	-	-	-
Electrical				30,000	-	-	-	-	-	-	-	-	-
Mechanical				-	-	-	-	-	-	-	-	-	-
HVAC				-	-	-	-	27,100	-	-	-	-	-
Other				2,000	2,000	2,100	2,200	2,400	2,600	2,900	3,300	3,900	4,700
WEST GARAFRAXA PUBLIC WORKS GARAGE SUBTOTAL				32,000	2,000	2,100	150,800	29,500	201,300	45,100	3,300	218,900	4,700
West Garafraxa Office													
Site				-	-	-	-	-	-	-	-	-	-
Building Exterior				-	-	-	-	-	-	-	-	-	-
Building Interior				-	-	-	-	-	-	-	-	-	-
Electrical				2,000	-	-	-	-	-	-	-	-	-
Mechanical				4,000	-	-	-	-	-	-	-	-	-
HVAC				-	-	-	-	-	-	-	-	-	-
Other				-	-	-	-	-	-	-	-	-	-
WEST GARAFRAXA OFFICE SUBTOTAL				6,000	-	-	-	-	-	-	-	-	-
TOTAL FACILITY REPLACEMENT				141,800	274,900	113,200	233,900	138,800	255,000	388,600	72,500	481,700	221,900



**ENVIRONMENTAL
SUPPORTED EQUIPMENT
REPLACEMENT
FORECAST**

2024 DRAFT BUDGET



TOWNSHIP OF CENTRE WELLINGTON EQUIPMENT REPLACEMENT FORECAST ENVIRONMENTAL SERVICES 2024 - 2033

Equipment Description	Qty	Inflation Factor = 2% (1.000) 2024 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
WATER SERVICES												
Quick Cut Saw (2)	2	1,500	1,500			1,600		1,700			1,800	
Tapping Machine (1)	1	3,000			3,100						3,500	
Large Generator (2)	2	80,000	160,000								187,500	
Locator Equipment (5)	5	1,200		2,400			3,900			2,800		4,200
Leak Detection System	1	25,000		25,500								
Tower Generators (4)	4	1,500	6,000					6,800				
Watermain Flushing Meter (2) - 2015	2	2,200		2,200		2,300			2,500		2,600	
Hydrant Transmitters (3) - 2015	3	10,000					32,400					
Valve Turner - 2011	1	35,000		35,700								
Compactor (Jumping Jack)	1	7,000	7,000					7,700				
Plate Tamper	1	4,500	4,500									
Dehumidifiers	9	5,000	5,000		5,200		5,400		5,600		5,900	
Safety Equipment - Harness, SRL, Tripods		10,000		5,100					5,650			
Washer and Dryer	1	1,200	1,200									
Pressure Washer (Electric)	1	2,200		2,200								
Small Generators	2	1,200							1,400			
Life Gate (For 16-09)	1	8,500	8,500							9,800		
Truck Snow Plow (For 14-44)	1	8,000	8,000							9,200		
F1 Air Stripper Media	1	12,000					13,000					14,300
WATER - SPCS												
Locator Equipment (Hetek) - 2021	1	5,000			5,200					5,700		
Uninterruptible Power Supply Batteries - Water	14	250	4,200				4,200				4,200	
Uninterruptible Power Supply Devices (14) - Water	14	1,400	19,600								22,400	
Handheld - Water Meter Reader - 2021 (R900 Belt Clip with Tablet)	1	6,000								6,900		
Handheld - Water Meter Reader - SPCS Backup	1	6,000			6,200							
2" Backflow Device	1	3,000			3,100							
Backflow Testing Device	1	3,000			3,100							
MRX-920 Mobile Data Collector	1	20,000							22,500			
2 Inch Water Meters with Pit Meter Heads (4)	6	1,250		1,300					1,400			
Two Way Radios	15	1,700										
Provision for Miscellaneous Equipment			7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000	9,500
TOTAL - WATER			232,500	79,500	35,800	11,900	66,900	24,700	47,550	43,400	236,900	28,000
WASTEWATER SERVICES												
Sewer Machine - Flex Rods (Electric) (1)	1	2,000		2,000					2,300			
Rodding Machine												
Small Generator (3)	3	1,500		4,600					5,100			
Lateral Hand Sewer Camera (1)	1	10,000			10,400					11,500		
Mainline Sewer Camera (1)	1	90,000										107,600
Uninterruptible Power Supply Batteries - Wastewater	24	250		7,200				7,200				7,200



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2024 - 2033**

Equipment Description	Qty	Inflation Factor = 2% 2024 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Uninterruptible Power Supply Devices - Wastewater	24	1,300						33,600				
Weed Eater (2)	2	2,000		2,000		2,100			2,300		2,300	
Hydraulic Ram Set	1	2,500								2,900		
Large Generator - Lift Station (1)	1	80,000			83,200							
Truck Snow Blade - 2020	1	8,500					9,200					
2 x 4" Pumps with Hoses, Control Box and Cord (1 Fergus & 1 Elora)	2	7,500			15,600							
Quickcut and Trolley	1	2,000					2,200					
"Big Blue" Trailer Pump and Hose- all 6"	1	70,000	70,000									
Vactor Heads/Guns/Accessories/Spares	1	20,000		20,400								
Welders	2	5,000		5,100					5,600			
Motorized Pipe Vise and Threading Tools	1	7,000										
Davit Arms and Chainfalls/Spec Chain	1	15,000	5,000	5,100	5,200	5,300	5,400	5,533	5,633	5,733	5,867	5,967
Appliances Fridges/Stoves/Microwaves	1	1,500	150	150	160	160	160	170	170	170	180	180
2" Pumps x 3 and Hoses	3	1,700		1,700	1,800				1,900			
Spare Submersible Pumps from Lift Stations	1	26,000					28,100					
Line Locators/Equipment	1	11,000								12,600		
Chem pump-LPS	1	2,000		2,000							2,300	
Snowblowers (1 Elora, 1 Fergus)	2	2,250	2,300		2,300					2,600		2,700
Portable Gensets/Inverters	5	2,000	2,000		2,100		2,200		2,300		2,300	
Air Compressor - Large (Fergus)	1	4,000								4,600		
Air Compressor - Small (Elora & Spills Trailer)	2	500	500	500			500	600			600	600
Camera Truck Software	1	80,000									93,700	
Grinder Pumps		40,000	40,000	40,800	41,600	42,400	43,300	44,200	45,000	45,900	46,900	47,800
Provision for Miscellaneous Equipment			7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000	9,500
WASTE WATER TREATMENT PLANTS												
Fergus A-frame	1	15,000		15,300								
Elora A-frame	1	15,000										
Various Utility Hoists	6	3,000		3,100		3,200		3,300		3,400		3,600
Utility Hoist - 2 Ton	1	8,000								9,200		
3 Lab Quality Microscopes	3	2,500					2,700					
Education Trailer Contents	1	10,000		10,200					11,300			
Lab Equipment	1	30,000	3,000	3,060	3,120	3,180	3,250	3,310	3,380	3,450	3,510	3,590
Hoses- 1",2",2.5",3",4"	1	2,000			2,100					2,300		
Engine Hoist	1	1,500		1,500								
UV/FE Testing Equip/Units	1	6,000			6,200					6,900		
Composite Samplers - Final Effluent x 2	2	8,000						8,800		9,200		
Composite Samplers x 4	4	4,000	4,000			4,200				4,600		
Trailers x 2 (1 spills, 1 education)	2	10,000		10,200	10,400							12,000
Trailer - Landscape	1	6,000	6,000									
Washer and Dryer	1	2,500	2,500						2,800			
Bug Zapper Lamps - 3x Fergus, 3 x Elora	6	1,000		6,000								
Two Way Radios	7	1,700										



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2024 - 2033**

Equipment Description	Qty	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)
			2024 COST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Provision for Miscellaneous Equipment				9,000	10,000	10,000	10,000	10,500	10,500	10,500	11,000	11,000	11,000
TOTAL - WASTEWATER				151,450	158,410	201,680	78,540	115,510	125,713	106,783	145,053	177,657	211,737
TOTAL EQUIPMENT REPLACEMENT				383,950	237,910	237,480	90,440	182,410	150,413	154,333	188,453	414,557	239,737
<u>Reserve Forecast</u>													
January 1 Reserve Balance				533,785	282,235	184,875	95,945	163,205	147,345	173,482	206,699	216,795	12,639
Less: Equipment replacements				(383,950)	(237,910)	(237,480)	(90,440)	(182,410)	(150,413)	(154,333)	(188,453)	(414,557)	(239,737)
Less: Procurement Charge				(600)	(450)	(450)	(300)	(450)	(450)	(450)	(450)	(600)	(450)
Add: Revenues from sale of equipment				-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution				133,000	141,000	149,000	158,000	167,000	177,000	188,000	199,000	211,000	224,000
December 31 Reserve Balance				282,235	184,875	95,945	163,205	147,345	173,482	206,699	216,795	12,639	(3,548)



10-YEAR CAPITAL FORECAST

2024 DRAFT BUDGET



10-Year Capital Forecast Summary

In addition to the capital budget, the Township prepares a 10-year capital forecast for inclusion in the annual budget process. Staff obtains approval for the first three years of the capital forecast. This means that 2024 capital projects are approved by Council, and 2025/2026 capital projects have preliminary approval. With this approach, 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, bridges, facilities);
- Fire Master Plan;
- Parks, Recreation, & Culture Master Plan;
- Trails Master Plan;
- Culture Action Plan;
- Transportation Master Plan; and
- Long-term Water Supply Master Plan.

The recommendations in these master plans/studies span, at a minimum, 10 years and in some cases, over 20 years. The recommendations affecting the 2024 to 2033 period have been incorporated into the capital forecast.

Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast have been fully funded. From a tax supported capital perspective (excluding bridges and culverts), this is based on minimum expected funding available of approximately \$6.5 million to \$8 million per year (from taxation, Canada Community Building Fund, Ontario Community Infrastructure Fund (partial), and OLG funding). For bridges and culverts, the 10-year forecast is funded from the Dedicated Capital Levy and Ontario Community Infrastructure Fund (partial). For waterworks and wastewater, the first 9 years are funded through water and wastewater capital reserves. The tenth year in the forecast is not fundable, as it is used as a “holding year” for future projects identified by staff.

Development Related Infrastructure

The anticipated timing of specific development within the Township was discussed by staff early in the creation of the 2024 Budget. This is important as there is development related infrastructure within the capital forecast that has both a cash flow and financial impact on the Township. Most projects have been positioned in the tenth year of the 10-year capital forecast, and their descriptions in the capital budget are followed by “{SFA}”. Given the substantial cost required to fund these development related projects, it has been assumed that all growth-related costs associated with these projects will be 100% front-end funded through a service financing agreement (SFA) with the applicable developer(s). If/when applicable developers are approved to initiate their development, SFA discussions will take place and applicable capital projects will be re-positioned in the 10-year capital forecast according to the terms of the agreement.



Development Charges (DC) Forecast

As discussed in the 2024 capital budget section, the Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For each year in the 10-year capital forecast, a maximum target DC funding available of \$1.9 million annually was used, unless planned agreements with developers provided an acceleration of DC funding for specific projects. 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.

2025 and 2026 Project Highlights

The following represents project highlights for years 2025 and 2026. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2024.

2025 Capital Project Highlights

Project	Amount
Rehabilitation of Fourth Line Bridge (structure 3-WG)	\$1,100,000
Culvert replacement on Sideroad 10 (structure 34-WG)	380,000
Culvert replacement on Sideroad 4 (structure 35-P)	400,000
Corporate Operations Facility	12,649,000
Reconstruction of Second Line – 500m North of Wellington Road 18 to Sideroad 15	1,160,000
Reconstruction of Colborne St from John Street to Wilson Crescent	2,422,500
Reconstruction of Colborne Street from Beatty Line to 95m west of Frederick Campbell Street	4,225,000
Reconstruction and upgrades of Carlton Place from Victoria Street to Wellington Road 7 in Elora	1,785,000
Reconstruction and upgrades of Carlton Place from Metcalfe St to Victoria St	1,197,500
Victoria Street from Carlton Place to Water Street replacement of storm sewers and road and sidewalk improvements	490,000
Continuation of reconstruction of St David Street North from St Andrew Street to Edinburgh Avenue	4,200,000
Colborne Street Sanitary Upsizing – Wilson Crescent to Irvine Street	715,000
Water Meter Modernization and Replacement	1,237,500
Mary Street – East Mill St to Church St – Watermain Replacement	675,000
Accessibility Renovations at Belwood Hall	450,000
Millburn Park Playground and Washroom	325,000
Bissell Park Upgrade of Multi-Purpose Pad	700,000

