



2023 Base Operating Budget (DRAFT)

February 13, 2023



Wilmot at a Glance

Nestled along the banks of the Nith River, the Township of Wilmot is a rural municipality within the Region of Waterloo. Comprised of rolling farmland, quaint villages and bustling towns, Wilmot is a popular destination to live, work, play and invest.



Property Values

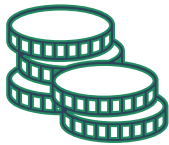
The average household assessment value used to calculate property taxes is **\$408,600**

The average household paid **\$1,097.36** for the Wilmot portion of their annual tax bill in 2022.



Population

A 2021 population of approximately **22,500** with an estimated **8,059** households.



Household Income

The average household income is estimated at **\$128,422**.

Township Taxes and User Fees represent **3.9%** of average household income



Land Area

The land area of Wilmot is **263.7** sq. kms, with a population density of **86** people per sq. km.

Environmental Scan

Each year, the Township of Wilmot participates in an Ontario municipal comparative study conducted by BMA Management Consulting Inc. The study provides comparisons of financial information, select user fees, tax policies and rates, sewer and water services, and taxes as a percentage of income. In the most recent study, 114 municipalities participated.

Below outlines some excerpts of key statistics from the most recent [BMA Study](#). These statistics specifically speak to Wilmot's position regionally and provincially in terms of fiscal circumstances and affordability.

| Statistic | Wilmot | Region Average | Survey Average |
|---|---------|----------------|----------------|
| 2021 Property Taxes (Two Storey) ¹ | \$4,037 | \$5,142 | \$4,885 |
| 2021 Net Levy per \$100,000 of Weighted Assessment ² | \$755 | \$920 | \$1,051 |
| Unpaid Taxes at year end as % of Taxes Levied ³ | 2.5% | 3.6% | 5.2% |
| Own source as % of Total Expenditures ⁴ | 78.0% | 90.1% | 91.8% |
| Tax Reserve Funds as a % of Own Source Revenues ⁵ | 14.4% | 42.0% | 72.5% |
| Reserve Funds per Capita ⁶ | \$82 | \$320 | \$978 |

Notes

1. This indicates 2021 Property Taxes for an average Two (2) Storey home.
2. This indicates the net municipal taxes needed to provide services per capita (weighted assessment).
3. This indicates year end taxes receivable relative to the total property taxes levied.
4. This indicates how much expenditures are relative to taxes and user fees
5. This indicates how much tax supported reserve funds relative to own revenue sources.
6. This indicates total Township tax supported reserves funds per capita.



2023 Draft Operating Budget Overview

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET SUMMARY

| | 2022 Budget | 2022 Actual | 2023 Budget |
|---|---------------------|---------------------|---------------------|
| REVENUES | | | |
| PROPERTY TAXATION | | | |
| GENERAL LEVY ¹ | (9,920,990) | (9,920,999) | (10,231,631) |
| PAYMENTS IN LIEU OF TAXES | (199,100) | (205,495) | (206,300) |
| SUPPLEMENTARY TAXES (NET OF WRITE-OFFS) | (94,225) | (7,845) | (65,000) |
| OPERATING REVENUES | (9,728,115) | (9,684,399) | (10,843,620) |
| GRANTS ² | (1,159,455) | (1,159,675) | (595,555) |
| INVESTMENT INCOME ³ | (692,700) | (1,033,609) | (1,036,000) |
| CONTRIBUTION FROM DEVELOPMENT CHARGES | - | - | (470,801) |
| CONTRIBUTION FROM USER-PAY DIVISIONS | (1,257,230) | (1,257,230) | (1,268,400) |
| Total Revenues | (23,051,815) | (23,269,252) | (24,717,307) |
| EXPENDITURES | | | |
| OPERATING EXPENSES | 20,062,160 | 20,703,138 | 21,674,625 |
| TRANSFER TO CAPITAL PROGRAM | 1,402,400 | 1,419,818 | 1,430,550 |
| TRANSFER TO INFRASTRUCTURE RESERVE FUNDS ⁴ | 1,587,255 | 1,282,829 | 1,841,120 |
| LONG TERM DEBT REPAYMENT | - | - | 655,760 |
| Total Expenditures | 23,051,815 | 23,405,785 | 25,602,055 |
| NET SURPLUS/(DEFICIT) | - | (136,533) | (884,748.00) |

1 Property Taxes are inclusive of 0.38% Assessment Growth and 2.80% Infrastructure Levy

2 Includes OMPF Grant Funding (\$514,700); OCIF Funding (\$35,000); CMOG Funding (\$16,600) and student funding grants.

3 Interest of general bank funds (\$365,000) and investment returns from ENOVA Power Corp. (\$671,000)

4 Transfer to Levy Funded Infrastructure Reserve Funds (\$838,760), User Funded Reserve Funds (\$977,360); Election Reserve Fund (\$25,000)



2023 Draft Operating Budget Overview (Revenues)

The consolidated 2023 base operating budget includes six (6) high-level categories of revenues: Property Taxation; Operating Revenues; Grant Funding; Investment Income; Contribution from Development Charges and Contribution from User-Pay Divisions.

Property Taxes:

Overall revenues generated from Property Taxes in 2023 are estimated at \$10.2M, inclusive of the 2.80% infrastructure levy adjustment, 0.38% assessment growth, payment-in-lieu of taxes (PILs) and supplementary taxes (net of write-offs). The increased levy requirement for 2023 of approximately \$885,000 would result in an additional \$128.28 in annual property taxes for the average residential property, the equivalent of \$10.69/month.

Operating Revenues:

The Fees and Charges by-law was updated early in the 2023 budget process. With the anticipation of a full return to pre-COVID activity levels and increased fees associated with growth-related development activities, the 2023 budget is estimating more than \$10.8M in operating revenues. The largest component of these revenues is from the Township's Water/Sanitary system, which will generate \$6.7M in funding to maintain a safe drinking water system.

Grant Funding:

Funding from senior government programs will drop to just under \$600,000 in 2023 from nearly \$1.2M in 2022. The main driver for this reduction is the elimination of Safe Restart Funding, which represented \$467,200 in funding in 2022. The Township also experienced another 15% in OMPF funding. OCIF funding of \$35,000 and smaller allocations from federal and provincial programs towards student staffing bring the 2023 Grant Funding total to \$595,555.

