

# Township of Wilmot

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Wilmot at a Glance

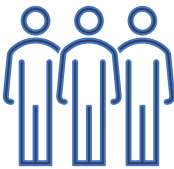
Nestled along the banks of the Nith River, the Township of Wilmot is a rural municipality within the Region of Waterloo. Comprised of rolling farmland, quaint villages and bustling towns, Wilmot is a popular destination to live, work, play and invest.



## Property Values

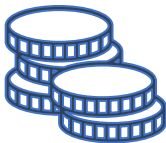
The average household assessment value used to calculate property taxes is **\$424,800**

The average household paid **\$1,141** for the Wilmot portion of their annual tax bill in 2023.



## 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.

# TOWNSHIP OF WILMOT

## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

The Township of Wilmot is a thriving community and a favored place to live, grow, work and play. Its diverse mix of rural and urbanized small communities, and its proximity to nearby larger centres makes Wilmot Township an ideal setting for home, work and investment.

The Township is currently focused on regrouping and refocusing internally, to build capacity for growth, expansion, improvement and expansion of services, while working to attract and retain talented and progressive staff resources. There are many development projects in the planning stages, which will bring more diverse and abundant employment and business opportunities, as well as new housing opportunities for people of all stages of life. Wilmot is focused on building a whole community where people can live work and play close to home and family.

In comparing Wilmot to area municipalities, we find Wilmot's taxes are highly affordable, while our average family incomes are higher than many communities. Wilmot has the opportunity to increase its financial capacity to meet the needs of its aging infrastructure and needs to take large strides in addressing infrastructure funding issues.

This 2024 Draft Budget has been prepared under the guidance and direction of CAO Sharon Chambers, together with the entire Corporate Leadership Team.

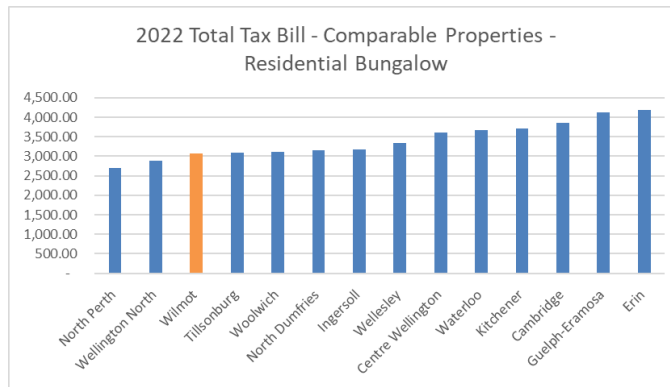
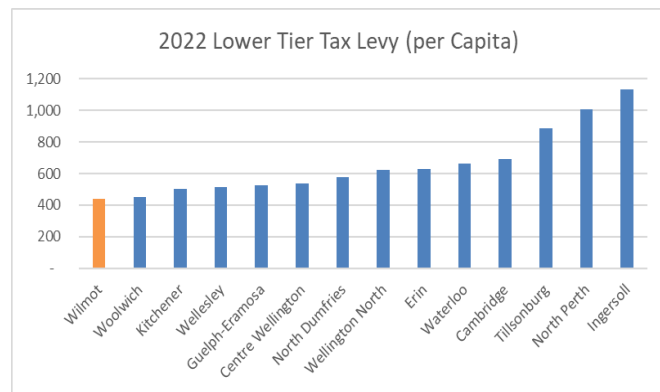
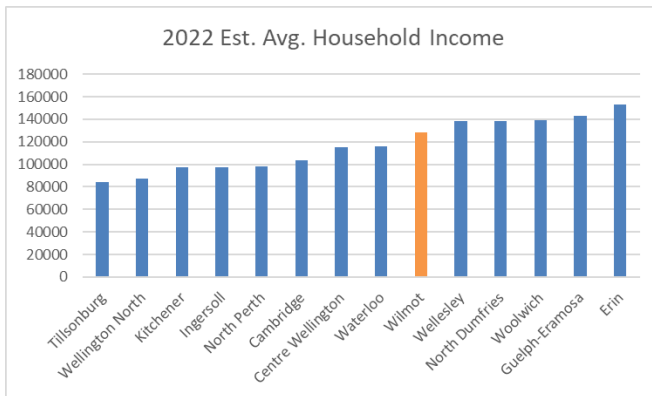
In compliance with legislative requirements, the Township utilizes six distinct balanced budgets: The Tax Levy Operating Budget is the largest, the Water and separate Wastewater utility budgets, and separate balanced budgets for Building Services, Cemetery Operations, and the Capital Budget. The utility budgets are in their own section of this material package and are not consolidated with the Operating Budget, while Cemetery and Building Services budgets are separated, but within their respective operating department sections of this material, and for totals purposes, are consolidated with the Operating Budget. The last section of this budget is the Capital Budget.