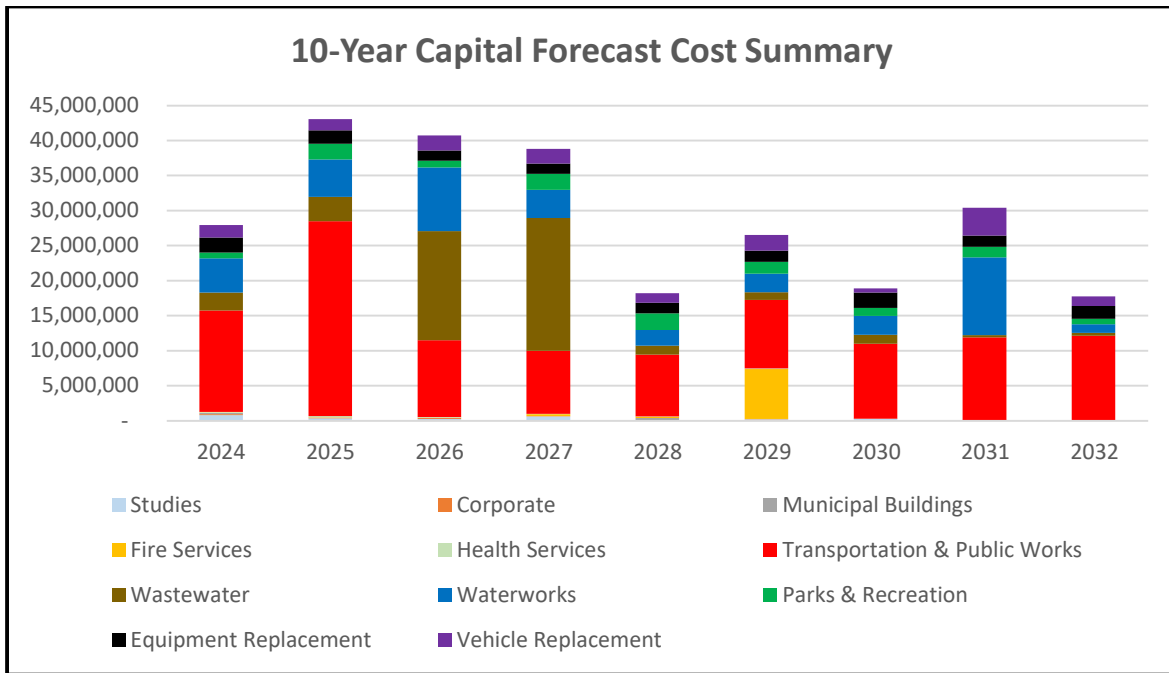


2026 Capital Project Highlights

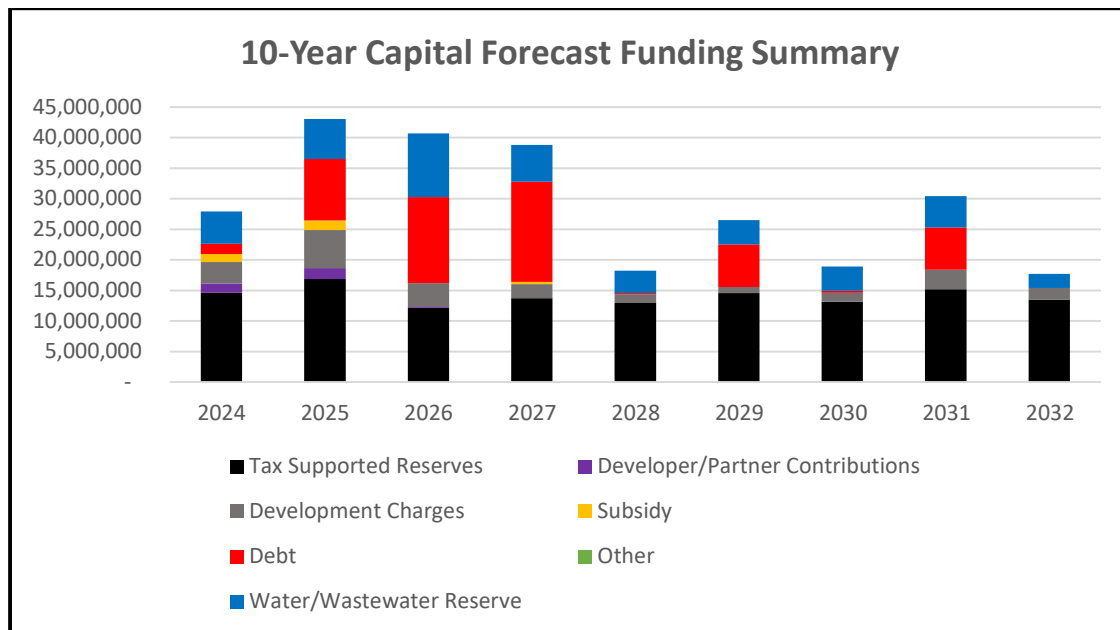
Project	Amount
Replacement of Sideroad 15 - Queen Mary Bridge (structure 30-WG)	\$2,100,000
Bridge Rehabilitation of Seventh Line Bridge (structure 1-E)	295,000
Double Surface Treatment of Second Line East – Sideroad 10 to Sideroad 14	800,000
Reconstruction of Beatty Line North from Sideroad 18 to Sideroad 15	350,000
Reconstruction of Irvine Street from East Mill Street to Church Street	1,235,000
Reconstruction and upgrades of Carlton Place from Metcalfe St to Victoria St	1,197,500
Reconstruction and upgrades of Carlton Place from Victoria St to Wellington Road 7 in Elora	1,785,000
Victoria Street from Carlton Place to Water Street replacement of storm sewers and road and sidewalk improvements	490,000
Reconstruction of Hill Street East in Fergus from Herrick Street to Gartshore Street	2,500,000
Surface Asphalt at Dickson Drive Business Park	435,000
Reconstruction of Forfar Street East from St David Street to James Street	1,535,000
Boiler Replacement at Fergus Wastewater Treatment Plant	350,000
Schedule C Class Environmental Assessment for Fergus Wastewater Treatment Plant Expansion	350,000
Water and Sewer upgrades on Colborne Street from Gerrie Road to the East	1,494,600
Continuation of Water Meter Modernization and Replacement	1,237,500
Watermain Replacement on McAlister Street from Argyll Street to Highland Road	685,000
Watermain Extension on Beatty Line from Sideroad 18 to Sideroad 15	825,000
Construction of New Well Area #7	1,920,000



The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2033) 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. 2033) has been removed because it is not fundable, as it is used as a “holding year” for future projects identified by staff.



In years of significant capital (i.e. 2025 to 2027), additional capital is possible due to proposed debt financing and anticipated Service Financing Agreements (SFA) with



developers. For more analysis on debt (both current and proposed debt), please refer to the “other information” at the end of this document.