Investment Income:

The Township continues to earn significant interest on funds held within the general bank account, with an estimate of \$365,000 in 2023. This is the combination of historically high prime interest rates and large volumes of cash on-hand for serve near term capital needs. Investment income also includes returns from the Township's ownership share of ENOVA Power Corp. Over \$670,000 in investment income will help support Township operations in 2023.



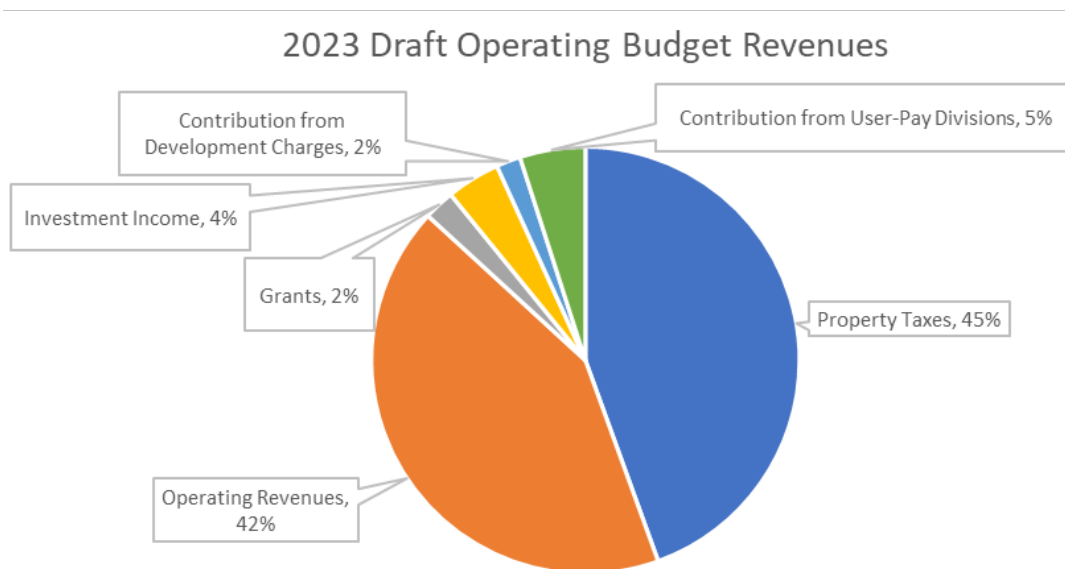
2023 Draft Operating Budget Overview (Revenues)

Contribution from Development Charges:

Development charges are collected and utilized to support growth-related expenses. In 2023, \$470,800 in development charges will be contributed to the general levy to fund debt servicing costs.

Contribution from User Pay Divisions:

The general levy is the recipient of funding from Wilmot's user-funded divisions for program support provided by levy funded service areas. The majority of this contribution is towards engineering services for support of the water/sanitary system. The formula used to calculate program support costs was last updated in 2019, and will be reviewed and updated during the 2023 fiscal year. The current year contribution has been calculated to total \$1.26M.



2023 Draft Operating Budget Overview (Expenses)

The consolidated 2023 base operating budget includes four (4) main expenditure categories: Operating Expenses (Levy and User-Funded); Transfers to Capital; Transfers to Reserve Funds and Long-Term Debt Servicing.

Operating Expenses:

The levy funded and user-funded operating budgets supports the day-to-day operating requirements of the municipality across all services areas. To ensure consistent service level delivery is maintained in 2023, the draft budget will require additional levy funding of approximately \$885,000 alongside the previously approved 4.59% adjustment to water/sanitary user fees¹. Inflation has driven commodity pricing (heat, hydro, fuel) and third-party contract costs higher, while staffing costs, mandatory employment related costs (MERCs) and legal fees also increased, bringing total operating expenses \$21.6M.

Capital Expenses:

The Capital Program² is funded from a variety of sources; however, the base operating budget is built on the assumption of a 2.0% increase in levy funded capital. This adjustment brings the current year capital levy to \$1.43M.

Transfer to Infrastructure Reserve Fund

Council endorsed a 2.80% Dedicated Infrastructure Levy for 2023. This adjustment generates an additional \$278,000 in funding transfers to levy funded infrastructure reserve funds, bringing the total annual transfer to \$838,760. Net transfers to user-funded reserve funds (\$977,360) and annual allocations to the Election Reserve Fund (\$25,000) bring the total budgeted transfer to \$1.84M.

Long Term Debt Servicing

The Township issued long-term debt in the fall of 2022 to support key infrastructure initiatives. The total debt servicing costs in 2023 are budgeted at \$655,761 (Principal - \$296,000; Interest - \$359,761). A number of the projects were growth-related in nature and will be serviced via development charges (\$470,802), while the remaining payments will be covered through the general levy (\$184,959).

¹ Water/Sanitary User Fees adjustments were endorsed under the updated 2023 Fees and Charges By-Law

² The Capital Program is reviewed and updated annually through the 10-year Capital Forecast update





THE CORPORATION OF THE TOWNSHIP OF WILMOT

Council

2023 Base Operating
Township of Wilmot

Role of Council

Council is responsible for providing leadership for the Township. They uphold and promote the strategic direction of the municipality and promote community engagement in municipal activities. Council supports staff in fulfilling the core mandates of Wilmot as a lower-tier municipality within the Region, and collaborates to foster activities that enhance the economic, social and environmental well-being of the Township.

As specified in the Municipal Act, s.224, the role of Council is as follows:

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the Municipality;
- c) to determine which services the Municipality provides;
- d) to ensure that administrative policies, practices and procedures and controllership policies, are in place to implement the decisions of council;
- e) to ensure the accountability and transparency of the operations of the Municipality, including the activities of the senior management of the Municipality;
- f) to maintain the financial integrity of the Municipality; and,
- g) to carry out the duties of council under this or any other Act.



Council's Goals & Objectives

The Township's existing [Strategic Plan](#) articulates the goals and objectives of Council and the community, which staff use as guidelines in formulating service delivery for the budget year.