# TOWNSHIP OF WILMOT

## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

The following depict comparative and informative charts which form important context for the 2024 Budget and pressures the Township faces as a Corporation.



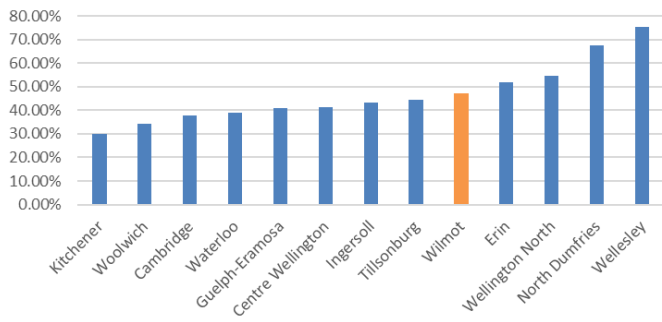
These charts show that while our Household income is strong, our relative tax burden is the lowest in the comparable group.

# TOWNSHIP OF WILMOT

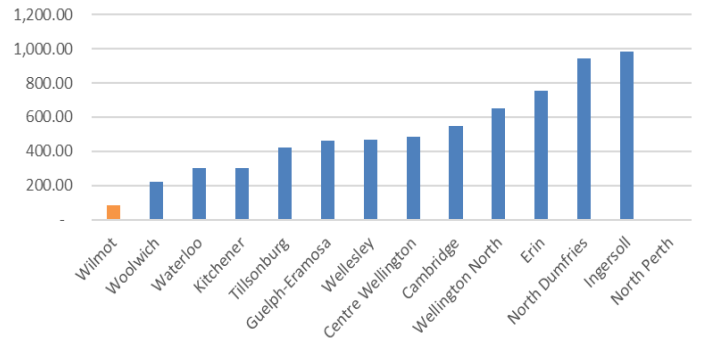
## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

2021 Tax Asset Consumption Ratio  
(acc. amort/gross cost)

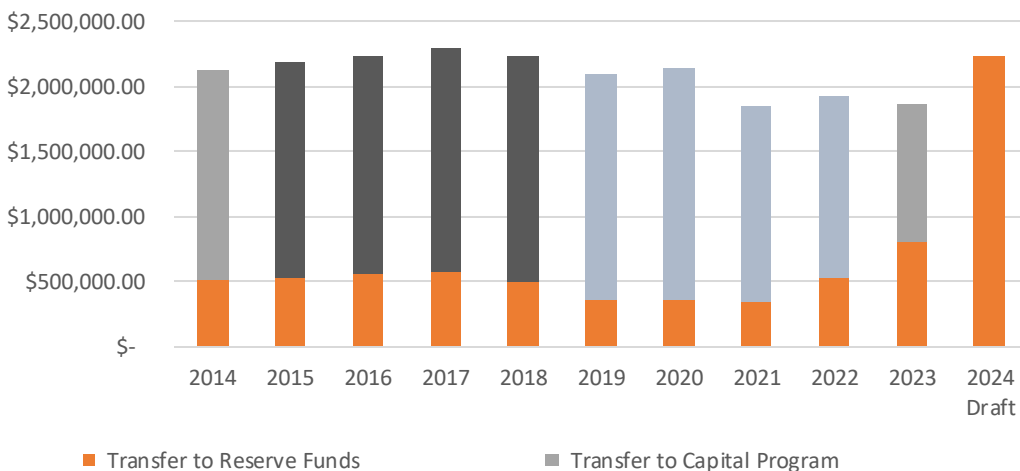


2022 Tax Reserves (per Capita)



The Asset Consumption comparison shows that the Township’s assets are, on average, further through their respective useful lives, giving us greater urgency to prepare financially for their timely replacement. The Tax Reserves per capita table shows that Wilmot has not made as much headway in building capital infrastructure reserves as our comparators. As shown below, the annual contributions to reserves for capital infrastructure have declined in past years, all while inflation has diminished the purchasing power. Inflation on non-residential construction in the past year has been over 8%. To assist, staff have aggressively reviewed their infrastructure capital plans, and moved from 2024 and 2025 those projects which can be deferred without significant risks to service quality or continuity, although such delays may present minor risks.