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





TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
STUDIES											
Studies											
105-0641 - Procurement Process Enhancements	10,000	0	0	0	0	0	0	0	0	0	10,000
105-0903 - Diversity, Equity and Inclusion Study and Implementation	40,000	0	0	0	0	0	0	0	0	0	40,000
105-0958 - Customer Service and Engagement Strategy	0	100,000	0	0	0	0	0	0	0	0	100,000
2015-054 - Development Charges Study - 2025	0	80,000	0	0	0	0	0	0	0	0	80,000
2016-012 - Water and Wastewater Rate Study - 2025	0	60,000	0	0	0	0	0	0	0	0	60,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	40,000	0	0	0	0	0	0	0	40,000
2018-006 - Development Charges Study - 2030	0	0	0	0	0	0	80,000	0	0	0	80,000
2019-038 - Transportation Plan Update	0	0	0	240,000	0	0	0	0	0	0	240,000
2019-039 - Trails Master Plan Study Update	0	0	0	76,000	0	0	0	0	0	0	76,000
2019-041 - Fire Master Plan Update	0	0	0	60,000	0	0	0	0	0	0	60,000
2020-056 - Township Wide Compensation Market Review - 2027	0	0	0	50,000	0	0	0	0	0	0	50,000
2021-042 - Water Supply Master Plan Update	0	0	0	0	0	160,000	0	0	0	0	160,000
2021-047 - Update Corporate Strategic Action Plan - 2030	0	0	0	0	0	0	40,000	0	0	0	40,000
2021-048 - Water and Wastewater Rate Study - 2030	0	0	0	0	0	0	60,000	0	0	0	60,000
2021-050 - Heritage Conservation District Study #1	0	0	35,000	0	0	0	0	0	0	0	35,000
2021-051 - Heritage Conservation District Plan #1	0	0	0	35,000	0	0	0	0	0	0	35,000
2021-052 - Heritage Conservation District Study #2	0	0	0	0	45,000	0	0	0	0	0	45,000
2021-053 - Heritage Conservation District Plan #2	0	0	0	0	0	45,000	0	0	0	0	45,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2021-054 - Municipal Building Audit Update	0	0	0	150,000	0	0	0	0	0	0	150,000
2022-098 - Heritage Conservation District Study #3	0	0	0	0	0	0	50,000	0	0	0	50,000
2022-099 - Heritage Conservation District Plan #3	0	0	0	0	0	0	0	50,000	0	0	50,000
2022-100 - Heritage Conservation District Study #4	0	0	0	0	0	0	0	0	35,000	0	35,000
2022-101 - Heritage Conservation District Plan #4	0	0	0	0	0	0	0	0	0	35,000	35,000
2023-010 - Heritage Conservation District Plan #5	0	0	0	0	0	0	0	0	0	100,000	100,000
2023-011 - Energy Conservation and Demand Management Plan - 2024	15,000	0	0	0	0	0	0	0	0	0	15,000
2023-012 - Energy Conservation and Demand Management Plan - 2029	0	0	0	0	0	10,000	0	0	0	0	10,000
2023-018 - Parks and Recreation Fees Study	0	30,000	0	0	0	0	0	0	0	0	30,000
2023-053 - Township Wide Compensation Market Review - 2030	0	0	0	0	0	0	50,000	0	0	0	50,000
2024-012 - Active Transportation and Mobility Master Plan	300,000	0	0	0	0	0	0	0	0	0	300,000
2024-065 - Parks and Recreation Land Purchase Study	0	25,000	0	0	0	0	0	0	0	0	25,000
2024-070 - Economic Development and Tourism Strategic Plan	80,000	0	0	0	0	0	0	0	0	0	80,000
2024-072 - Parks & Recreation Master Plan & Parkland Strategy	250,000	0	0	0	0	0	0	0	0	0	250,000
2024-088 - Private Tree By-law	0	30,000	0	0	0	0	0	0	0	0	30,000
2024-102 - Downtown Revitalization Plan	0	0	100,000	0	0	0	0	0	0	0	100,000
2024-105 - Transit Service Study	0	0	100,000	0	0	0	0	0	0	0	100,000
2024-106 - Development Phasing Policy	100,000	0	0	0	0	0	0	0	0	0	100,000
2024-108 - Amendment to Township Planning Fee Study	10,000	0	0	0	0	0	0	0	0	0	10,000
2024-109 - Risk Management Procedure Development	10,000	0	0	0	0	0	0	0	0	0	10,000
Total for Studies	815,000	325,000	275,000	611,000	45,000	215,000	280,000	50,000	35,000	135,000	2,786,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
TOTAL STUDIES	815,000	325,000	275,000	611,000	45,000	215,000	280,000	50,000	35,000	135,000	2,786,000
<u>CORPORATE</u>											
Corporate - IT&S											
2020-041 - Purchase Order System	0	0	0	0	0	0	0	0	0	100,000	100,000
2020-042 - Records Management System	0	75,000	30,000	30,000	0	0	0	0	0	0	135,000
2023-059 - Aerial Photography Update - 2028	0	0	0	0	25,000	0	0	0	0	0	25,000
2023-071 - Paperless Accounts Payable System	0	0	75,000	0	0	0	0	0	0	0	75,000
2024-054 - Budget System Upgrade and Training	10,000	0	0	0	0	0	0	0	0	0	10,000
2024-113 - Provision for New Office Equipment - 2024	20,000	0	0	0	0	0	0	0	0	0	20,000
2024-114 - Provision for New Office Equipment - 2025-2033	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
2024-117 - Mobile Device Manager	40,000	0	0	0	0	0	0	0	0	0	40,000
Total for Corporate - IT&S	70,000	95,000	125,000	50,000	45,000	20,000	20,000	20,000	20,000	120,000	585,000
Corporate - Other											
105-0626 - By-Law Review and Enforcement	30,000	0	0	0	0	0	0	0	0	0	30,000
2024-119 - Building Inspector Vehicle	45,000	0	0	0	0	0	0	0	0	0	45,000
Total for Corporate - Other	75,000	0	0	0	0	0	0	0	0	0	75,000
TOTAL CORPORATE	145,000	95,000	125,000	50,000	45,000	20,000	20,000	20,000	20,000	120,000	660,000
<u>MUNICIPAL BUILDINGS</u>											
Municipal Buildings											
105-0776 - Tourism Office Renovations	26,000	0	0	0	0	0	0	0	0	0	26,000
105-0964 - Office Retro-fit	75,000	0	0	0	0	0	0	0	0	0	75,000
2024-059 - Elora Tourism Washrooms	50,000	0	0	0	300,000	0	0	0	0	0	350,000
Total for Municipal Buildings	151,000	0	0	0	300,000	0	0	0	0	0	451,000
TOTAL MUNICIPAL BUILDINGS	151,000	0	0	0	300,000	0	0	0	0	0	451,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<u>FIRE SERVICES</u>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	137,000	0	0	0	0	137,000
2010-078 - Tanker	0	0	0	0	0	610,000	0	0	0	0	610,000
2010-079 - Pumper	0	0	0	0	0	950,000	0	0	0	0	950,000
2010-080 - New Fire Hall	0	0	0	200,000	200,000	5,000,000	0	0	0	0	5,400,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	420,000	0	0	0	0	420,000
2020-024 - Volunteer Firefighter Recruit Personal Protective Equipment - 2026	0	0	44,000	0	0	0	0	0	0	0	44,000
2020-026 - Re-paving Infront of Apparatus Doors at Fergus Station	30,000	0	0	0	0	0	0	0	0	0	30,000
2020-028 - Equipment For New Pumper	0	80,000	0	0	0	0	0	0	0	0	80,000
2022-001 - Additional SCBA & Cylinders for new Volunteer Firefighter Recruits	0	0	0	87,500	0	0	0	0	0	0	87,500
2022-002 - Portable Radios and Chargers	0	0	0	0	0	30,000	0	0	0	0	30,000
205-0840 - Fergus Fire Station Hose Tower Repair	40,000	0	0	0	0	0	0	0	0	0	40,000
Total for Fire Services	70,000	80,000	44,000	287,500	200,000	7,147,000	0	0	0	0	7,828,500
TOTAL FIRE SERVICES	70,000	80,000	44,000	287,500	200,000	7,147,000	0	0	0	0	7,828,500
<u>HEALTH SERVICES</u>											
Cemeteries											
2016-039 - Belsyde Cemetery - Entry Obelisks and Columbarium	0	0	0	0	0	90,000	0	0	0	0	90,000
2016-040 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase I	0	60,000	0	0	0	0	0	0	0	0	60,000
2016-041 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase II	0	0	0	50,000	0	0	0	0	0	0	50,000
2016-045 - Belsyde Cemetery - Detailed Design Block D Phase 2A	60,000	0	0	0	0	0	0	0	0	0	60,000
2016-046 - Belsyde Cemetery - Block D Development - Phase IIA	0	0	80,000	0	0	0	0	0	0	0	80,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2022-077 - Elora Cemetery - In-Ground Cremation Area - Phase II	0	0	0	0	25,000	0	0	0	0	0	25,000
2022-078 - Elora Cemetery - Columbarium Area - Phase II	0	90,000	0	0	0	0	0	0	0	0	90,000
2023-105 - Elora Cemetery Entrance Feature	30,000	0	0	0	0	0	0	0	0	0	30,000
Total for Cemeteries	90,000	150,000	80,000	50,000	25,000	90,000	0	0	0	0	485,000
TOTAL HEALTH SERVICES	90,000	150,000	80,000	50,000	25,000	90,000	0	0	0	0	485,000
TRANSPORTATION & PUBLIC WORKS											
Capital Levy/OCIF Funded Projects											
2010-076 - Sideroad 15 - Queen Mary Bridge - 30-WG	150,000	200,000	2,100,000	0	0	0	0	0	0	0	2,450,000
2011-043 - Sideroad 11 Bridge - 28-P	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
2012-096 - Second Line Bridge Deck - 31-WG	0	0	0	0	0	2,000,000	0	0	0	0	2,000,000
2014-043 - Washington St Bridge - 12-N	0	0	0	0	0	0	0	0	500,000	0	500,000
2014-073 - Fourth Line - 5-E	0	0	0	0	0	0	1,700,000	0	0	0	1,700,000
2016-049 - Noah Road Culverts - 32-P and 33-P	150,000	0	0	2,600,000	0	0	0	0	0	0	2,750,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	0	1,200,000	0	0	0	1,200,000
2016-063 - Sixth Line Bridge - 3-E	0	0	0	0	1,900,000	0	0	0	0	0	1,900,000
2016-064 - First Line Bridge - 21-WG	0	0	0	0	0	0	0	0	2,400,000	0	2,400,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	0	0	0	300,000	0	0	0	0	0	300,000
2017-081 - Fourth Line Bridge - 3-WG	0	1,100,000	0	0	0	0	0	0	0	0	1,100,000
2017-082 - Seventh Line Bridge - 1-E	0	0	295,000	0	0	0	0	0	0	0	295,000
2017-084 - Sideroad 25 Bridge - 11-WG	165,000	0	0	0	0	0	0	0	0	0	165,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	1,600,000	0	0	1,600,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	0	800,000	0	0	0	0	800,000
2019-006 - Bridge Repairs and Remediation - 2025 - 2033	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 - 2025 - 2033	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	145,000	0	0	0	0	0	0	0	0	145,000
2020-058 - East West Garafraxa Townline Culvert - 0016	0	0	0	0	420,000	0	0	0	0	0	420,000
2021-070 - Middlebrook Place Boundary Bridge Removal - 180160	0	0	0	0	360,000	0	0	0	0	0	360,000
2023-073 - Middlebrook Road Bridge - 18-P	0	0	0	0	0	150,000	0	0	0	0	150,000
2023-074 - Third Line Bridge - 7-E	0	0	0	0	0	0	0	1,300,000	0	0	1,300,000
2024-001 - Bridge Repairs and Remediation - 2024	100,000	0	0	0	0	0	0	0	0	0	100,000
2024-002 - Pre-Engineering - Bridges - 2024	110,000	0	0	0	0	0	0	0	0	0	110,000
2024-075 - Municipal Class Environmental Assessment (Structures 2-WG, 3-E, 5-E, and 7-E)	250,000	0	0	0	0	0	0	0	0	0	250,000
2024-076 - First Line West Bridge - 26-P	480,000	0	0	0	0	0	0	0	0	0	480,000
2024-077 - Sideroad 10 Culvert - 34-WG	0	380,000	0	0	0	0	0	0	0	0	380,000
2024-078 - Sideroad 4 Culvert - 35-P	0	400,000	0	0	0	0	0	0	0	0	400,000
2024-079 - Sideroad 10 Culvert - 4-N	0	90,000	0	0	0	0	0	0	0	0	90,000
2024-080 - Sideroad 5 Culvert - 7-N	0	90,000	0	0	0	0	0	0	0	0	90,000
2024-081 - Sideroad 5 Culvert - 22-N	0	90,000	0	0	0	0	0	0	0	0	90,000
2024-082 - Third Line West Culvert - 31-P	0	0	90,000	0	0	0	0	0	0	0	90,000
2024-083 - Sixth Line E Culvert - 9-P	0	0	15,000	0	0	0	0	0	0	0	15,000
2024-084 - Second Line E Culvert - 13-P	0	0	15,000	0	0	0	0	0	0	0	15,000
2024-120 - Hill St Culvert - 3-F	0	0	0	0	0	0	0	0	0	450,000	450,000
2024-121 - Sideroad 25 Culvert - 2050	0	0	0	0	0	0	0	0	0	310,000	310,000
2024-122 - East-West Garafraxa Townline Culvert - 7-WG	0	0	0	0	0	0	0	0	0	670,000	670,000
2024-123 - Beatty Line Culvert - 2-N	0	0	0	0	0	0	0	0	0	90,000	90,000
301-0711 - Fifth Line Bridge - 4-E	450,000	0	0	0	0	0	0	0	0	0	450,000
301-0885 - Sideroad 4 Bridge - 14-P	295,000	0	0	0	0	0	0	0	0	0	295,000
F0116 - Weisenberg Road Bridge - 5-P	0	50,000	75,000	550,000	0	0	0	0	0	0	675,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total for Capital Levy/OCIF Funded Projects	2,150,000	2,745,000	2,790,000	3,350,000	3,180,000	3,150,000	3,100,000	3,100,000	3,100,000	3,220,000	29,885,000
Public Works - Other											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	260,000	0	0	0	0	0	0	260,000
2014-012 - Rubber Tire Excavator	0	0	0	0	0	300,000	0	0	0	0	300,000
2017-017 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2024-2033	0	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	990,000
2021-009 - Road Condition Assessments - 2025 - 2032	0	0	0	120,000	0	0	0	0	120,000	0	240,000
2021-072 - Sanitary and Storm Sewer Condition Assessments (2026)	0	0	200,000	0	0	0	0	0	0	0	200,000
2022-027 - Provision for Additional Water Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000
2022-028 - Provision for Additional Wastewater Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000
2023-097 - West Garafraxa Salt Storage Facility Replacement	0	0	0	0	0	0	0	0	140,000	0	140,000
2024-003 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2024	110,000	0	0	0	0	0	0	0	0	0	110,000
2024-060 - Aerial Data Extraction	20,000	0	0	0	0	0	0	0	0	0	20,000
2024-061 - Road Permit Software	8,000	0	0	0	0	0	0	0	0	0	8,000
2024-062 - GIS Data Integration Software	10,000	0	0	0	0	0	0	0	0	0	10,000
2024-086 - Public Works Vehicle	50,000	0	0	0	0	0	0	0	0	0	50,000
303-0299 - Corporate Operations Facilities	1,790,000	12,649,000	0	0	0	0	0	0	0	0	14,439,000
303-0993 - Elora West Garage Asphalt Replacement	90,000	0	0	0	0	0	0	0	0	0	90,000
Total for Public Works - Other	2,078,000	12,759,000	310,000	490,000	110,000	410,000	110,000	110,000	370,000	510,000	17,257,000
Roadways - Rural											
2009-047 - Second Line East – SR 10 to SR 14 Double Surface Treatment	0	0	800,000	0	0	0	0	0	0	0	800,000
2012-065 - Eighth Line W – SR 11 to WR 17	1,675,000	0	0	0	0	0	0	0	0	0	1,675,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2012-067 - Eighth Line W – Grand River to Middlebrook Rd.	0	0	0	0	0	0	1,590,000	0	0	0	1,590,000
2012-070 - Eighth Line E – SR 14 to 350m North of SR 12	0	0	0	0	675,000	0	0	0	0	0	675,000
2012-072 - Fourth Line E – SR 10 to SR 4	0	0	0	0	0	0	0	1,445,000	0	0	1,445,000
2012-073 - Sixth Line E – WR 21 (Inverhaugh) to SR 10	0	0	0	1,370,000	0	0	0	0	0	0	1,370,000
2012-074 - Sideroad 4 - WR 7 to Second Line	0	0	0	0	0	0	0	270,000	0	0	270,000
2012-075 - Beatty Line N – SR 18 to SR 15	0	0	350,000	0	0	0	0	0	0	0	350,000
2012-078 - Gerrie Rd – SR 10 (south) to SR 15	0	0	0	0	0	650,000	0	0	0	0	650,000
2012-082 - Jones Base Line South – 4th Line to 6th Line (Nichol)	0	0	0	0	0	0	0	650,000	0	0	650,000
2012-083 - Gerrie Rd – SR 10 (South) to SR 5	0	0	0	0	0	880,000	0	0	0	0	880,000
2012-084 - Gerrie Rd – SR 5 - WR 17	0	0	0	0	0	650,000	0	0	0	0	650,000
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	1,000,000	1,000,000
2013-014 - Sideroad 18 Reconstruction - Vincent St to Steele St	0	0	0	0	0	0	0	0	0	2,120,000	2,120,000
2015-059 - Gerrie Rd - Walser Extension to SR 15	0	0	0	0	0	0	1,350,000	0	0	0	1,350,000
2017-034 - Second Line - 500m North of WR 18 to WR 19	0	1,160,000	0	0	0	0	0	0	0	0	1,160,000
2019-107 - Sixth Line - WR 19 to SR 15	0	0	0	0	0	0	800,000	0	0	0	800,000
2019-108 - Sixth Line - Hwy 6 to Jones Baseline	0	0	0	0	650,000	0	0	0	0	0	650,000
2019-109 - Jones Baseline - Second Line to Fourth Line	0	0	0	0	0	855,000	0	0	0	0	855,000
2020-017 - Rural Road Rebuild - 2025-2033	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
2020-053 - Rural Road Upgrades - Maintenance Gravel - 2025-2029	0	25,000	175,000	125,000	75,000	25,000	0	0	0	0	425,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2021-063 - Tar and Chip Resurfacing - 2027	0	0	0	160,000	0	0	0	0	0	0	160,000
2022-004 - Third Line - SR 5 (South) to SR 5 (North)	0	0	0	0	0	0	0	0	0	320,000	320,000
2022-008 - First Line - WR 7 to Bridge St	0	0	0	0	0	0	1,185,000	1,185,000	0	0	2,370,000
2022-009 - Gilkison St - South River Road to Trestle Bridge Trail Crossing	0	0	0	0	0	0	0	0	0	1,440,000	1,440,000
2022-012 - South River Road - Haylock Ave to Gilkison Rd	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
2022-014 - First Line - Anderson St Relief Road to Dickson Dr Ext	0	0	0	0	0	0	0	0	0	1,110,000	1,110,000
2022-015 - Anderson St Relief Rd - First Line to Lamond St	0	0	0	0	0	0	0	0	0	7,110,000	7,110,000
2022-016 - Gilkison St - Trestle Bridge Trail Crossing to First Line	0	0	0	0	0	0	0	0	0	1,270,000	1,270,000
2022-019 - Third Line - WR 18 to SR 11	0	0	0	0	0	0	0	0	0	3,180,000	3,180,000
2022-020 - Third Line - SR 11 to SR 5 (South)	0	0	0	0	0	0	0	0	0	3,180,000	3,180,000
2022-026 - WR 29 Extension Bridge	0	0	0	0	0	0	0	0	0	6,475,000	6,475,000
2022-055 - Sideroad 15 - Beatty Line N to Hwy 6	0	0	0	0	0	0	0	0	1,950,000	0	1,950,000
2022-056 - Sideroad 15 - Gerrie Road to Beatty Line N	0	0	0	0	0	0	0	0	0	3,990,000	3,990,000
2022-058 - Sideroad 15 - Gerrie Road to Irvine St	0	0	0	0	0	0	0	0	0	2,050,000	2,050,000
2023-006 - Tar and Chip Resurfacing - 2032	0	0	0	0	0	0	0	0	160,000	0	160,000
2023-084 - Gravel to Asphalt Road Conversion - Eramosa-West Garafraxa Townline (5th Line to WR 26)	0	0	0	0	0	300,000	0	0	0	0	300,000
2023-087 - Gravel Road Conversion - SR 20 from Second Line to Fifth Line	0	0	0	0	0	0	0	450,000	0	0	450,000
2023-088 - Gravel Road Conversion - Second Line from SR 20 to SR 25	0	0	0	0	0	0	0	310,000	0	0	310,000
2023-089 - Gravel Road Conversion - Sixth Line from SR 20 to SR 25	0	0	0	0	0	0	0	0	310,000	0	310,000
2024-005 - Rural Road Upgrades - Maintenance Gravel - 2024	50,000	0	0	0	0	0	0	0	0	0	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2024-011 - Second Line Culvert Replacement - West Garafraxa 1300m North of SR 20	0	0	80,000	0	0	0	0	0	0	0	80,000
2024-034 - Fifth Line - WR 22 to Bridge 4-E - Minor Resurfacing	0	0	0	0	0	0	0	0	0	405,000	405,000
2024-038 - Eramosa-Garafraxa Townline - Third Line to Fourth Line - Minor Resurfacing	0	0	0	0	0	0	0	0	0	30,000	30,000
2024-041 - South River Road - First Line to Union St W - Minor Resurfacing	0	0	0	0	0	0	0	0	0	330,000	330,000
2024-043 - Sixth Line E - SR 14 to SR 12 Minor Resurfacing	0	0	0	0	0	0	0	0	0	275,000	275,000
2024-050 - Jones Baseline - SR 20 to Nichol-Peel Townline - Minor Resurfacing	0	0	0	0	0	0	0	0	0	165,000	165,000
2024-051 - Nichol-Peel Townline - Hwy 6 to Jones Baseline - Minor Resurfacing	0	0	0	0	0	0	0	0	0	275,000	275,000
2024-055 - Sideroad 15 - Irvine St to Gerrie Rd - Major Resurfacing	0	0	0	450,000	0	0	0	0	0	0	450,000
2024-056 - Sideroad 15 - Gerrie Rd to Beatty Line N - Major Resurfacing	0	0	0	885,000	0	0	0	0	0	0	885,000
2024-057 - Sideroad 15 - Beatty Line N to Hwy 6 - Minor Resurfacing	0	0	215,000	0	0	0	0	0	0	0	215,000
F0083 - Second Line - Highway 6 to Jones Baseline {SFA}	0	0	0	0	0	0	0	0	0	9,270,000	9,270,000
F0086 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	6,020,000	6,020,000
F0101 - Sideroad 10 (Queen Mary) - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	325,000	0	325,000
F0102 - Fourth Line - Jones Baseline to Highway 6	0	0	0	0	0	0	0	520,000	0	0	520,000
F0108 - Sideroad 25 - WR 16 to Eighth Line	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000
F0109 - Fourth Line E – SR 14 to SR 10	0	0	0	0	0	0	700,000	0	0	0	700,000
Total for Roadways - Rural	1,725,000	1,185,000	1,820,000	3,190,000	1,600,000	3,560,000	5,825,000	5,030,000	6,045,000	50,688,000	80,668,000
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	1,545,000	0	0	0	0	0	0	0	0	1,545,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	0	0	1,040,000	0	0	1,040,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	220,000	0	0	0	0	0	220,000
2010-061 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	1,057,000	1,057,000
2010-062 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	1,040,000	1,040,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
2010-071 - Reconstruction of Colborne St from Beatty Line to 95m west of Frederick Campbell St {SFA}	0	3,910,000	0	0	0	0	0	0	0	0	3,910,000
2011-014 - St David St N - SR 19 to SR 18	0	0	0	0	0	0	0	0	200,000	0	200,000
2012-012 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	230,000	0	0	0	230,000
2012-022 - Church St - Metcalfe St to Price St	0	0	0	0	0	0	0	275,000	0	0	275,000
2012-039 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	810,000	0	0	0	0	0	810,000
2013-021 - Hill St Drainage Within Subdivision, Elora	0	0	0	0	0	0	0	800,000	0	0	800,000
2015-002 - Sidewalk Repairs and Replacement - 2025-2033	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	810,000
2015-046 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	370,000	0	0	0	0	0	0	370,000
2016-029 - David St - Aqua St to John St N	0	0	0	0	0	0	0	750,000	0	0	750,000
2016-034 - David St - John St N to Irvine St	0	0	0	0	0	0	0	230,000	0	0	230,000
2016-050 - North Queen St - Colborne St to David St	0	0	0	0	0	735,000	0	0	0	0	735,000
2016-056 - Princess St (Elora) - Moir St to David St	0	0	0	340,000	0	0	0	0	0	0	340,000
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	340,000	0	0	0	0	0	340,000
2017-029 - Price St - Church St to James St	0	0	0	0	320,000	0	0	0	0	0	320,000
2017-033 - Scotland St - McQueen Blvd to Second Line {SFA}	0	0	0	0	0	0	0	0	0	3,390,000	3,390,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2017-053 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	385,000	0	0	0	0	385,000
2017-056 - Tower St N - Hill St W to St George St W	0	0	0	0	0	240,000	0	0	0	0	240,000
2017-059 - Irvine St - East Mill St to Church St	0	0	700,000	0	0	0	0	0	0	0	700,000
2017-063 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	185,000	0	0	0	0	185,000
2017-066 - Moir St - Smith St to Geddes St	0	0	0	0	0	120,000	0	0	0	0	120,000
2017-067 - Smith St - David St to Henderson St	0	0	0	0	0	180,000	0	0	0	0	180,000
2017-076 - James St (Salem) - Geddes St to Woolwich St (SR 15)	0	0	0	0	0	0	0	0	255,000	0	255,000
2017-090 - Patrick St Retaining Wall (Elora Cataract Trail)	0	0	0	0	0	400,000	0	0	0	0	400,000
2019-008 - Carlton Place - Victoria St to WR 7	0	1,107,500	1,107,500	0	0	0	0	0	0	0	2,215,000
2019-009 - Carlton Place - Metcalfe St to Victoria St - Reconstruction and Upgrade	0	785,000	785,000	0	0	0	0	0	0	0	1,570,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	3,125,000	0	0	0	0	0	0	0	0	0	3,125,000
2019-011 - Gerrie Rd - WR 18 to Patrick St	0	0	0	0	0	0	0	370,000	0	0	370,000
2019-012 - South River Road and 1st Line Turning Lane	0	0	0	0	350,000	0	0	0	0	0	350,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	350,000	0	0	0	0	0	350,000
2019-016 - Sidewalk and Intersection Improvements - WR 7 and 1st Line	0	0	0	70,000	0	0	0	0	0	0	70,000
2019-022 - Victoria St - Carlton Place to Water St	0	490,000	490,000	0	0	0	0	0	0	0	980,000
2019-053 - WR 19 Sidewalk - Broadway St to Smith St	0	0	0	0	0	250,000	0	0	0	0	250,000
2019-069 - York St - Victoria St to WR 7 {SFA}	0	0	0	0	0	0	0	0	0	330,000	330,000
2019-082 - Gartshore St - Glengarry Cres to Gregson Ct and Gregson Ct Paving	190,000	0	0	0	0	0	0	0	0	0	190,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	0	0	95,000	0	0	0	0	0	95,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2019-101 - Melville St - Moir St to David St	0	0	0	0	0	0	565,000	0	0	0	565,000
2019-104 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	410,000	0	410,000
2021-022 - AODA Audibles - Hill St Signalized Pedestrian Crossing	25,000	0	0	0	0	0	0	0	0	0	25,000
2021-032 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	317,000	0	0	0	0	0	317,000
2021-035 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	615,000	0	615,000
2021-039 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	560,000	0	0	0	560,000
2022-010 - Beatty Line Extension towards S - St Andrew St W to McQueen	0	0	0	0	0	0	0	0	0	3,320,000	3,320,000
2022-011 - St Andrew St E - Lamond St to Anderson St	0	0	0	0	0	0	0	0	0	3,760,000	3,760,000
2022-021 - Guelph St and McQueen Blvd Ext Intersection {SFA}	0	0	0	0	0	0	0	0	0	1,685,000	1,685,000
2022-023 - McQueen Blvd and Millburn Blvd Intersection {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
2022-025 - Beatty Line Ext Bridge	0	0	0	0	0	0	0	0	0	6,475,000	6,475,000
2022-057 - Sideroad 15 - James St to Irvine St {SFA}	0	0	0	0	0	0	0	0	0	1,120,000	1,120,000
2022-059 - Guelph St - Stephens Crt to Second Line Major Resurfacing	0	0	0	0	0	0	0	0	0	735,000	735,000
2022-060 - Guelph St - Elora St to McQueen Blvd Ext {SFA}	0	0	0	0	0	0	0	0	0	2,760,000	2,760,000
2022-061 - Beatty Line and Millage Lane Intersection {SFA}	0	0	0	0	0	0	0	0	0	210,000	210,000
2023-030 - New Pedestrian Crossings - Bridge St and Trail	0	0	100,000	0	0	0	0	0	0	0	100,000
2023-043 - Traffic Calming Measures - 2025-2033	0	0	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
2023-083 - Salem Semi-Urban Road Drainage Improvements and Gravel Road Conversion (Washington, George and James)	0	0	0	600,000	0	0	0	0	0	0	600,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2023-086 - Gravel Road Conversions - Single Surface Treatments (Guelph St, River Alley in Fergus)	0	0	0	0	0	0	0	0	85,000	0	85,000
2024-006 - Sidewalk Repairs and Replacement - 2024	125,000	0	0	0	0	0	0	0	0	0	125,000
2024-007 - Traffic Calming Measures - 2024	50,000	0	0	0	0	0	0	0	0	0	50,000
2024-009 - Colborne St - John St to Wilson Cres - Design	225,000	0	0	0	0	0	0	0	0	0	225,000
2024-013 - McNab St Streetlight Upgrades	50,000	0	0	0	0	0	0	0	0	0	50,000
2024-014 - 950/960 St David St N - Urbanizing East Side and Traffic Improvements {SFA}	0	0	0	0	0	0	0	0	0	1,100,000	1,100,000
2024-023 - Chalmers Street - East Mill to Church	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
2024-026 - 2024 Crack Sealing	45,000	0	0	0	0	0	0	0	0	0	45,000
2024-027 - 2024 Microsurfacing	195,000	0	0	0	0	0	0	0	0	0	195,000
2024-028 - Torrance Lane - SR 9 to End - Major Resurfacing	0	0	0	0	0	0	0	0	0	410,000	410,000