The high-level goals and objectives under the current Strategic Plan are:

- To support staff in promoting *quality of life* in Wilmot through accessibility and inclusivity; active transportation and transit; arts, culture and heritage; health and wellbeing; and recreation/leisure opportunities
- To support staff in fostering *community engagement* through community events; support for community groups, volunteer and youth; and bringing a greater sense of belonging
- To support staff in creating an environment for *economic prosperity* through economic development and smart growth initiatives
- To support staff in promoting *environmental protections* through a focus on agriculture and greenspace; climate adaptation and mitigation; and sustainability-driven initiatives
- To support staff in undertaking initiatives to provide *responsible governance* through active communications; fiscal responsibility; infrastructure investments; service reviews and master planning

In early 2023, with the new term of Council, the Township will undertake a review and update of the Strategic Plan to ensure the goals and objectives are consistent with community needs in Wilmot for this term of Council.



Council Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|-------------------------------|----------------|----------------|----------------|
| COUNCIL | | | |
| EXPENDITURES | | | |
| Honorariums | 153,670 | 153,674 | 165,800 |
| Operating Expenses | 25,170 | 24,993 | 33,025 |
| Municipal Grants Program | 65,600 | 67,164 | 70,365 |
| Council - Expenditures | 244,440 | 245,830 | 269,190 |

Summary of Details:

The Council operating budget represents all costs directly attributable to the elected officials of the Corporation. Council honorariums are budgeted to increase by \$12,130 (7.9%), while total expenses are budgeted to increase by \$24,500 (9.4%).

Council:

Honorariums include:

- Monthly Honorariums to Mayor and Council
- Mandatory Employment Related Costs (MERCs)

Operating Expenses:

Budget includes indirect costs for Council including travel, registration and accommodations for conferences/events, contributions to towards special events, and corporate memberships (ex. AMO). 2023 operating expenditures are anticipated to grow to support additional training and conferences for Mayor and Council and the introduction of new Council events (e.g. Mayor's Breakfast).

Municipal Grants Program:

Council approved municipal grants to community groups and voluntary organization under Report COR 2022-037. Total municipal grant allocations for 2023 are increasing by \$4,765 (7.3%).





Office of the CAO

2023 Base Operating
Township of Wilmot

Office of the CAO

The CAO oversees all Township departments and provides leadership to the corporation, ensuring quality services are delivered to residents and businesses, in alignment with Council-approved policies and strategic goals and vision. The CAO provides professional advice to the Mayor and Council and direction to staff as they implement the policy decisions of Council. The Office of the CAO also oversees Corporate Communications and Strategic Initiatives and Human Resources,

Human Resources | Health and Safety: The Township of Wilmot is committed to fairness, equity, equality and inclusivity through effective Human Resources Management. People are the main resource in realizing our corporate mission. Therefore, Human Resources Management is an integral part of our overall corporate strategy. Under the direction of the CAO, the Manager of Human Resources | Health and Safety oversees the following areas:

- Recruitment, Retention & Orientation
- Compensation & Benefits
- Performance Management
- Policy Implementation
- Workplace Health & Safety
- Employee & Labour Relations
- Employee Engagement & Recognition

Corporate Communications/Strategic Initiatives

Staff within the Office of the CAO work to enhance the Township's two-way communications programs and coordinate cross-departmental strategic initiatives, plans and projects, including Council's strategic initiatives. The Digital Media Coordinator/Website Administrator manages the Township's social media platforms and tracks trends and progress, ensuring branding is consistent and works directly with departments to develop communications and marketing of Township services and programs.



Office of the CAO

2023 Major Initiatives/Pressures/Challenges:

Led by the CAO, 2022 marked the beginning of a multi-year, organizational change and renewal initiative for the Township. Through the implementation of the first phase of the Organizational Review and People Plan, the Township's Corporate Leadership Team was restructured and some services were re-aligned to optimize service delivery. The final report of the People Plan is under development and will set out the organizational structure and staffing resources required to meet the needs of a growing community and advance the Township's strategic goals.

The recruitment and retention of qualified staff has become increasingly challenging for the Township and is a growing trend across all sectors. The 2023 budget includes funds for leadership development to support succession planning and career development, as well as a market compensation review.

The Township's resources will be strained as we prepare for and respond to growth. The CAO will work with Council in 2023 to update the Township's Strategic Plan to ensure that resources are focused toward achieving Council's approved priorities. To support the development of these priorities, the communications division will be focusing on opportunities to increase citizen engagement, including the creation of an online engagement platform.

The impacts of the recent legislative changes resulting from Bill 23 and Bill 39 are still unknown. The downloading of land use planning from the Region to lower tier municipalities and the results of the review of growth-related services by a Provincial facilitator will need to be incorporated into our operational plans going forward. The CAO, Mayor, Council and staff will work to advocate for the best interests of the Township's residents and businesses through the process.



Office of the CAO

Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|--|-----------------------|-----------------------|-----------------------|
| OFFICE OF THE CAO | | | |
| <u>EXPENDITURES</u> | | | |
| Staffing Costs | 728,933 | 747,761 | 815,715 |
| Contracted Services / Materials and Supplies | 45,350 | 64,493 | 61,210 |
| Minor Capital | - | 6,786 | - |
| Office of the CAO - Expenditures | <u>774,283</u> | <u>819,040</u> | <u>876,925</u> |

Summary of Details:

The Office of CAO budget includes the Chief Administrative Officer, Executive Assistant to the CAO, Human Resources / Health and Safety, and the Corporate Communications / Strategic Initiatives functions. Increased costs in 2022 relate to additional time required through staff transitions. The 2023 budget is projecting an increase of \$102,642 (13.2%), which is mainly attributable the annualization of staffing costs, and movement of staff within the grid.

Expenses: The operating budget for the CAO has been expanded to now include all divisions reporting directly into the office of the CAO under the new corporate structure. While this operating budget line is predominantly reflective of wages and MERCs, Operating Program Expenses also includes funding for advertising and promotion, corporate health and safety initiatives, contract services for HR consulting fees, and third-party communication support.