Budgeted Levy Transfer to Reserves and Capital



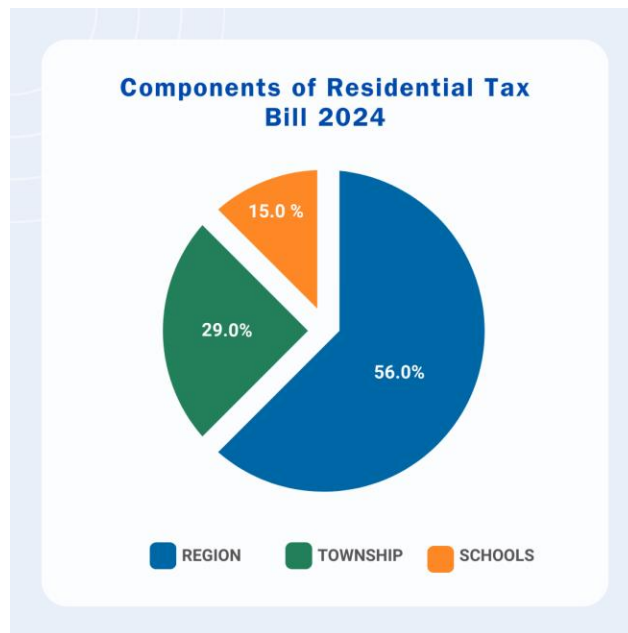
# TOWNSHIP OF WILMOT

## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

The 2024 Draft Budget works to address key financial pressures facing the municipality, while working to add improvements to services, capacity, and resources to meet the daily requirements of operating a large municipal corporation.

The Township is responsible for issuing tax billings to all properties in the Township. Those tax bills consist of taxes collected for three distinct organizations. The Township of Wilmot Council is only responsible for setting the tax levy and rates required by the local Township, and does not control or set the taxes levied on behalf of the Region of Waterloo or the education component. The Region of Waterloo sets its own tax rates based on needs and approved budgets, and the Province of Ontario establishes education tax rates.



With this draft budget for review by Finance and Budget Committee, the Township's residential tax rate will increase 10.6%, adding approximately \$121 per year to the average assessed home's property tax bill, or \$10 per month. When combined with the approved Region of Waterloo tax increase, and the expected Education portion rates, the combined impact to the average residential home is a 7.6% increase on the total tax bill from 2023, adding \$307 to the annual tax bill in total.

# Key Budget Pressure Blocks

## Reflected in the draft 2024 Operating Budget

The 2024 Township of Wilmot draft budget results in a 10.6% tax increase to residential properties. The average home assessed at \$424,800 (2016 CVA) will see a tax increase of \$121 per year, or \$10 per month. The pressures underlying this increase are shown below.

0.7%

- Expected reduction of grant funding from the Province of Ontario

0.8%

- Levy funded debt carry costs from 2023 Budget approved new levy debt

1.0%

- Insurance and Health & Dental Benefits costs exceed base inflation

1.0%

- Rightsizing of recoveries for costs from Cemetery and Buildings operations – impairing their legislated reserves

1.2%

- Occupancy of Neville Street, incl. loss of rent revenue

2.8%

- Annual Increase to Infrastructure Funding to Capital Reserves, (in addition to 3.1% inflationary increase included below)

3.1%

- Basic Inflationary Adjustment (CPI June to June Toronto), including \$57,700 base inflation increase to transfer to reserves

# TOWNSHIP OF WILMOT

## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>REVENUES</b>					
PROPERTY TAXATION	(10,950,148)	(10,917,131)	(12,184,929)	1,234,781	11.28%
OPERATING REVENUES	(3,392,010)	(3,356,736)	(3,680,780)	288,770	8.51%
GRANTS	(630,555)	(608,690)	(550,100)	(80,455)	(12.76%)
INVESTMENT INCOME	(1,036,000)	(1,460,031)	(1,110,000)	74,000	7.14%
CONTRIBUTION FROM USER-PAY DIVISIONS	(1,388,150)	(1,388,150)	(1,276,520)	(111,630)	(8.04%)
CEMETERY OPERATIONS	(99,450)	(79,904)	(102,550)	3,100	3.12%
BUILDING SERVICES OPERATIONS	(761,630)	(755,080)	(652,500)	(109,130)	(14.33%)
<b>Total Revenues</b>	<b>(18,257,943)</b>	<b>(18,565,722)</b>	<b>(19,557,379)</b>	<b>1,299,436</b>	<b>7.12%</b>
<b>EXPENDITURES</b>					
OPERATING EXPENSES	15,349,735	15,045,885	16,302,068	(952,333)	(6.20%)
TRANSFER TO CAPITAL/ RESERVE FUNDS	1,862,170	1,862,170	2,226,470	(364,300)	(19.56%)
LONG-TERM DEBT PAYMENTS - Levy Share	184,958	262,939	273,791	(88,833)	(48.03%)
CEMETERY OPERATIONS	99,450	95,782	102,550	(3,100)	(3.12%)
BUILDING SERVICES OPERATIONS	761,630	755,080)	652,500	109,130	14.33%
<b>Total Expenditures</b>	<b>18,257,943</b>	<b>18,021,855</b>	<b>19,557,379</b>	<b>(1,299,436)</b>	<b>(7.12%)</b>
<b>BALANCED BUDGETS (SURPLUS) DEFICIT</b>	<b>-</b>	<b>(543,867)</b>	<b>-</b>	<b>-</b>	<b>-</b>



# 2024 Operating Budget Overview

## Revenues

The consolidated 2024 operating budget includes seven (7) high-level categories of revenues: Property Taxation; Operating Revenues; Grant Funding; Investment Income; Contribution from User-Pay Divisions, Cemetery Operations; and Building Services Operations.