2024-029 - First Line - Spencer Dr to South River Road - Minor Resurfacing	0	0	0	0	0	0	0	0	0	50,000	50,000
2024-030 - 2025 Crack Sealing	0	35,000	0	0	0	0	0	0	0	0	35,000
2024-031 - 2025 Microsurfacing	0	15,000	0	0	0	0	0	0	0	0	15,000
2024-032 - Conservation Trail - Major Resurfacing	0	0	0	0	0	0	0	0	0	585,000	585,000
2024-033 - Argyll St - McAlister to McTavish St - Major Resurfacing	0	0	0	0	0	0	0	0	0	260,000	260,000
2024-035 - Cameron St - St Patrick St to St George St - Major Resurfacing	0	0	0	0	0	0	0	0	0	80,000	80,000
2024-036 - Gow St - Atchison Lane to St George St E - Major Resurfacing	0	0	0	0	0	0	0	0	0	130,000	130,000
2024-037 - Moir St - Mary St to John St - Major Resurfacing	0	0	0	0	0	0	0	0	0	75,000	75,000
2024-039 - 2026 Crack Sealing	0	0	45,000	0	0	0	0	0	0	0	45,000
2024-040 - 2026 Microsurfacing	0	0	10,000	0	0	0	0	0	0	0	10,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2024-042 - Blair St, Angelica St, Bon Accord St, Can Robert St, Omar St - Major Resurfacing	0	0	0	0	0	0	0	0	0	1,075,000	1,075,000
2024-044 - Allan Drive - Skeen St to Amalia Cres - Major Resurfacing	0	0	0	0	0	0	0	0	0	145,000	145,000
2024-045 - St George St E - Cameron St to Herrick St - Major Resurfacing	0	0	0	0	0	0	0	0	0	175,000	175,000
2024-046 - Dickson Dr - Gartshore St to Glengarry Cres - Major Resurfacing	0	0	0	0	0	0	0	0	0	310,000	310,000
2024-047 - McQueen Blvd - Tower St to Millburn Blvd - Major Resurfacing	0	0	0	0	0	0	0	0	0	180,000	180,000
2024-048 - Woodhill Dr - Elizabeth Cres to St David St N - Major Resurfacing	0	0	0	0	0	0	0	0	0	165,000	165,000
2024-049 - Tower St S - Albert St W to Princess St - Minor Resurfacing	0	0	0	0	0	0	0	0	0	85,000	85,000
2024-052 - Maiden Lane - River Alley to St Andrew St W - Major Resurfacing	0	0	0	0	0	0	0	0	0	35,000	35,000
2024-053 - Guelph St - Stephens Crt to Chambers Cres - Major Resurfacing	0	0	0	0	0	0	0	0	0	320,000	320,000
2024-058 - Scotland St - McQueen Blvd to Second Line - Major Resurfacing	0	0	0	440,000	0	0	0	0	0	0	440,000
2024-110 - Reconstruction of Colborne St - Storybrook Westerly Limit to 120m West of Subdivision {SFA}	0	540,000	0	0	0	0	0	0	0	0	540,000
301-0254 - St David St N - St Andrew St to Edinburgh Ave	3,415,000	2,600,000	0	0	0	0	0	0	0	0	6,015,000
301-0841 - Dickson Drive Employment Land Servicing	0	0	435,000	0	0	0	0	0	0	0	435,000
301-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	1,225,000	0	0	0	0	0	0	0	1,225,000
301-0896 - East Mill St - Metcalfe St to Melville St	925,000	0	0	0	0	0	0	0	0	0	925,000
F0024 - Union St W - Tower St to Guelph Rd {SFA}	0	0	0	0	0	0	0	0	0	3,260,000	3,260,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	1,790,000	1,790,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
F0040 - Forfar St E - St David St to James St	0	0	800,000	0	0	0	0	0	0	0	800,000
F0059 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	60,000	0	0	0	60,000
F0072 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	183,000	183,000
Total for Roadways - Urban	8,370,000	11,117,500	5,887,500	1,960,000	2,942,000	2,635,000	1,555,000	3,605,000	1,705,000	38,485,000	78,262,000
Storm Drainage											
2022-083 - Catch Basin Rebuild - 2024	50,000	0	0	0	0	0	0	0	0	0	50,000
2023-051 - Storm Sewer Relocation on WR7 from Carlton Place to McNab St	0	0	0	0	890,000	0	0	0	0	0	890,000
2024-085 - Catch Basin Rebuild - 2025	0	0	50,000	0	0	0	0	0	0	0	50,000
F0118 - Nichol Drain #2 - Trunk Storm Outlet	0	0	0	0	0	0	0	0	760,000	0	760,000
Total for Storm Drainage	50,000	0	50,000	0	890,000	0	0	0	760,000	0	1,750,000
Structures											
2020-051 - Bridge, Culvert and Retaining Wall Structure Inspection - 2025-2033	0	0	90,000	0	90,000	0	90,000	0	90,000	0	360,000
2024-008 - Bridge, Culvert and Retaining Wall Structure Inspection - 2024	90,000	0	0	0	0	0	0	0	0	0	90,000
Total for Structures	90,000	0	90,000	0	90,000	0	90,000	0	90,000	0	450,000
TOTAL TRANSPORTATION & PUBLIC WORKS	14,463,000	27,806,500	10,947,500	8,990,000	8,812,000	9,755,000	10,680,000	11,845,000	12,070,000	92,903,000	208,272,000
WASTEWATER											
Wastewater System											
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	94,600	0	0	0	0	0	0	0	94,600
2012-023 - Church St - Metcalfe St to Price St	0	0	0	0	0	0	0	30,000	0	0	30,000
2012-031 - St Andrew St W - Tower St to St David St	0	0	0	0	750,000	0	0	0	0	0	750,000
2012-036 - Henderson St - Smith St to James St	0	0	0	0	15,000	0	0	0	0	0	15,000
2012-040 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	15,000	0	0	0	0	0	15,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2012-058 - David St - Geddes St to Aqua St	0	0	0	0	0	0	0	20,000	0	0	20,000
2013-015 - Sideroad 18 Reconstruction - Vincent St to Steele St	0	0	0	0	0	530,000	0	0	0	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	5,710,000	5,710,000
2014-014 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	25,000	0	0	0	25,000
2015-048 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	15,000	0	0	0	0	0	0	15,000
2016-030 - David St - Aqua St to John St N	0	0	0	0	0	0	0	20,000	0	0	20,000
2016-032 - David St - John St N to Irvine St.	0	0	0	0	0	0	0	10,000	0	0	10,000
2016-051 - North Queen St - Colborne St to David St	0	0	0	0	0	35,000	0	0	0	0	35,000
2016-057 - Princess St (Elora) - Moir St to David St	0	0	0	10,000	0	0	0	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	200,000	0	0	0	0	0	200,000
2017-031 - Price St - Church St to James St	0	0	0	0	30,000	0	0	0	0	0	30,000
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	125,000	0	0	0	0	125,000
2017-057 - Tower St N - Hill St W to St George St W	0	0	0	0	0	80,000	0	0	0	0	80,000
2017-060 - Irvine St - East Mill St to Church St	0	0	40,000	0	0	0	0	0	0	0	40,000
2017-064 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	15,000	0	0	0	0	15,000
2017-068 - Smith St - David St to Henderson St	0	0	0	0	0	15,000	0	0	0	0	15,000
2019-019 - Carlton Place - Metcalfe St to Victoria St Reconstruction and Upgrade {SFA}	0	107,500	107,500	0	0	0	0	0	0	0	215,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	0	0	100,000	0	0	0	0	0	0	100,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2019-072 - Carlton Place - Victoria St to WR 7	0	225,000	225,000	0	0	0	0	0	0	0	450,000
2019-100 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	250,000	250,000
2019-103 - Melville St - Moir St to David St	0	0	0	0	0	0	55,000	0	0	0	55,000
2019-106 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	145,000	0	145,000
2020-021 - Fergus WWTP Boiler Replacement	0	0	350,000	0	0	0	0	0	0	0	350,000
2020-022 - Fergus WWTP Secondary Digester Clean Out - 2029	0	0	0	0	0	100,000	0	0	0	0	100,000
2021-034 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	30,000	0	0	0	0	0	30,000
2021-037 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	30,000	0	30,000
2021-041 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	760,000	0	0	0	760,000
2022-029 - Colborne Sanitary Upsizing - Wilson to Irvine	0	715,000	0	0	0	0	0	0	0	0	715,000
2022-030 - Guelph St Sanitary Extension - McQueen to Elora St {SFA}	0	0	0	0	0	0	0	0	0	520,000	520,000
2022-031 - Guelph St Sanitary Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2022-032 - Guelph St Sanitary Extension - McQueen to Second Line {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
2022-033 - Second Line Sanitary Extension - Guelph St to HWY 6 {SFA}	0	0	0	0	0	0	0	0	0	575,000	575,000
2022-034 - WR 7 Sanitary Extension - Carlton Place to McNab	0	0	0	485,000	0	0	0	0	0	0	485,000
2022-035 - HWY 6 North Sanitary Extension - From Existing Limit to FR9 {SFA}	0	0	0	0	0	0	0	0	0	235,000	235,000
2022-062 - Grand River Sanitary Crossing Forcemain - Future SPS to Union SPS {SFA}	0	0	0	0	0	0	0	0	0	450,000	450,000
2024-015 - Asset Inventory and Condition Assessment of Water/Wastewater Process Equipment	200,000	0	0	0	0	0	0	0	0	0	200,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2024-016 - Storm and Sanitary Sewer CCTV Inspections - 2024	250,000	0	0	0	0	0	0	0	0	0	250,000
2024-017 - Storm and Sanitary Sewer CCTV Inspections - 2026 to 2033	0	0	250,000	0	250,000	0	250,000	0	250,000	0	1,000,000
2024-018 - Sewer Relining and Repairs - 2025	0	200,000	0	0	0	0	0	0	0	0	200,000
2024-019 - Sewer Relining and Repairs - 2026 to 2033	0	0	0	200,000	0	200,000	0	200,000	0	200,000	800,000
2024-020 - Schedule C Class EA for Fergus WWTP Expansion	0	0	350,000	0	0	0	0	0	0	0	350,000
2024-025 - Chalmers Street - East Mill to Church	0	0	0	0	0	0	0	0	0	575,000	575,000
2024-089 - Elora WWTP Sludge Storage Lighting	30,000	0	0	0	0	0	0	0	0	0	30,000
2024-090 - Fergus WWTP Administration Building Expansion	80,000	0	0	0	0	0	0	0	0	0	80,000
2024-091 - Fergus WWTP UV System Replacement	450,000	0	0	0	0	0	0	0	0	0	450,000
2024-092 - Fergus WWTP Primary Digester Maintenance	0	0	0	110,000	0	0	0	0	0	0	110,000
2024-093 - Fergus WWTP Secondary Digester Maintenance	0	0	0	0	0	0	120,000	0	0	0	120,000
2024-095 - Fergus WWTP Sludge Storage Capacity Assessment	0	50,000	0	0	0	0	0	0	0	0	50,000
360-0254 - St David St N - St Andrew St to Edinburgh Ave	725,000	700,000	0	0	0	0	0	0	0	0	1,425,000
360-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	605,000	0	0	0	0	0	0	0	605,000
360-0933 - 495 Union St West Renovation	200,000	0	0	0	0	0	0	0	0	0	200,000
360-1010 - Fergus WWTP Biosolids Storage Assessment & Rehabilitation	600,000	0	0	0	0	0	0	0	0	0	600,000
F0042 - Forfar St E - St David St to James St	0	0	85,000	0	0	0	0	0	0	0	85,000
F0061 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	90,000	0	0	0	90,000
F0074 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	50,000	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	0	0	0	0	0	465,000	465,000
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	0	0	0	0	0	6,745,000	6,745,000
F0171 - Future Expansion of Fergus WWTP	0	1,500,000	13,500,000	18,000,000	0	0	0	0	0	0	33,000,000
Total for Wastewater System	2,535,000	3,497,500	15,607,100	18,920,000	1,290,000	1,100,000	1,300,000	280,000	425,000	17,690,000	62,644,600
TOTAL WASTEWATER	2,535,000	3,497,500	15,607,100	18,920,000	1,290,000	1,100,000	1,300,000	280,000	425,000	17,690,000	62,644,600
WATERWORKS											
Waterworks System											
2010-018 - St Andrew St W - Tower St to St David St (South Side)	0	0	0	0	725,000	0	0	0	0	0	725,000
2010-033 - Colborne St - Phase III - John St to Wilson Cres	0	877,500	0	0	0	0	0	0	0	0	877,500
2010-034 - Gerrie Rd Water Main Extension {SFA}	1,435,000	0	0	0	0	0	0	0	0	0	1,435,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	1,400,000	0	0	0	0	0	0	0	1,400,000
2012-024 - Church St - Metcalfe St to Price St	0	0	0	0	0	0	0	150,000	0	0	150,000
2012-038 - Henderson St - Smith St to James St	0	0	0	0	70,000	0	0	0	0	0	70,000
2012-041 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	210,000	0	0	0	0	0	210,000
2012-059 - David St - Geddes St to Aqua St	0	0	0	0	0	0	0	240,000	0	0	240,000
2013-016 - Sideroad 18 Reconstruction - Vincent St to Steele St (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	10,000	0	0	0	10,000
2016-017 - Water Meter Modernization/Replacement	0	1,237,500	1,237,500	0	0	0	0	0	0	0	2,475,000
2016-031 - David St - Aqua St to John St N	0	0	0	0	0	0	0	210,000	0	0	210,000
2016-033 - David St - John St N to Irvine St	0	0	0	0	0	0	0	90,000	0	0	90,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2016-052 - North Queen St - Colborne St to David St	0	0	0	0	0	335,000	0	0	0	0	335,000
2016-058 - Princess St (Elora) - Moir St to David St	0	0	0	110,000	0	0	0	0	0	0	110,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	140,000	0	0	0	0	0	140,000
2017-030 - Price St - Church St to James St	0	0	0	0	175,000	0	0	0	0	0	175,000
2017-037 - Tower St - Belsyde Ave to Wellington Dr - Watermain Replacement	0	0	0	0	0	0	0	875,000	0	0	875,000
2017-038 - Irvine St - Colborne St to Church St - Watermain Replacement	0	0	150,000	0	0	0	0	0	0	0	150,000
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	125,000	0	0	0	0	125,000
2017-058 - Tower St N - Hill St W to St George St W	0	0	0	0	0	80,000	0	0	0	0	80,000
2017-061 - Irvine St - East Mill St to Church St	0	0	495,000	0	0	0	0	0	0	0	495,000
2017-065 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	220,000	0	0	0	0	220,000
2017-069 - Smith St - David St to Henderson St	0	0	0	0	0	85,000	0	0	0	0	85,000
2019-030 - Carlton Place - Victoria St to WR 7	0	452,500	452,500	0	0	0	0	0	0	0	905,000
2019-031 - Gerrie Rd - WR 18 to Patrick St	0	0	0	0	0	0	0	100,000	0	0	100,000
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	305,000	305,000	0	0	0	0	0	0	0	610,000
2019-034 - Guelph St - McQueen to Union {SFA}	0	0	0	0	0	0	0	0	0	460,000	460,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2019-102 - Melville St - Moir St to David St	0	0	0	0	0	0	360,000	0	0	0	360,000
2019-105 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	195,000	0	195,000
2021-027 - Douglas Cres - Forfar St to Gzowski St - Watermain Replacement	0	0	0	1,580,000	0	0	0	0	0	0	1,580,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2021-028 - McAlister St - Argyll St to Highland Rd - Watermain Replacement	0	0	685,000	0	0	0	0	0	0	0	685,000
2021-029 - Elgin St - Union St to Scotland St - Watermain Replacement	0	0	0	0	0	1,220,000	0	0	0	0	1,220,000
2021-030 - WR 7 - David St W North to End - Watermain Replacement	0	0	0	550,000	0	0	0	0	0	0	550,000
2021-031 - Bridge St - Norman Craig Square to Queen St - Watermain Replacement	0	0	0	0	0	0	1,025,000	0	0	0	1,025,000
2021-033 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	150,000	0	0	0	0	0	150,000
2021-036 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	345,000	0	345,000
2021-040 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	792,500	0	0	0	792,500
2021-061 - Water Taking Permit/Licence Renewal	0	0	0	0	0	0	0	0	0	450,000	450,000
2021-068 - Fergus Well F4 Liner	0	50,000	0	0	0	0	0	0	0	0	50,000
2022-036 - Irvine Watermain Extension - Bricker to SR 15 {SFA}	0	0	0	0	0	0	0	0	0	800,000	800,000
2022-037 - Grand River Sanitary Crossing Watermain - Colquhoun to Union {SFA}	0	0	0	0	0	0	0	0	0	335,000	335,000
2022-038 - Guelph St Watermain Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	240,000	240,000
2022-039 - Scotland Watermain Extension - Existing Limit to Second Line {SFA}	0	0	0	0	0	0	0	0	0	530,000	530,000
2022-040 - Woolwich Watermain Extension - Irvine to James {SFA}	0	0	0	0	0	0	0	0	0	440,000	440,000
2022-041 - WR 7 Watermain Extension - VEL2 (South Limit) to Woolwich	0	0	0	0	0	0	0	0	0	1,210,000	1,210,000
2022-042 - Woolwich St Watermain Extension - WR 7 to Urban Boundary	0	0	0	0	0	0	0	1,270,000	0	0	1,270,000
2022-043 - WR 7 Watermain Replacement - David St to VEL2 (South Limit)	0	0	0	0	0	0	0	565,000	0	0	565,000
2022-044 - WR 18 Watermain Extension - Urban Boundary to Third Line	0	0	0	0	0	0	0	2,305,000	0	0	2,305,000
2022-049 - WR 7 Watermain Replacement - 105m N of Ross St to WR 21	0	0	0	1,135,000	0	0	0	0	0	0	1,135,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2022-050 - HWY 6 Watermain Extension - From Existing Limit to FR9 (South Limit) {SFA}	0	0	0	0	0	0	0	0	0	255,000	255,000
2022-051 - Beatty Line Watermain Extension - SR 18 to SR 15	0	0	825,000	0	0	0	0	0	0	0	825,000
2022-052 - SR 15 Watermain Extension - Beatty Line to Well Area 7	0	0	145,000	0	0	0	0	0	0	0	145,000
2022-104 - Annual Water Meter Purchases - 2025-2033	0	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	630,000
2023-016 - Septic Inspections - 2028	0	0	0	0	35,000	0	0	0	0	0	35,000
2023-048 - St Andrew St W - St David to Provost Lane Watermain Replacement	0	0	0	0	400,000	0	0	0	0	0	400,000
2023-049 - East Mill St - Melville St to Wellesley St Watermain Replacement	0	0	0	0	0	0	0	1,800,000	0	0	1,800,000
2023-050 - South Street Watermain Extension	0	0	0	0	0	515,000	0	0	0	0	515,000
2024-021 - Groundwater Model Updates and Wellhead Protection Area Delineation for F2R, Area 7 and Area 3 Wells	300,000	0	0	0	0	0	0	0	0	0	300,000
2024-022 - Chalmers Street - Moir to David - Watermain Replacement	0	0	0	575,000	0	0	0	0	0	0	575,000
2024-024 - Chalmers Street - East Mill to Church	0	0	0	0	0	0	0	0	0	575,000	575,000
2024-063 - Annual Water Meter Purchases - 2024	100,000	0	0	0	0	0	0	0	0	0	100,000
2024-097 - Chlorine System Improvements	56,000	56,000	56,000	0	0	0	0	0	0	0	168,000
2024-099 - Bridge St Water Tower Exterior Recoating	315,000	0	0	0	0	0	0	0	0	0	315,000
2024-100 - Water Conservation Initiatives	150,000	0	0	0	0	0	0	0	0	0	150,000
2024-111 - Colborne St from Beatty Line to 95m west of Frederick Campbell St {SFA}	0	315,000	0	0	0	0	0	0	0	0	315,000
2024-112 - Colborne St - Storybrook Westerly Limit to 120m West of Subdivision {SFA}	0	180,000	0	0	0	0	0	0	0	0	180,000
330-0254 - St David St N - St Andrew St to Edinburgh Ave	920,000	900,000	0	0	0	0	0	0	0	0	1,820,000
330-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	670,000	0	0	0	0	0	0	0	670,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
330-0931 - Automatic Meter Read Program	210,000	0	0	0	0	0	0	0	0	0	210,000
330-0998 - New Well - Area #3	250,000	0	0	0	0	0	313,000	3,425,000	0	0	3,988,000
330-0999 - New Well - Area #7	250,000	210,000	1,920,000	0	0	0	0	0	0	0	2,380,000
330-1000 - PRV Chamber Rehabilitation	50,000	0	0	0	0	0	0	0	0	0	50,000
330-1004 - Well F5R Treatment	300,000	0	0	0	0	0	0	0	0	0	300,000
330-1024 - Mary St - East Mill St to Church St - Watermain Replacement	0	675,000	0	0	0	0	0	0	0	0	675,000
330-1025 - Chalmers St - Moir St to Colborne St - Watermain Replacement	575,000	0	0	0	0	0	0	0	0	0	575,000
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	0	260,000	260,000
F0038 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	276,100	276,100
F0041 - Forfar St E - St David St to Victoria Terrace	0	0	650,000	0	0	0	0	0	0	0	650,000
F0060 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	110,000	0	0	0	110,000
F0073 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	55,000	55,000
F0084 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	726,000	726,000
F0087 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	490,000	490,000
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	0	0	660,000	660,000
F0096 - Guelph St. - Second Line to McQueen Blvd. {SFA}	0	0	0	0	0	0	0	0	0	550,000	550,000
Total for Waterworks System	4,911,000	5,328,500	9,061,000	4,020,000	2,225,000	2,650,000	2,680,500	11,100,000	1,228,200	8,657,100	51,861,300
TOTAL WATERWORKS	4,911,000	5,328,500	9,061,000	4,020,000	2,225,000	2,650,000	2,680,500	11,100,000	1,228,200	8,657,100	51,861,300
<u>PARKS & RECREATION</u>											
Facilities - Belwood Hall											
513-0739 - Belwood Hall Concept Design for Accessibility and Growth	0	450,000	0	0	0	0	0	0	0	0	450,000
Total for Facilities - Belwood Hall	0	450,000	0	0	0	0	0	0	0	0	450,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Facilities - CW Community Sportsplex											
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	90,000	0	0	0	0	0	0	90,000
2015-053 - Centre Wellington Sportsplex Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	2,500,000	2,500,000
2020-034 - Sportsplex Pad A Doors	0	0	35,000	0	0	0	0	0	0	0	35,000
2023-080 - Pool HVAC	0	0	0	650,000	0	0	0	0	0	0	650,000
2023-082 - Fergus Sportsplex - Asphalt Parking Area Resurfacing	0	0	0	0	0	660,000	0	0	0	0	660,000
2023-092 - Fergus Sportsplex Roof Replacement	0	0	0	0	0	0	650,000	0	0	0	650,000
2023-098 - Fergus Sportsplex - Main Switchgear	0	0	0	0	0	0	0	340,000	0	0	340,000
2023-102 - Fergus Sportsplex Chillers	0	0	0	0	0	0	0	500,000	0	0	500,000
2023-103 - Fergus Sportsplex Heat Recovery Ventilator	0	0	0	0	0	110,000	0	0	0	0	110,000
2024-066 - Sportsplex Hall Basketball Nets	20,000	30,000	0	0	0	0	0	0	0	0	50,000
2024-104 - Sportsplex Office Retrofit	160,000	0	0	0	0	0	0	0	0	0	160,000
F0128 - Pad B - New Seating Area Heating	0	20,000	0	0	0	0	0	0	0	0	20,000
Total for Facilities - CW Community Sportsplex	180,000	50,000	35,000	740,000	0	770,000	650,000	840,000	0	2,500,000	5,765,000
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	75,000	0	0	0	0	0	0	75,000
2023-079 - Fergus Grand Theatre Upstairs Washroom Renovation	40,000	0	0	0	0	0	0	0	0	0	40,000
Total for Facilities - Fergus Grand Theatre	40,000	0	0	75,000	0	0	0	0	0	0	115,000
Facilities - Jefferson Elora Community Centre											
2015-052 - Jefferson Elora Community Centre Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
2023-070 - Jefferson Elora Community Centre - Asphalt Parking Area Resurfacing	300,000	0	0	0	0	0	0	0	0	0	300,000
2023-090 - Jefferson Elora Community Centre - Digital Sign	60,000	0	0	0	0	0	0	0	0	0	60,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2023-096 - Jefferson Elora Community Centre - Concrete Walkways	0	0	0	0	0	0	0	200,000	0	0	200,000
2024-067 - Jefferson Elora Community Centre Shed	0	0	0	125,000	0	0	0	0	0	0	125,000
Total for Facilities - Jefferson Elora Community Centre	360,000	0	0	125,000	0	0	0	200,000	0	1,000,000	1,685,000
Facilities - Victoria Park Senior's Centre											
2019-096 - Victoria Park Senior Centre Expansion - Concept Design and Feasibility Study	0	0	0	0	50,000	0	0	0	0	0	50,000
2019-097 - Victoria Park Senior Centre Expansion	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Total for Facilities - Victoria Park Senior's Centre	0	0	0	0	50,000	0	0	0	0	1,000,000	1,050,000
Grounds - CW Community Sportsplex											
2011-064 - CWCS Grounds Site Master Plan - Phase I	0	0	100,000	0	0	0	0	0	0	0	100,000
2011-065 - CWCS Grounds Site Master Plan - Phase II	0	0	0	130,000	0	0	0	0	0	0	130,000
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	250,000	0	0	0	0	0	250,000
Total for Grounds - CW Community Sportsplex	0	0	100,000	130,000	250,000	0	0	0	0	0	480,000
Parks											
2010-171 - Barrier Free Children's Play Structures	0	0	0	0	375,000	0	0	0	0	0	375,000
2010-173 - Two Multi-use Courts - Elora	0	20,000	160,000	0	0	0	0	0	0	0	180,000
2010-177 - Future Parkland Development (16 hectares)	0	0	0	0	0	0	0	0	0	2,912,000	2,912,000
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	0	300,000	0	0	0	0	300,000
2011-076 - Douglas Park - Trail Development	0	0	50,000	0	0	0	0	0	0	0	50,000
2014-026 - Bissell Park - Parking Lot	0	0	0	300,000	0	0	0	0	0	0	300,000
2020-052 - Bissell Park - Change House	0	0	0	0	0	0	0	0	250,000	0	250,000
2021-026 - Millburn Park Playground and Washroom	40,000	325,000	0	0	0	0	0	0	0	0	365,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
2021-085 - Parks Large Mower	0	0	0	0	0	100,000	0	0	0	0	100,000
2021-087 - Irrigated Soccer Fields	0	0	0	0	300,000	0	0	0	0	0	300,000
2022-076 - Acquisition of Green Space	0	0	0	0	0	0	0	0	0	1,400,000	1,400,000
2023-023 - Neighbourhood Interconnections - 2025-2033	0	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,400,000
2024-068 - Utility Vehicle	0	30,000	0	0	0	0	0	0	0	0	30,000
2024-069 - Trail Groomer	0	30,000	0	0	0	0	0	0	0	0	30,000
2024-087 - Forestry Technician Truck	0	60,000	0	0	0	0	0	0	0	0	60,000
2024-107 - 9 Hole Disc Golf Course	10,000	0	0	0	0	0	0	0	0	0	10,000
2024-118 - Major Children's Splashpad	0	0	0	435,000	0	0	0	0	0	0	435,000
505-0950 - Belsyde Cemetery Trail	0	0	0	0	150,000	0	0	0	0	0	150,000
550-0448 - Victoria Park (Elora) - Stair Replacement	0	0	0	0	290,000	0	0	0	0	0	290,000
550-0450 - Park Identification - All Parks	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
550-0608 - Veteran's Park (Salem)	0	0	0	0	460,000	0	0	0	0	0	460,000
550-0628 - Bissell Park - Upgrade Multi-Purpose Pad	0	700,000	0	0	0	0	0	0	0	0	700,000
550-0817 - Confederation Park Improvements	0	150,000	0	0	0	0	0	0	0	0	150,000
550-0876 - Farley Neighbourhood Park	0	200,000	0	0	0	0	0	0	0	0	200,000
Total for Parks	55,000	1,520,000	515,000	1,040,000	1,880,000	705,000	305,000	305,000	555,000	4,617,000	11,497,000
Parks and Recreation - Other											
2010-153 - Indoor Turf Training Facility	0	0	0	0	0	0	0	0	0	5,315,000	5,315,000
2024-071 - Landscape Truck	0	0	100,000	0	0	0	0	0	0	0	100,000
505-0453 - Urban Forestry	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total for Parks and Recreation - Other	200,000	200,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	5,515,000	7,415,000
TOTAL PARKS & RECREATION	835,000	2,220,000	950,000	2,310,000	2,380,000	1,675,000	1,155,000	1,545,000	755,000	14,632,000	28,457,000
VEHICLE REPLACEMENT											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	42,150	0	43,950	44,950	0	0	47,850	97,700	49,850	0	326,450
Total for Building - Vehicle Replacement	42,150	0	43,950	44,950	0	0	47,850	97,700	49,850	0	326,450