The 2023 draft budget for the Human Resources also includes a provision of \$15,000 for leadership training and development.





Corporate Services

2023 Base Operating
Township of Wilmot

Corporate Services

Service Delivery Summary

The **Corporate Services** Department is responsible for budget and financial services, legislative services, municipal by-law enforcement, information technology services and corporate asset management.

Budget and Financial Services: The Budget and Financial Services Division is responsible for monitoring and implementing sound financial policies that support the Township as a whole. This division advises Council on the status of the Township's finances and actions required to meet financial obligations and objectives. The Budget and Financial Services Division is responsible for:

- Capital and operating budget preparation
- Financial reporting
- Property tax billing and collection
- Utility billing and collection
- Corporate procurement
- Payroll administration
- Insurance and risk management
- Debt and investment

Information Technology Services: IT Systems are the backbone of what keeps our organization connected both internally and externally with the community. The IT Services division is responsible for the on-going maintenance of network infrastructure, cyber security, hardware, software, physical security systems and digital communications.

The IT Services team recently completed an IT Master Plan, which generate a longer-term plan to service corporate and community needs from an IT perspective.

Asset Management: The Township's Corporate Asset Management Program impacts every area of the organization and municipality. In accordance with Ministry of Infrastructure guidelines, the Township Asset Management Plan (AMP) is a first step in establishing an overall municipal infrastructure strategy.

The Township completed a multi-year roadmap to update the [Corporate Asset Management Plan](#) in 2022, in accordance with legislative requirements.

Corporate Services

Service Delivery Summary

The Township of Wilmot's asset management program aims to improve and sustain asset management practices. Overall, the goal of the asset management program is to help the Township maintain its assets at appropriate levels of service by applying the right intervention, to the right asset, at the right time.

The **Legislative Services Division** is comprised of two main functions, the Office of Clerk and Municipal Law Enforcement. Through these two core service areas, Legislative Services is both an internal and external service provider.

The Township's internal and external clients would interact with the Office of Clerk for the following:

- managing information, procedures and governance for council and committee meetings;
- maintaining by-laws, governance policies and administrative directives;
- coordinating records management for the corporation;
- acting as the Head of Freedom of Information for the Township;
- processing marriage licences and performing civil marriage ceremonies;
- assisting the public in reaching the Integrity Commissioner, Ombudsperson and Closed Meeting investigator; and
- main floor reception and switchboard; and
- conducting the Municipal Election

Municipal Law Enforcement's first priority is the safety of the Township and the residents, businesses and visitors. Through an education first philosophy, the officers speak with residents, businesses and visitors where possible, to bring them in to compliance with the various regulatory by-laws that have been adopted by Council.

The most common by-laws that require education or enforcement include: Traffic and Parking; Dog Control; Property Standards; Clean Yards; and Noise

Pressures/Challenges: 2023 will present challenges balancing the volumes of work and service demands from the Corporate Services team. With the 2022 transition of Clerks functions to the Corporate Services Team, efforts will be focused on modernizing and enhancing legislative services functions, with a particular focus on document management, by-law review/updates and an overhaul of the existing corporate policy framework. The budget and finance division will continue to provide accurate and timely information to stakeholders and finalize the Township's debt management and reserve fund strategy, while other staff will embark on year one of a multi-year implementation of major plans for IT Services and Asset Management.

Corporate Services Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|---|------------------|------------------|------------------|
| CORPORATE SERVICES | | | |
| REVENUES | | | |
| Administrative and Miscellaneous Fees | (100,000) | (101,638) | (109,300) |
| Licenses and Fines | (83,000) | (84,583) | (81,700) |
| Penalty and Interest on Taxes / Water | (231,500) | (206,048) | (212,500) |
| Corporate Services - Revenues | (414,500) | (392,269) | (403,500) |
| EXPENDITURES | | | |
| Financial Services | | | |
| Staffing Costs | 821,902 | 842,279 | 840,065 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 110,800 | 113,467 | 129,600 |
| Insurance / Legal | | | |
| Operating Expenses | 353,775 | 554,122 | 438,000 |
| IT Services | | | |
| Staffing Costs | 217,780 | 230,558 | 225,800 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 326,690 | 343,111 | 383,370 |
| Minor Capital | 6,350 | 715 | - |
| Legislative Services / Municipal Elections | | | |
| Staffing Costs | 329,460 | 417,602 | 408,750 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 46,850 | 171,146 | 10,800 |
| Municipal Law Enforcement / Animal Control / Crossing Guards | | | |
| Staffing Costs | 232,970 | 223,572 | 264,400 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 21,700 | 23,600 | 22,100 |
| Fleet | 3,675 | 6,579 | 8,475 |
| Corporate Services - Expenditures | 2,471,952 | 2,926,751 | 2,731,360 |

Summary of Details:

Revenues are budgeted to decrease by \$11,000, while operating expenses are budgeted to increase by \$259,408 (10.5%).

Revenues: The Corporate Services budget includes administration fee revenue for the various tax services provided, including tax certificates, arrears notices, roll transfers, and tax registrations. The majority of revenues from a Corporate Services perspective are generated from penalty and interest on outstanding taxes and general accounts. Penalty and interest are projected to decline in 2023, as more residents continue to meet deadlines for tax and water billings.



Corporate Services Operating Budget Summary

Expenses: Corporate Services operating program expenses are anticipated to increase by 10.5% over the prior year budget.

Insurance and Legal Expenses are increasing by \$84,000 based on increased premiums and increased utilization of third-party legal fees associated with modernization of the legislative services function to complete a comprehensive review and update by-laws and corporate policy items.

IT Services will see an increase of just under \$57,000 mainly due to annual licensing fees on new software (eScribe) and increased utilization of ActiveNet for facility scheduling and recreation programming.

The overall increase is also partly attributable to Wages and MERCs for the Corporate Services team, including the annualized wages for the Administrative Clerk role and Part Time Municipal Law Enforcement staffing.

Contracted services within the Legislative Services Division will be less than 2022, which had included additional funding to support the 2022 Municipal Election





Fire Services and Emergency Management

2023 Base Operating
Township of Wilmot

Fire Services and Emergency Management Service Delivery Summary

The **Fire Services and Emergency Management** Department is responsible for the delivery of Public Education, Fire Prevention and Enforcement, and Emergency Response.

Fire Services: Fire departments use three (3) pillars for service delivery in the township. Public Education is considered the most important. Public Education is delivered to all demographics using a variety of proven methods with the goal of reducing or eliminating risk to our community. Our commitment is to educate our citizens with crucial fire safety and general safety messaging which is proven to reduce suffering, economic loss to our communities and in some cases, has contributed to saving lives.

Fire Prevention and enforcement is a companion to public education. The Fire Prevention Division provides inspections based on requests or complaints as legislated by the Fire Protection and Prevention Act. They provide additional education and spend time educating property owners to reduce risks in all forms of buildings. When these methods have been exhausted, unfortunately, in some cases enforcement is required. Provincial offence tickets can be issued immediately, much like a speeding ticket. As a last resort a part 3 information can be issued for a court visit in front of a judge.

Fire Suppression is considered the third pillar and is a completely reactive method unlike Fire Safety Education, Fire Prevention and enforcement which is considered proactive. Once a citizen experiences an emergency, 911 is called to summon emergency services. This service delivery method can only attempt to reduce risk to our citizens or reduce property damage but unfortunately, we have very little control over these events. This method is by far the most expensive to the community. Training and equipping fire departments is becoming increasingly expensive. Fortunately, Wilmot has built a team of dedicated and skilled volunteer firefighters who train weekly to ensure they have the necessary skills to meet the demands of the many calls they will encounter such as:

- Medical Response
- Motor Vehicle Collisions
- Structure Fires
- Alarm calls
- Water and Ice Rescues
- Carbon Monoxide calls, and much more



Fire Services and Emergency Management Service Delivery Summary

Emergency Management: Fire Services have the responsibility of establishing and delivering our Council Approved Emergency Management Program. Using Community Risk Assessments and Hazard Identification and Risk Assessment (HIRA), the Township can concentrate efforts in the top 10 most likely emergencies to occur within the municipality.

The Emergency Management and Civil Protection Act (EMCPA) provides the necessary legislative framework that guides requirements with the township emergency plan. While it is impossible to stop these events, planning has proven to reduce the impacts to our community.

Preventing or reducing the impacts of disasters in our township is an essential area for emergency management efforts. Prevention and mitigation also help reduce the financial costs of disaster response and recovery. The Township of Wilmot works in collaboration with the Province, Region and other region partners to strengthen local emergency preparedness, through planning, training, exercising and testing of emergency management arrangements and plans, and sharing lessons learned from events and exercises. These efforts, taken prior to an emergency, help support event response, contribute to reductions in the impacts of events and help identify opportunities for future prevention and mitigation efforts.

Pressures/Challenges: Fire services across the Province are currently struggling to meet the Mandatory Fire Certification requirements of O. Reg 343/22. The regulation mandates a standardized approach to firefighter training to protect firefighters and promote public safety while providing flexibility for the local needs and service levels of municipalities across Ontario. While the regulations include legacy provisions which will reduce the need to retrain adequately trained firefighters, the training requirement for new recruits and shorter tenured members of the service require additional budget allocations, and staff time to perform all necessary training. Further to this, the cost of fire services equipment and PPE continues to escalate significantly under the current economic environment. Balancing the training requirements and cost increases for PPE and equipment is burdensome on the existing volunteer fire service.



Fire Services and Emergency Management Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|--|------------------|------------------|------------------|
| <u>FIRE SERVICES AND EMERGENCY MANAGEMENT</u> | | | |
| <u>REVENUES</u> | | | |
| Service Fees | (40,080) | (24,665) | (40,190) |
| Burn Permits | (40,000) | (10,392) | (16,000) |
| Fire Services and Emergency Management - Revenues | (80,080) | (35,058) | (56,190) |
| <u>EXPENDITURES</u> | | | |
| Staffing Costs | 1,149,355 | 1,026,043 | 1,162,370 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 232,780 | 226,156 | 248,500 |
| Building | 66,700 | 88,731 | 76,500 |
| Fleet | 56,100 | 60,225 | 66,000 |
| Minor Capital | 7,400 | 8,723 | 31,980 |
| Fire Services and Emergency Management - Expenditures | 1,512,335 | 1,409,877 | 1,585,350 |

Summary of Details:

The Fire Services and Emergency Management budget includes direct and indirect staffing costs for Fire Services, including Practices, Fire Calls and other VFF activities. Revenues are budgeted to decrease by \$23,890 (29.8%), while operating expenses are budgeted to increase by \$73,015 (4.8%),

Revenues: Fire Permit fees are expected to decrease as the introduction of a new permit process and fee structure in 2022 did not generate the activity levels expected. 800 permits are estimated for 2023 vs. the initial projection of 2,000 permits in 2022.

Expenses: 2023 Fire Services Staffing costs include annualized wages for the Public Educator/Fire Prevention Officer as approved under Report FD 2021-007. Fleet costs are increasing due to increase fuel costs. Other operating expenses are relatively stable with 2021 Budget estimates.

Minor Capital expenses for 2023 include: Shelves/Racking (\$1,200); Valves/Adaptors (\$1,500); Flashlights (\$1,700) Water Rescue Equipment (\$1,700); Air Horn T-625 (\$1,200); Thermal Imaging Camera (\$9,500); Tire Replacements for T-625 (\$7,000); Portage Radio Chargers (\$1,280); Pagers (\$3,400); Exterior Lighting (\$3,000); Medical Monitors (\$500)





Infrastructure Services

2023 Base Operating
Township of Wilmot

Infrastructure Services

Service Delivery Summary

The **Infrastructure Services** department's core working groups consist of Engineering, Transportation and Water/Wastewater Operations.