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Enforcement Vehicle Replacement	0	0	46,800	0	0	0	0	0	0	0	46,800
Total for By-Law Compliance - Vehicle Replacement	0	0	46,800	0	0	0	0	0	0	0	46,800
Fire - Vehicle Replacement											
205-9500 - Fire Vehicle Replacement	60,000	612,000	0	19,100	19,500	1,048,900	289,400	1,723,000	0	265,300	4,037,200
207-9500 - Municipal FD Training Officer Vehicle Replacement	0	0	72,800	0	0	0	0	0	0	83,700	156,500
Total for Fire - Vehicle Replacement	60,000	612,000	72,800	19,100	19,500	1,048,900	289,400	1,723,000	0	349,000	4,193,700
Parks & Recreation - Vehicle Replacement											
505-9500 - P&R Vehicle Replacement	310,000	0	26,000	0	10,800	121,400	0	195,200	328,100	239,000	1,230,500
Total for Parks & Recreation - Vehicle Replacement	310,000	0	26,000	0	10,800	121,400	0	195,200	328,100	239,000	1,230,500
Public Works - Vehicle Replacement											
303-9500 - Public Works Vehicle Replacement	1,256,000	933,300	1,115,400	1,904,800	1,202,500	1,015,700	135,100	1,204,900	604,600	1,840,400	11,212,700
Total for Public Works - Vehicle Replacement	1,256,000	933,300	1,115,400	1,904,800	1,202,500	1,015,700	135,100	1,204,900	604,600	1,840,400	11,212,700
Wastewater - Vehicle Replacement											
360-9500 - Wastewater Vehicle Replacement	60,000	0	423,900	0	140,700	0	67,600	338,850	187,500	352,550	1,571,100
Total for Wastewater - Vehicle Replacement	60,000	0	423,900	0	140,700	0	67,600	338,850	187,500	352,550	1,571,100
Water - Vehicle Replacement											
330-9500 - Water Vehicle Replacement	60,000	45,900	392,700	127,400	0	66,200	78,800	407,750	187,500	352,550	1,718,800
335-9500 - Wellington Source Water Protection Vehicle Replacement	0	0	0	0	0	0	0	45,900	0	0	45,900
Total for Water - Vehicle Replacement	60,000	45,900	392,700	127,400	0	66,200	78,800	453,650	187,500	352,550	1,764,700
TOTAL VEHICLE REPLACEMENT	1,788,150	1,591,200	2,121,550	2,096,250	1,373,500	2,252,200	618,750	4,013,300	1,357,550	3,133,500	20,345,950