Engineering: This department is responsible for public infrastructure standards, approvals and renewal project design and management for roads, sidewalks, bridges, culverts, municipal drinking water, sanitary wastewater, stormwater and municipal drains for the Township. The following programs are provided:

- Corridor Management (Utility Coordination and Municipal Access management, Municipal Consents, Right of Way Work Permits, Entrance Approvals, RSDS management, Traffic Counts)
- Development Activity Management (Application Approvals/Enforcement, DC Project Management, Long Term Growth Infrastructure Planning)
- Contract Management (Road Reconstructions, Annual Infrastructure Rehabilitation and Replacement, Short to Medium Term Capital Budgeting)
- Inflow and Infiltration Program Management (Study, Investigation, Remediation, Data/Metric Management)
- Municipal Drain Program Management (Field and Contracted Services management)
- Asset Management and Regulatory Condition Assessments (Bridges, Sidewalks, Roads, Drinking water, sanitary wastewater)
- Consolidated Linear Infrastructure Licensing Management

Transportation Operations: This department is responsible for operating and maintaining road-related infrastructure including roads, fleet, sidewalks, bridges, culverts, and streetlights., as well as winter control for the municipal road network.

- Hardtop and Loosetop road management routine, preventative and emergency maintenance – crack sealing, surface treatment, patching and pothole repairs
- Corridor and Drainage management – ditching, culverts, catchbasin cleaning, stormwater management facility maintenance and operations
- Roadside and Safety Program Management – Sidewalks, Streetsweeping, Tree Removals and Vegetation Management, Pavement Marking, Regulatory Sign Management
- Bridge Maintenance – deck sweeping and cleaning
- Fleet and Equipment Maintenance
- Gravel Pit Operations



Infrastructure Services Service Delivery Summary

- Materials Management and inventory control
- Regulatory Compliance and Reporting
- Facility Management
- Winter Control - Contracted services, event response, preventative maintenance, materials management

Water/Wastewater Operations: This department is responsible for operating and maintaining the municipal drinking water and wastewater infrastructure systems including hydrants, valves, sewer access holes, linear infrastructure mains, facilities and fleet for both operating areas.

Drinking Water Systems

- Hydrant Maintenance, Valve Maintenance, Water Loss prevention, Water Meter operations, flushing, Emergency Repairs, DWQMS, Regulatory Reporting, System License Management

Wastewater (Sanitary)

- Mainline maintenance, maintenance hole management, service lead management, I&I, flushing, Emergency Repairs, Quality Management System, Regulatory Reporting, System License Management

Pressures/Challenges: Material costs and availability, contracted services cost and availability, Equipment management and timing, community service level and program delivery expectations, increased pressure on service areas based on increasing volume, development growth projects funding changes, downloaded provincial infrastructure management requirements, staffing and market competitiveness, responding to the changing needs mid-year



Infrastructure Services Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|---|--------------------|--------------------|--------------------|
| INFRASTRUCTURE SERVICES | | | |
| <u>REVENUES</u> | | | |
| Service Charges | (215,000) | (311,567) | (448,000) |
| Development Charges | (36,500) | (36,500) | (59,500) |
| Utility User Fees | (6,398,210) | (6,345,986) | (6,728,780) |
| Utilities Sales, Service Charges | (44,990) | (56,985) | (44,990) |
| Aggregate Resource Fees | (175,000) | (133,317) | (162,000) |
| Infrastructure Services - Revenues | (6,869,700) | (6,884,356) | (7,443,270) |
| <u>EXPENDITURES</u> | | | |
| Engineering Services | | | |
| Staffing Costs | 953,980 | 871,490 | 1,005,790 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 26,400 | 29,657 | 43,500 |
| Fleet | 1,450 | 1,458 | 2,150 |
| Transportation Services | | | |
| Staffing Costs | 712,185 | 740,063 | 805,800 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 10,500 | 9,061 | 10,000 |
| Building | 17,200 | 21,710 | 19,900 |
| Fleet | 190,100 | 198,337 | 235,200 |
| Roads Maintenance Programs | 567,000 | 600,084 | 607,000 |
| Minor Capital | - | 795 | - |
| Water and Sanitary Services | | | |
| Staffing Costs | 643,190 | 587,518 | 764,810 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 322,650 | 319,738 | 508,500 |
| Building | 32,000 | 33,275 | 37,260 |
| Fleet | 56,400 | 69,332 | 72,910 |
| Water Regional Charges | 1,517,000 | 1,514,902 | 1,551,000 |
| Sanitary Regional Charges | 1,854,830 | 1,764,978 | 1,887,410 |
| Minor Capital | 11,100 | 11,186 | - |
| Program Support | 940,540 | 940,540 | 951,720 |
| Winter Control | | | |
| Staffing Costs | 181,910 | 225,120 | 226,800 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 524,500 | 517,977 | 524,500 |
| Fleet | 69,900 | 120,528 | 105,800 |
| Minor Capital | - | 9,976 | - |
| Street Lighting | | | |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 88,000 | 69,316 | 78,300 |
| Municipal Drains | | | |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 57,000 | 27,215 | 40,000 |
| Infrastructure Services - Expenditures | 8,777,835 | 8,684,258 | 9,478,350 |

Infrastructure Services

Operating Budget Summary

Summary of Details:

This budget combines the tax-funded and user-funded portions of Infrastructure Services. Revenues are projected to increase by \$573,570 (8.3%) through increased development fees and increased water/sanitary system user fees. Operating expenses are budgeted to increase by \$700,515 (7.9%).

Revenues: Wilmot is responsible for water distribution and wastewater collection and conveyance. The upper-tier Region of Waterloo is responsible for water treatment and wastewater treatment / disposal. User fees from the Wilmot Water/Sanitary network are budgeted to increase by \$330,570.

Revenues outside of the water/sanitary utility are budgeted to increase by \$243,000 due to increased development activity anticipated in 2023. All development related fees and user rates were endorsed under the Township's updated Fees and Charges By-Law. Aggregate Resource Fees are calculated at \$0.12/tonne of material extracted within Wilmot borders.

Expenses: The majority of expenses within Infrastructure Services relate to the Township's water/sanitary network. Regional fees for water treatment and wastewater treatment/disposal total over \$3.4M, factoring in increases in wholesale rates from the Region.

Staffing cost increases are reflective of the annualized wages and MERCs for the Public Works Licensing Coordinator; Engineering Technologist; Infrastructure GIS Analyst and additional Roads Operator approved in 2022. Additional part-time staffing has been included within Winter Control to ensure resources continue to be in place to be compliant with legislated maintenance standards.

Fleet costs across the department will witness increases due to the rise in fuels costs, while road maintenance program costs are increasing by \$40,000 to support on-going preventative maintenance programs in accordance with the Township's Asset Management program.

Contracted services within the Water/Sanitary system have increased due to the transfer of inflow/infiltration maintenance programs (\$200,000) from the Capital Program.



Community Services

2023 Base Operating
Township of Wilmot

Community Services

Service Delivery Summary

The **Community Services** Department is responsible for customer facing sports and recreation facilities as well as maintenance of Township owned assets, and project management.

Community Services Administration: This division includes administrative services such facility booking for all Township facilities, community services work with affiliated community groups, registration services through Active Net software, sale of advertising, marketing and promotions, special event booking and coordination, and website updates for this Department. This Division also includes a Project Coordinator position that oversees approximately sixty (60) major and minor capital projects at various parks and Township buildings throughout the year.

Parks and Facilities Operations: The Parks and Facilities Division is responsible for parks operations and maintenance including playgrounds, sports fields including the new artificial turf field, open spaces, multi-purpose pads, and tennis courts. This department is responsible for maintaining and managing the trails system within the Township. This includes multi-use trails, footpaths and informal trails. In addition, horticulture services and forestry services fall within this department's role including working with the Wilmot Horticultural Society and Let's Tree Wilmot volunteer organizations. This division is also responsible for building maintenance and inspections at all Township facilities, excluding Fire Halls. This Division also has a team of two (2) HVAC Technicians who maintain and repair all Township HVAC equipment, perform minor plumbing and mechanical repairs, and maintain and oversee the Aquatic Centre mechanical and chemical systems.

Wilmot Recreation Complex: This state of the art, 163,000 square foot multi-use recreational facility is the recreational hub of Wilmot Township and the largest component Community Services operations. The Arena team is responsible for ice and facility maintenance for the twin pad at the WRC and overseeing programming provided through minor and adult sporting groups. The Aquatics team is responsible for all programming, staffing and leadership training offered at the WRC, and for oversight of the front line customer service at the facility. The Programming team Division is responsible for direct recreational programming such as day camps, fitness programs, youth services, seniors programming, and liaising with community recreation providers.

Community Services

Service Delivery Summary

Castle Kilbride: This team's main responsibilities include managing the operation of a year-round museum and National Historic Site, through marketing and promotion of Castle Kilbride as a tourism destination. Staff also oversee collections management and conservation for two large artifact collections: Castle Kilbride and the Township of Wilmot. Exhibits are designed and installed for in-house exhibitions at the museum while staff also develop and deliver education programming (in-house and outreach) based on the Ontario Curriculum. A series of special events are coordinated throughout the year including the Summer Concert Series.

Cemetery Services: Staff oversee the operations of Riverside Cemetery and several other inactive cemeteries including sales, maintenance of grounds, interments and working with funeral homes and the Bereavement Authority of Ontario are part of this Division. This division is fully funded outside of the general levy through user-fees.

Pressures/Challenges: As a small rural municipality there are capacity constraints that limit the department's ability to meet customer demand. Existing staffing levels and space are two factors impacting the department's ability to meet the growing demands from the community. This department has the greatest level of part time employees with approximately 80-100 depending on the time of year. People management and customer service play a significant role in operations and have become an increasing challenge within the current labour market. Continual growth in demand for recreation services and programming will be a challenge to meet with current staffing and space allocations.



Community Services Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|--|--------------------|--------------------|--------------------|
| COMMUNITY SERVICES | | | |
| REVENUE | | | |
| Wilmot Recreation Complex Revenues | (1,136,920) | (1,418,332) | (1,574,500) |
| Parks and Facilities Rental Income | (143,050) | (184,478) | (187,340) |
| Castle Kilbride Revenues | (26,825) | (36,642) | (41,500) |
| Cemetery User Fees | (80,300) | (95,010) | (89,700) |
| Cemetery Investment Income | (3,000) | (9,630) | (9,750) |
| Service Charges | (10,000) | (44,818) | (48,000) |
| Community Services - Revenues | (1,400,095) | (1,788,911) | (1,950,790) |
| EXPENDITURES | | | |
| Community Services Administration | | | |
| Staffing Costs | 739,268 | 768,220 | 805,990 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 4,450 | 7,720 | 17,500 |
| Parks and Facilities | | | |
| Staffing Costs | 1,044,525 | 1,010,543 | 1,120,920 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 21,150 | 19,080 | 18,600 |
| Building | 378,170 | 383,089 | 393,600 |
| Fleet | 48,400 | 65,204 | 66,500 |
| Minor Capital | 72,900 | 72,906 | 62,100 |
| Wilmot Recreation Complex | | | |
| Staffing Costs | 1,584,112 | 1,623,692 | 1,722,990 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 83,300 | 158,261 | 137,050 |
| Building | 603,000 | 740,166 | 732,000 |
| Fleet | 25,300 | 35,016 | 34,000 |
| Minor Capital | 15,900 | 33,454 | 5,000 |
| Castle Kilbride | | | |
| Staffing Costs | 312,320 | 329,069 | 210,010 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 19,570 | 17,338 | 19,850 |
| Minor Capital | 2,000 | 2,000 | - |
| Cemetery Services | | | |
| Staffing Costs | 24,000 | 20,998 | 24,900 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 10,000 | 13,972 | 11,700 |
| Building | 1,100 | 1,437 | 3,000 |
| Fleet | 2,800 | 5,528 | 2,820 |
| Minor Capital | 2,500 | 252 | - |
| Program Support | 39,970 | 39,970 | 39,830 |
| Community Services - Expenditures | 5,034,735 | 5,347,917 | 5,428,360 |

Community Services Operating Budget Summary

Summary of Details:

Revenues are budgeted to increase by \$550,695 (39.1%) as activity levels return to pre-COVID levels, while corresponding operating expenses are budgeted to increase by \$393,625 (7.8%).

Revenues: Revenues are predominantly sourced from activities at the Wilmot Recreation Complex (WRC). 2023 is anticipated to see a return to pre-COVID usage of ice pads, aquatics centre and sports fields. Likewise, rental of community centres and park areas and visitor levels at Castle Kilbride are anticipated to continue at rates experienced in the summer/fall of 2022.