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<u>FACILITIES AND EQUIPMENT REPLACEMENT</u>											
Facilities Replacement											
105-9800 - Facilities Replacement	141,800	274,900	113,200	233,900	138,800	255,000	388,600	72,500	481,700	221,900	2,322,300
Total for Facilities Replacement	141,800	274,900	113,200	233,900	138,800	255,000	388,600	72,500	481,700	221,900	2,322,300
Fire - Equipment Replacement											
205-9600 - Fire Equipment Replacement	152,940	386,478	142,431	106,121	89,192	126,748	71,737	146,343	55,068	527,753	1,804,811
Total for Fire - Equipment Replacement	152,940	386,478	142,431	106,121	89,192	126,748	71,737	146,343	55,068	527,753	1,804,811
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	229,950	49,750	58,350	154,750	177,750	205,350	112,950	109,150	121,550	129,750	1,349,300
Total for IT Hardware - Equipment Replacement	229,950	49,750	58,350	154,750	177,750	205,350	112,950	109,150	121,550	129,750	1,349,300
P&R Buildings - Equipment Replacement											
505-9800 - P&R Buildings Replacement	200,000	228,500	302,500	274,000	206,800	250,900	573,600	510,000	255,900	0	2,802,200
Total for P&R Buildings - Equipment Replacement	200,000	228,500	302,500	274,000	206,800	250,900	573,600	510,000	255,900	0	2,802,200
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	404,100	117,700	43,500	172,200	221,200	95,600	99,200	98,800	253,000	440,000	1,945,300
Total for P&R Facilities - Equipment Replacement	404,100	117,700	43,500	172,200	221,200	95,600	99,200	98,800	253,000	440,000	1,945,300
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	496,500	474,500	547,900	343,500	466,300	390,600	742,900	395,100	206,300	728,800	4,792,400
Total for P&R Parks - Equipment Replacement	496,500	474,500	547,900	343,500	466,300	390,600	742,900	395,100	206,300	728,800	4,792,400
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	106,000	176,200	30,600	86,900	42,500	145,700	16,900	34,700	43,300	260,200	943,000
Total for Public Works - Equipment Replacement	106,000	176,200	30,600	86,900	42,500	145,700	16,900	34,700	43,300	260,200	943,000



TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2024 - 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Wastewater - Equipment Replacement											
360-9600 - Wastewater Equipment Replacement	151,450	158,410	201,680	78,540	115,510	125,713	106,783	145,053	177,657	211,737	1,472,533
Total for Wastewater - Equipment Replacement	151,450	158,410	201,680	78,540	115,510	125,713	106,783	145,053	177,657	211,737	1,472,533
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	232,500	79,500	35,800	11,900	66,900	24,700	47,550	43,400	236,900	28,000	807,150
Total for Water - Equipment Replacement	232,500	79,500	35,800	11,900	66,900	24,700	47,550	43,400	236,900	28,000	807,150
TOTAL FACILITIES AND EQUIPMENT REPLACEMENT	2,115,240	1,945,938	1,475,961	1,461,811	1,524,952	1,620,311	2,160,220	1,555,046	1,831,375	2,548,140	18,238,994
Grand Total:	27,918,390	43,039,638	40,687,111	38,796,561	18,220,452	26,524,511	18,894,470	30,408,346	17,722,125	139,818,740	402,030,344



Township of Centre Wellington 10-Year Capital Forecast - Financing

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total Capital Expenditures	27,918,390	43,039,638	40,687,111	38,796,561	18,220,452	26,524,511	18,894,470	30,408,346	17,722,125	139,818,740	402,030,344
External Sources of Financing											
Subsidies	1,280,000	1,594,176	-	333,000	-	-	-	-	-	-	3,207,176
Development Charges	3,527,500	6,206,850	3,775,874	2,313,100	1,400,000	1,007,000	1,459,500	3,186,500	1,988,200	42,488,550	67,353,074
Developer/Partner Contributions	1,535,000	1,788,250	211,750	-	-	-	-	-	-	49,147,351	52,682,351
Total External Sources of Financing	6,342,500	9,589,276	3,987,624	2,646,100	1,400,000	1,007,000	1,459,500	3,186,500	1,988,200	91,635,901	123,242,601
Internal Sources of Financing											
Debentures	1,699,300	10,034,800	14,070,000	16,400,000	200,000	6,980,000	313,000	6,928,500	-	2,912,000	59,537,600
Water Capital Reserves	2,544,000	3,586,700	5,386,526	3,512,300	2,116,900	2,639,400	2,386,900	3,801,000	1,139,400	1,550,400	28,663,526
Wastewater Capital Reserves	2,239,001	2,678,200	3,985,450	2,290,600	1,238,100	1,130,600	1,275,600	310,600	370,600	1,198,550	16,717,301
Capital Levy/OCIF Reserves	3,966,000	2,725,000	2,580,000	3,350,000	3,180,000	3,150,000	3,100,000	3,100,000	3,100,000	3,220,000	31,471,000
Vehicle Replacement Reserves	1,746,000	1,591,200	2,077,600	2,051,300	1,373,500	2,252,200	570,900	3,434,500	1,307,700	3,133,500	19,538,400
Equipment Replacement Reserves	2,115,240	1,945,938	1,475,961	1,461,811	1,524,952	1,620,311	2,160,220	1,555,046	1,831,375	2,548,140	18,238,994
Other Reserves and Reserve Funds	7,266,349	10,888,524	7,123,950	7,084,450	7,187,000	7,745,000	7,628,350	8,092,200	7,984,850	33,620,249	104,620,922
Total Internal Sources of Financing	21,575,890	33,450,362	36,699,487	36,150,461	16,820,452	25,517,511	17,434,970	27,221,846	15,733,925	48,182,839	278,787,743
Total Sources of Financing	27,918,390	43,039,638	40,687,111	38,796,561	18,220,452	26,524,511	18,894,470	30,408,346	17,722,125	139,818,740	402,030,344

Assumption

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



OTHER INFORMATION

2024 DRAFT BUDGET



Asset Management Progress Report

In an earlier section, the importance and requirements of asset management (AM) planning was outlined. In this section, an evaluation of the Township’s budget forecast to the recommendations within the AM Plan will be conducted. As per Ontario Regulation 588/17 this annual review of progress towards AM recommendations is mandatory.