These revenue increases have helped to offset the loss of temporary COVID recovery funding, which was provided to support municipal program impacted by the pandemic. All user fees and charges have been adjusted based upon the updated Fees and Charges by-law.

Expenses: Expenses are separated across the various divisions of Community Services. Staffing Costs includes annualized wages and MERCs for an additional Customer Service Representative and Parks and Facilities Technician approved in 2022.

WRC staffing cost increases are indicative of additional part time staffing resources to accommodate increased activity levels on ice pads and the aquatic centre.

Operating program expenses at the WRC are rising due to increase utility costs for heat and hydro and increase contractor rates for third-party maintenance.

Minor Capital expenses for 2023 include: NH Library Roof Top & Ductwork Cleaning (\$1,200); Admin Complex: Carpet Replacement (\$9,000) and Ductwork Cleaning (\$9,500); Emergency Lighting Packs in Parks (\$4,000); NH Arena/CC Skateboard Ramps (\$1,400); WRC Floor Cracks Review (\$5,000); Haysville Park: Adaptive Swing (\$2,000); Exterior Door Repair (\$3,000); Ductwork Cleaning (\$3,000) New Dundee: Exterior Sign Update (\$5,000); Table Replacements (\$2,500); Septic Treatment (\$2,000); New Hamburg Parks: Adaptive Swing (\$2,000), Catherine Street Park Drainage (\$7,000); Petersburg Security Works (\$3,000); St Agatha Park Retaining Wall (\$7,500)



An aerial photograph of a suburban township. In the center, there is a large, irregularly shaped pond surrounded by green grass. To the left of the pond is a large, open green field. To the right and above the pond is a dense residential area with many houses and streets. In the background, there are more green fields and some industrial or commercial buildings. The overall scene is a mix of natural and developed land.

Development Services

2023 Base Operating
Township of Wilmot

Development Services

Service Delivery Summary

The **Development Services** department's core working groups consist of Planning, Building, Economic Development and Heritage sections.

Planning: This section is further subdivided into two general streams of activity - policy planning and development planning. Policy planning is responsible for the preparation of long-range planning and study pertaining to policy related issues that affect the use and development of land within the Township. Development planning reviews, processes, and makes recommendations to Council and the Committee of Adjustment on current development and re-development applications, in accordance with the requirements of the Planning Act, to implement the long-range vision of the Township Official Plan.

Building: This section is responsible for the enforcement and administration of the Ontario Building Code in Wilmot Township. The section reviews plans, issues permits and inspects all building, plumbing and septic construction to ensure that all structures are safe, accessible and comply with the Ontario Building Code.

Economic Development: This section is responsible for facilitating the economic growth and stability of the community by providing information and support to existing businesses and perspective businesses. In addition, the section works collaboratively with Regional, and Provincial partners on site selection opportunities to grow the economy of the Region and the Province through WaterlooEDC and Explore Waterloo Region.

Heritage Wilmot: This section performs legislated tasks under the Ontario Heritage Act including maintaining the Municipal Heritage Register; and working with the Heritage Wilmot Advisory Committee to evaluate and recommend properties that are of cultural heritage value or interest in Wilmot Township for consideration for legal designation under Part IV or Part V under the Ontario Heritage Act. Working with the Heritage Wilmot Advisory Committee this section also promotes and enhances community knowledge of local heritage through events such as Heritage Week.

Pressures/Challenges: 2023 will see significant volume of development applications flowing from recent, and pending, Regional and Provincial approvals combined with significant downloading of planning responsibilities through the transition to the Township being the Planning Authority for decision making. With this growth comes additional pressures and expectations for enhanced services and supports for the business community – a significant challenge without additional staff resources.

Development Services Operating Budget Summary

TOWNSHIP OF WILMOT 2023 DRAFT OPERATING BUDGET

| | 2022 Budget | 2022 Actual | 2023 Budget |
|--|------------------|------------------|------------------|
| DEVELOPMENT SERVICES | | | |
| REVENUES | | | |
| Building Permit Fees | (671,500) | (398,328) | (721,630) |
| Planning and Development Fees | (292,240) | (185,478) | (268,240) |
| Development Services - Revenues | (963,740) | (583,806) | (989,870) |
| EXPENDITURES | | | |
| Planning and Development | | | |
| Staffing Costs | 411,280 | 432,389 | 439,785 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 9,635 | 5,146 | 9,700 |
| Heritage | | | |
| Staffing Costs | 8,340 | 8,523 | 12,325 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 600 | 80 | 1,250 |
| Minor Capital | - | - | 5,000 |
| Economic Development | | | |
| Operating Program Expenses | 70,000 | 69,771 | 72,900 |
| Minor Capital | - | - | 2,500 |
| Building Services | | | |
| Staffing Costs | 478,925 | 485,170 | 492,130 |
| Operating Program Expenses | | | |
| Contracted Services / Materials and Supplies | 5,850 | 5,075 | 5,500 |
| Fleet | 3,900 | 5,261 | 6,000 |
| Program Support | 258,050 | 258,050 | 258,000 |
| Development Services - Expenditures | 1,246,580 | 1,269,464 | 1,305,090 |

Summary of Details:

This budget combines the tax-funded and user-funded portions of Development Services. Revenues are projected to stay relatively steady, increasing by just \$26,130 (2.7%). Operating expenses are budgeted to increase by \$58,510 (4.7%).

Revenues: Planning fees and Building Permits reflect the anticipated development activity and applications processed throughout 2023, based on the approved fees and charges by-law.

Expenses: Planning expenses include direct and indirect staff costs for the Planning division. Economic Development expenditures include membership within WaterlooEDC, Waterloo Region Tourism Marketing Corporation (WRTMC), also known as Explore Waterloo Region, and a provision of \$10,000 for community economic development supports. Fleet costs are increasing due to the rise in fuel prices. Program support costs reflect the cost of services provided by levy funded service areas.

Minor Capital expenses for 2023 include: Provision for Heritage Committee Designations (\$5,000); Legion Banner Brackets (\$2,500)