Not only does AM planning continue to be an important decision-making tool for the Township, it also ensures compliance with the current Canada Community-Building Fund (formerly Federal Gas Tax) agreement, informs the Ontario Community Infrastructure Fund (OCIF) calculations (as of 2023), and provides the ability for the Township to apply for future provincial application based capital grants. The AM Plan provides a transparent and documented approach to maintaining Township owned assets in a manner that allows services to be provided to residents and other stakeholders.

At the time the current AM Plan was approved in 2022, the Township had the following investment in capital assets:

Area	Replacement Cost (2022 \$)
Tax Supported	\$ 751,444,784
Water Supported	\$ 126,903,983
Wastewater Supported	\$ 154,720,649
Total	\$ 1,033,069,416

Replacement values of assets under the Township’s control total over \$1 billion, or approximately \$33,200 per capita.

To effectively manage these assets, the 2022 AM Plan calculated the optimal funding levels required to maintain current levels of service provided to Township residents, and calculated that the current levels of annual funding in relation to optimal annual levels were as follows:

Annual Funding vs Target:	
Bridges & Culverts	74% - Dedicated Funding
Roads/Buildings/Vehicles/Equipment	43% - Taxation/Grants
Water	76% - Water Rates
Wastewater	76% - Wastewater Rates

The Township's updated Asset Management plan further contemplated options to achieve the optimal funding levels, and the following recommendations were put forward, and unanimously endorsed by Council. Comments provided in green represent progress on these recommendations.

1. Staff to closely monitor external sources of funding trends, given the associated risks of relying on this funding from an asset management perspective.
 - Analysis of external vs. internal sources of capital funding included in the 2024 Budget and will be monitored annually.
2. Increases in OCIF funding received in 2022 as well as ongoing increases in OCIF funding received going forward will be dedicated to roads related rehabilitation and replacement needs.
 - OCIF funding received over and above 2021 funding levels (including the top-up received in 2022) had been allocated to roads related projects in the 2023 Budget and remains consistent with the strategy employed in developing the 2024 Budget.
3. The OLG Allocation Policy is to be reviewed considering the goal to maximize funding available for asset management purposes.
 - The OLG Allocation policy was amended and approved by Council on January 5, 2023. The result does increase the available funding for asset management purposes from 88% (with a cap of \$2.2 million) to 90% of OLG funds received annually.
4. Planned debt payments over the ten-year capital forecast is not to exceed 15% of Township revenues.
 - Planned debt over the 10-year forecast does not exceed 15% of Township estimated revenues.
5. A proportion of annual taxation assessment growth is to be allocated to asset investment as outlined in chapter 5.
 - 25% of assessment growth had been allocated to asset investment within the 2023 Budget and remains consistent with the strategy employed in developing the 2024 Budget.
6. To provide meaningful increases in tax supported asset investment over time, an annual increase equivalent to a 2.0% increase in taxation is needed. Other available funding increases, such as a proportion of assessment growth would reduce the net impact on taxation.
 - An increase equivalent to a 2.57% increase in taxation has been instated in the 2024 Budget. This is 0.57% greater than the council direction received in June of 2023 of 2% and was required to accommodate



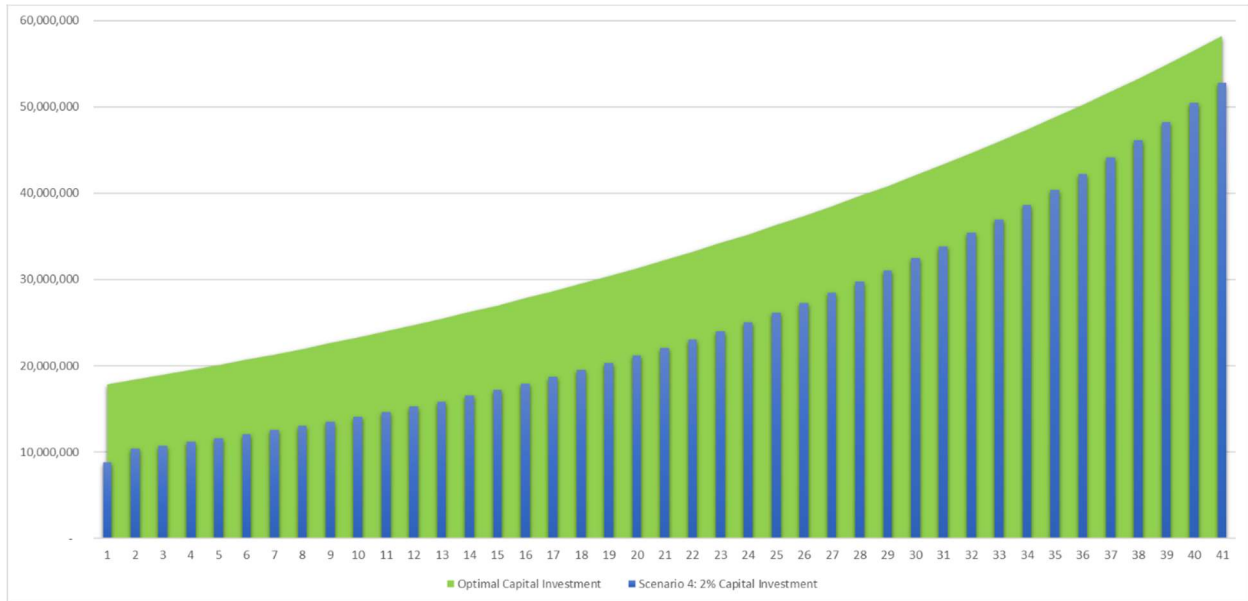
vehicle, equipment, and facility replacement schedule requirements. Inflationary pressures experienced by the Township, since the approval of the asset management plan, have necessitated a larger contribution to facilitate future needs.

7. To continue to follow Water and Wastewater Rate Study recommended rate increases.

- Water and wastewater rates for 2024 are based on Water and Wastewater Rate Study recommendations.

Tax Supported Assets

The graph below originates from the Township’s 2022 AM Plan and compares the optimal annual investment in capital (in green) to the recommended annual investment in capital (in blue). As shown in the graph, following the recommendations in the AM Plan results in reducing the tax supported annual investment gap over time.



The table below provides a detailed look at the annual funding gap for 2018 to the 2024 Budget, including 2025 and 2026 forecast years.

Consistent Tax Supported Funding	Historical Information (Previous AM Plans)						2022 AM Plan			
	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000	900,000	900,000	1,072,900	1,257,100	1,449,600
Dedicated Capital Levy	-	915,300	1,208,200	1,516,200	1,528,441	1,577,580	1,611,012	1,658,173	1,691,336	1,725,163
Canada Community-Building Fund (Gas Tax)	794,200	850,200	855,200	855,200	894,100	1,753,600	932,955	932,955	932,955	932,955
OCIF Funds	-	793,377	1,216,174	1,216,174	1,271,559	1,271,559	2,985,485	2,985,485	2,985,485	2,985,485
OLG Funds	2,150,000	2,125,000	2,165,000	2,200,000	740,000	1,001,000	2,430,000	2,655,000	2,655,000	2,655,000
Transfer to Vehicle/Equipment/Facility Replacement	1,065,000	1,512,000	1,619,000	1,661,000	1,673,000	1,810,000	1,968,700	2,240,900	2,414,200	2,604,500
Total	4,709,700	6,996,377	7,888,574	8,298,574	6,982,100	8,313,739	10,828,152	11,545,413	11,936,076	12,352,703
AM Plan Recommended Phase-In		6,900,000	7,900,000	8,600,000	9,000,000	9,600,000	10,381,069	10,762,384	11,189,795	11,608,197
Annual Phase-In Funding Gap		96,377	(11,426)	(301,426)	(2,017,900)	(1,286,261)	447,083	783,029	746,281	744,506
Optimal Capital Investment		15,000,000	15,500,000	15,900,000	16,400,000	17,845,828	18,382,000	18,933,000	19,500,000	20,086,000
Annual Optimal Funding Gap		-8,003,623	-7,611,426	-7,601,426	-9,417,900	-9,532,089	-7,553,848	-7,387,587	-7,563,924	-7,733,297



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

- The introduction of the dedicated capital levy;
- Increases to the Canada Community-Building Fund (CCBF);
- The introduction of OCIF funding from the province; and
- Increases in transfers to capital reserves.

However, from 2019 to 2022, the phased-in funding gap widened. This was partially due to external sources of funding being impacted by COVID-19. In addition, approved budgets did not include the recommended funding increase outlined in the Township's AM Plan.

Current projections for 2024 show that the Township will exceed the AM Plan recommended phase-in investment amounts and effectively help close the funding gap.

This is a result of:

- Increased OCIF funding allocations;
- Modification to the OLG funding allocations approved by Council;
- Implementation of an annual increase equivalent to a 2.0% increase in taxation; and
- Moderate increases to replacement reserve allocations.

Note: Significant reliance on external funding sources (i.e. OCIF, CCBF, and OLG) is not a sustainable methodology to maintain the Township's infrastructure as the Township has no control over the amounts or frequency of these allocations. It is recommended that these, in concert with internal funding allocations be reviewed regularly to ensure the sustainability of the Township's AM Plan. Planned, regular increases to the Township's contribution from the tax levy in support of the tax supported capital program reduces significant fluctuation to the annual levy requirements and provides for a sustainable funding source to support the Township's asset infrastructure.

With each year, the optimal annual capital investment grows with capital inflation, and is expected to reach approximately \$23.3 million by 2031. Decisions made as part of the budget processes each year will determine our ability to mitigate the annual funding gap.





Increases to the Township’s available internal capital funding have been shown in the 2025 and 2026 forecast years, resulting in meeting phased-in investment level targets for those years. This will be discussed in future budgets and is shown for information purposes for 2024.

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

Water & Wastewater Supported Assets

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

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

As mentioned above, the Township has been following the recommended rate increases from the Rate Study on an annual basis. An updated Rate Study was prepared in 2020 and was incorporated into Township AM Planning practices in 2022.





Township of Centre Wellington Comparison of Capital Budgets by Year

<u>TAX SUPPORTED CAPITAL</u>	2024	2023	2022	2021	2020
STUDIES	810,000	845,000	735,000	240,000	100,000
CORPORATE	354,950	296,450	599,320	413,200	566,500
MUNICIPAL BUILDINGS	334,950	408,000	105,000	-	14,000
FIRE SERVICES	282,940	1,149,260	304,050	374,300	221,700
HEALTH SERVICES	90,000	-	55,000	-	60,000
TRANSP: ROADS URBAN	8,325,000	11,381,000	3,962,600	1,405,000	1,876,500
TRANSP: ROADS RURAL	1,725,000	1,285,000	1,675,300	1,485,000	2,345,000
TRANSP: STRUCTURES	2,240,000	4,335,000	4,535,000	1,830,000	2,800,000
TRANSP: STORM DRAINAGE	50,000	575,000	40,000	175,000	120,000
PUBLIC WORKS MISC	3,358,000	2,582,100	2,121,600	1,182,900	1,687,800
PARKS & REC: FACILITIES & OTHER	1,694,100	1,713,400	1,390,200	2,038,850	872,800
PARKS & REC: PARKS	551,500	761,400	503,400	948,900	1,544,000
GRAND TOTAL - TAX SUPPORTED	19,816,440	25,331,610	16,026,470	10,093,150	12,208,300
<u>USER PAY CAPITAL</u>					
WASTEWATER	2,775,450	2,288,350	1,370,400	2,642,250	1,234,000
WATERWORKS	5,326,500	7,774,500	3,220,850	2,381,000	5,091,700
GRAND TOTAL - USER PAY	8,101,950	10,062,850	4,591,250	5,023,250	6,325,700
TOTAL	27,918,390	35,394,460	20,617,720	15,116,400	18,534,000
DEBT FINANCING	(1,699,300)	(2,324,510)	1,099,280	(1,748,000)	(3,473,500)
NON-DEBT TOTAL	26,219,090	33,069,950	21,717,000	13,368,400	15,060,500



**Township of Centre Wellington
Reserve / Reserve Fund Activity for 2024**

<u>Description</u>	<u>Balance at Jan. 1/24</u>	<u>Projected Transfers in - 2024</u>	<u>Projected Transfers out - 2024</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/24</u>
<u>Tax Supported Reserves and Reserve Funds</u>					
<u>Reserve Accounts</u>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,626,810	1,072,900	2,298,650	-	1,401,060
Sub-total	2,626,810	1,072,900	2,298,650	-	1,401,060
<u>Fire - Capital Reserves</u>					
Structural Fire Revenue Reserve	56,240	-	-	-	56,240
Sub-total	56,240	-	-	-	56,240
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve	399,480	95,000	50,000	-	444,480
Elora Meadows Ground Water Collection Reserve	49,040	3,600	-	-	52,640
Summerfield Phase I - Ground Water Collection Reserve	10,530	2,700	-	-	13,230
Summerfield Phase II - Ground Water Collection Reserve	8,380	2,300	-	-	10,680
Storybrook Phase I - Ground Water Collection Reserve	23,970	8,300	-	-	32,270
Haylock - Ground Water Collection Reserve	830	13,200	-	-	14,030
Sorbara Ground Water Collection Reserve	1,630	8,600	-	-	10,230
Sub-total	493,860	133,700	50,000	-	577,560
<u>Parks & Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	104,000	104,000	-	-
P&R - Cash in Lieu of Trees Reserve	25,100	-	-	-	25,100
Sub-total	25,100	104,000	104,000	-	25,100
<u>Vehicle and Equipment Replacement Reserves</u>					
Vehicle Replacement Reserve	788,601	1,111,000	1,630,065	136,000	405,536
Municipal FD Training Officer: Vehicle Replacement Reserve	36,220	8,000	-	-	44,220
Facility Replacement Reserve	232,398	443,100	431,800	-	243,698
Equipment Replacement Reserve	998,167	804,000	1,392,042	-	410,125
Sub-total	2,055,386	2,366,100	3,453,907	136,000	1,103,579



Township of Centre Wellington Reserve / Reserve Fund Activity for 2024

<u>Description</u>	<u>Balance at Jan. 1/24</u>	<u>Projected Transfers in - 2024</u>	<u>Projected Transfers out - 2024</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/24</u>
<u>Other Reserves</u>					
Working Capital Reserve	1,109,660	-	-	-	1,109,660
Contingency Reserve	164,515	-	-	-	164,515
VPSC Expansion Loan from Reserve	(390,430)	93,430	-	-	(297,000)
Election Reserve	52,570	25,200	2,700	-	75,070
WSIB ABO Reserve	1,465,310	70,000	426,000	-	1,109,310
Insurance Claim Reserve	221,000	55,000	55,000	-	221,000
Employee Future Benefit Reserve	33,410	65,000	70,000	-	28,410
Land Sale Reserve	(88,140)	-	411,700	-	(499,840)
Fergus Theatre Reserve	-	7,200	7,200	-	-
Reserve for Legal Matters	231,480	-	37,000	-	194,480
Cemetery Expansion Reserve	(23,810)	128,860	90,000	-	15,050
GRCA Levy Stabilization Reserve	24,370	-	-	-	24,370
CWCI Loan Reserve	775,000	-	-	-	775,000
MacDonald Trust Reserve	360,640	-	-	-	360,640
CIP Reserve	33,590	-	30,000	-	3,590
Wind Turbine Capital Reserve	200,480	22,000	-	-	222,480
Service Delivery Modernization Grant Reserve	5,850	-	5,850	-	-
Neighbourhood Wellness Reserve	18,060	-	5,000	-	13,060
Sub-total	<u>4,193,555</u>	<u>466,690</u>	<u>1,140,450</u>	<u>-</u>	<u>3,519,795</u>
Total Tax Supported Reserves	<u>9,450,951</u>	<u>4,143,390</u>	<u>7,047,007</u>	<u>136,000</u>	<u>6,683,334</u>
<u>Reserve Funds</u>					
Cash-In-Lieu Parkland Reserve Fund	852,230	-	-	42,600	894,830
Cash-In-Lieu Parking Reserve Fund	41,500	-	-	2,100	43,600
VPC - Seniors Reserve Fund	323,590	36,980	4,000	17,000	373,570
OLGC Slot Revenue Reserve Fund	3,121,070	2,655,000	2,824,000	151,800	3,103,870
Community Impact Grants Reserve Fund	202,050	118,000	147,700	9,400	181,750
Heritage Reserve Fund	192,090	88,500	-	11,800	292,390
Economic Development Reserve Fund	(3,098,070)	3,644,740	469,170	(77,500)	-
Canada Community-Building Reserve Fund	488,250	932,960	1,070,000	21,000	372,210
Newdon Industries Public Swim Reserve Fund	6,990	-	1,260	300	6,030
Building Code Reserve Fund	4,577,175	-	308,300	222,200	4,491,075
Capital Levy Reserve Fund	(690,210)	1,658,173	863,441	(14,600)	89,922
OCIF Reserve Fund	409,490	2,985,490	3,102,560	17,500	309,920
WSIB Excess Loss Reserve Fund	140,720	450,000	-	18,300	609,020
Community Partner Reserve Fund	(44,000)	129,400	22,100	500	63,800
Termite Management Reserve Fund	190,000	240,000	278,000	8,600	160,600
Sub-total	<u>6,712,875</u>	<u>12,939,243</u>	<u>9,090,531</u>	<u>431,000</u>	<u>10,992,587</u>
Total Tax Supported Reserve Funds	<u>16,163,826</u>	<u>17,082,633</u>	<u>16,137,538</u>	<u>567,000</u>	<u>17,675,921</u>
Total Tax Supported Reserve and Reserve Funds	<u>16,163,826</u>	<u>17,082,633</u>	<u>16,137,538</u>	<u>567,000</u>	<u>17,675,921</u>



Township of Centre Wellington Reserve / Reserve Fund Activity for 2024

<u>Description</u>	<u>Balance at Jan. 1/24</u>	<u>Projected Transfers in - 2024</u>	<u>Projected Transfers out - 2024</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/24</u>
<u>User Pay Reserves</u>					
<u>Reserve Accounts</u>					
<u>Environmental Services - Capital Reserves</u>					
ENV: Vehicle Replacement Reserve	528,800	235,000	120,300	10,000	653,500
Wellington Source Water Protection: Vehicle Replacement Reserve	12,952	5,000	-	-	17,952
ENV: Equipment Replacement Reserve	533,785	133,000	384,550	-	282,235
Sub-total	1,075,537	373,000	504,850	10,000	953,687
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	9,036,690	1,785,375	2,544,000	-	8,278,065
Salem Bridge Watermain Loan from Reserve	(605,040)	69,340	-	-	(535,700)
Sub-total	8,431,650	1,854,715	2,544,000	-	7,742,365
<u>Wastewater - Capital Reserves</u>					
Wastewater Capital Reserve	11,740,630	2,011,447	2,239,000	-	11,513,077
Sub-total	11,740,630	2,011,447	2,239,000	-	11,513,077
Total User Pay Reserves	21,247,817	4,239,162	5,287,850	10,000	20,209,129
<u>Development Charge Reserve Funds</u>					
Fire	2,001,700	121,600	2,860	103,100	2,223,540
Public Works	1,749,290	282,700	300,300	94,500	1,826,190
Roads	10,478,390	1,536,400	2,377,160	562,300	10,199,930
Parks & Recreation	7,200,970	783,500	1,428,140	379,600	6,935,930
Corporate	348,800	81,200	1,391,510	19,500	(942,010)
Water	5,760,560	909,700	1,179,080	310,800	5,801,980
Wastewater	5,590,250	874,900	1,714,230	301,400	5,052,320
Total Development Charge Reserve Funds	33,129,960	4,590,000	8,393,280	1,771,200	31,097,880



**Township of Centre Wellington
Analysis of Current and Projected Debt
Fiscal 2024**

Year Issued	Purpose of Debt	A Balance at Jan 1, 2024	B New Debt	C 2024 Principal Payments	D 2024 Interest Payments	C + D Total Payments	A + B - C Balance at Dec 31, 2024
2005	Centre Wellington Community Complex & Various WW Prj.	1,128,125	-	837,504	38,408	875,912	290,621
2010	Fergus Water Tower	375,665	-	184,521	13,486	198,007	191,144
2014	FCM - Green Municipal Fund (Elora WWTP)	5,987,682	-	491,747	117,343	609,090	5,495,935
2015	County of Wellington (Fergus Library)	28,152	-	14,076	-	14,076	14,076
2020	Infrastructure Ontario (Employment Lands)	2,015,287	-	100,211	49,362	149,573	1,915,076
2021	Infrastructure Ontario (Operations Facility Land)	3,476,206	-	148,843	101,458	250,301	3,327,363
2022	County of Wellington (Refinance 2012 Debt - Elora WWTP)	5,400,000	-	600,000	181,800	781,800	4,800,000
		18,411,117	-	2,376,902	501,857	2,878,759	16,034,215



Township of Centre Wellington Current & Projected Debt Summary Charts 2024 Budget & Capital Forecast

Projected New Debt

Project Description	Prior Years Approved & Unissued	Annual Debt Requirements											TOTAL	
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		
2020-007 - Water Supply Strategy - Phase 2 Groundwater Investigation Study	2,420,000	-	-	-	-	-	-	-	-	-	-	-	-	2,420,000
2020-008 - New Well - Area #3	1,550,000	250,000	-	-	-	-	-	-	313,000	3,425,000	-	-	-	5,538,000
2020-013 - New Well - Area #7	1,550,000	250,000	210,000	1,920,000	-	-	-	-	-	-	-	-	-	3,930,000
303-0299 - Corporate Operations Facilities	1,305,720	1,199,300	8,474,800	-	-	-	-	-	-	-	-	-	-	10,979,820
F0171 - Future Expansion of Fergus WWTP	-	-	1,350,000	12,150,000	16,200,000	-	-	-	-	-	-	-	-	29,700,000
2022-042 - Woolwich St Watermain Extension - WR 7 to Urban Boundary	-	-	-	-	-	-	-	-	-	1,244,600	-	-	-	1,244,600
2022-044 - WR 18 Watermain Extension - Urban Boundary to 3rd Line	-	-	-	-	-	-	-	-	-	2,258,900	-	-	-	2,258,900
2010-080 - New Fire Hall	-	-	-	-	200,000	200,000	5,000,000	-	-	-	-	-	-	5,400,000
2010-078 - Tanker	-	-	-	-	-	-	610,000	-	-	-	-	-	-	610,000
2010-079 - Pumper	-	-	-	-	-	-	950,000	-	-	-	-	-	-	950,000
2018-017 - Additional Equipment for New Fire Hall	-	-	-	-	-	-	420,000	-	-	-	-	-	-	420,000
2010-177 - Future Parkland Development (16 hectares)	-	-	-	-	-	-	-	-	-	-	-	2,912,000	-	2,912,000
Total Projected New Debt	6,825,720	1,699,300	10,034,800	14,070,000	16,400,000	200,000	6,980,000	313,000	6,928,500	-	2,912,000	-	66,363,320	

Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*											
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Prior Years Approved & Unissued	6,825,720	-	0	566,400	566,400	566,400	566,400	566,400	566,400	566,400	566,400	566,400	566,400
2024	1,699,300	-	-	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000
2025	10,034,800	-	-	-	832,800	832,800	832,800	832,800	832,800	832,800	832,800	832,800	832,800
2026	14,070,000	-	-	-	-	1,167,600	1,167,600	1,167,600	1,167,600	1,167,600	1,167,600	1,167,600	1,167,600
2027	16,400,000	-	-	-	-	-	1,361,000	1,361,000	1,361,000	1,361,000	1,361,000	1,361,000	1,361,000
2028	200,000	-	-	-	-	-	-	16,600	16,600	16,600	16,600	16,600	16,600
2029	6,980,000	-	-	-	-	-	-	-	579,200	579,200	579,200	579,200	579,200
2030	313,000	-	-	-	-	-	-	-	-	26,000	26,000	26,000	26,000
2031	6,928,500	-	-	-	-	-	-	-	-	-	575,000	575,000	575,000
2032	-	-	-	-	-	-	-	-	-	-	-	-	-
2033	2,912,000	-	-	-	-	-	-	-	-	-	-	-	241,700
2034	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Projected New Debt Payments	66,363,320	-	-	707,400	1,540,200	2,707,800	4,068,800	4,085,400	4,664,600	4,690,600	5,265,600	5,265,600	5,507,300

* Assumed new debt over a term of 20 years at 5.4% per year. Also assumes debt payments begin in the year following debt issuance.



Township of Centre Wellington Current & Projected Debt Summary Charts 2024 Budget & Capital Forecast

Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)												
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Tax Supported	877,123	870,508	466,420	250,301	250,301	250,301	250,301	250,301	250,301	250,301	250,301	250,301	250,301
OLG Supported	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	467,788	467,788	287,934	-	-	-	-	-	-	-	-	-	-
Wastewater Supported	1,408,590	1,390,890	1,371,690	1,351,590	1,331,040	1,310,040	1,288,440	1,266,240	1,243,590	1,220,640	609,090	609,090	609,090
Total Existing Debt Payments	2,903,074	2,878,759	2,275,617	1,751,464	1,730,914	1,709,914	1,688,314	1,666,114	1,643,464	1,620,514	1,008,964	1,008,964	1,008,964

B

Combined Existing & Projected New Debt Payments

	2021 Actual Payments	2022 Actual Payments	2023 Actual Payments	Projected Annual Debt Payments (Principal & Interest)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Tax Supported	979,227	970,381	877,123	870,508	611,923	888,138	888,138	904,735	921,335	1,500,535	1,500,535	1,500,535	1,500,535	1,742,235
OLG Supported	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	602,310	601,434	467,788	467,788	818,652	653,646	812,977	812,977	812,977	812,977	838,977	1,413,977	1,413,977	1,413,977
Wastewater Supported	1,156,521	1,260,471	1,408,590	1,390,890	1,402,869	1,600,307	2,588,026	3,911,428	3,889,828	3,867,628	3,844,978	3,822,028	3,210,478	3,210,478
Total Projected Debt Payments (Existing & New)	2,887,631	2,981,859	2,903,074	2,878,759	2,983,017	3,291,664	4,438,714	5,778,714	5,773,714	6,330,714	6,334,064	6,886,114	6,274,564	6,516,264

A + B

Annual Debt Repayment Limit Analysis

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Projected Net Revenues (Adjusted)	34,151,938	39,042,355	40,604,049	42,228,211	43,917,340	45,674,033	47,500,995	49,401,034	51,377,076	53,432,159	53,432,159	55,569,445	55,569,445	57,792,223
% Debt Repayment (% Projected Revenues)	8.5%	7.6%	7.1%	6.8%	6.8%	7.2%	9.3%	11.7%	11.2%	11.8%	11.9%	12.4%	11.3%	11.3%
% Debt Repayment Allowed	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Applicable Year (see note)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036

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

Percentage of Debt by Area

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Tax Supported	33%	30%	30%	21%	27%	20%	16%	16%	24%	24%	22%	24%	27%
OLG Supported	5%	5%	5%	5%	5%	3%	3%	3%	2%	2%	2%	2%	2%
Waterworks Supported	20%	16%	16%	27%	20%	18%	14%	14%	13%	13%	21%	23%	22%
Wastewater Supported	42%	49%	48%	47%	49%	58%	68%	67%	61%	61%	56%	51%	49%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



Township of Centre Wellington Debt Projection Summary Graphs 2024 Budget and Capital Forecast