### Property Taxes:

Overall revenues generated from Property Taxes in 2024 are estimated at \$12.2 million, inclusive of the assessment growth, payment-in-lieu of taxes (PILs are taxes charged to Ontario and Federal agencies owning property in Wilmot) and supplementary taxes. The increased levy requirement for 2024 of approximately \$1,234,800 will result in an additional \$121 in annual property taxes for the average residential property, the equivalent of about \$10 per month.

### Operating Revenues:

The Fees and Charges by-law will be presented to Council shortly. These proposed increased or new fees together with volume and activity expectations, together with all other sources of non-tax revenues result in an expected total Operating Revenue of \$3,680,800, excluding water utility revenues. The Water and Wastewater budgets and revenues are detailed in a separate section of this budget material.

### Grant Funding:

Funding from senior government programs will drop to \$550,100 in 2024. The \$80,500 drop arises from a previously announced reduction in Ontario Municipal Partnership Fund support. OCIF funding of \$35,000 and smaller allocations from federal and provincial programs towards student staffing bring the 2024 Grant Funding total to \$550,100.

### Investment Income:

The Township continues to earn significant interest on funds held within the general bank account, with an estimate of \$400,000 in 2024. This is the combination of historically high prime interest rates and cash on-hand for near term capital needs. Investment income also includes returns from the Township's ownership share of ENOVA Power Corp. of \$710,000, bringing total investment income expected to \$1,110,000 in 2024 to help support Township operations in 2024.

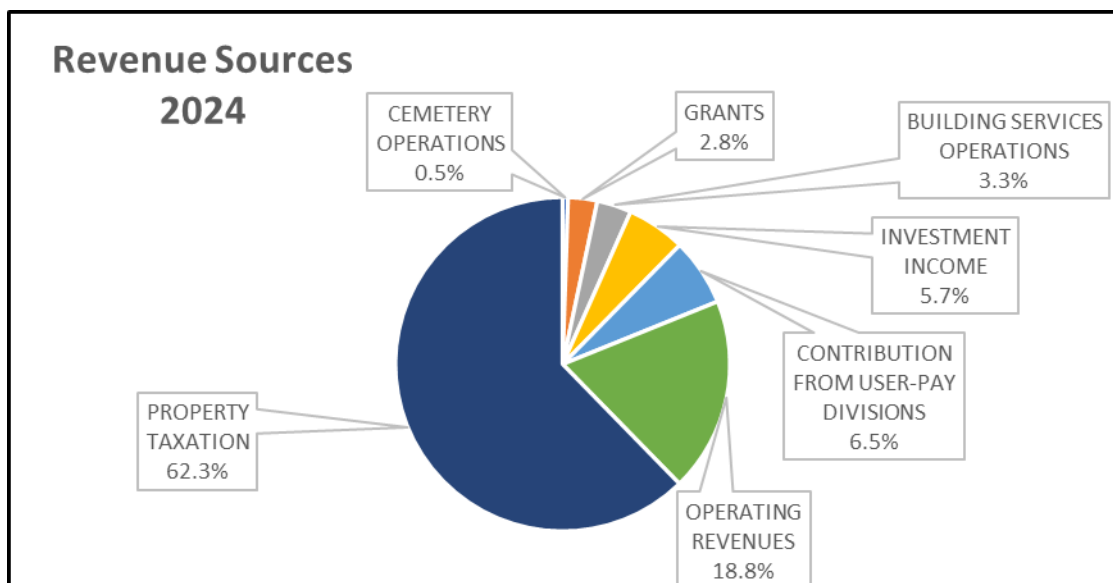


# 2024 Operating Budget Overview

## Revenues

### 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. Most of this contribution is towards engineering services for support of the water/sanitary system. The formula used to calculate program support costs was updated in 2023 and will be reviewed and updated again during the 2024 fiscal year. Significant reductions in these support charges were identified. For 2024, the adjustments recommended include changes to the charges to Buildings Services and to Cemetery operations. Additional adjustments to reduce charges made to the water and wastewater budgets have been identified. However, due to their magnitude, these downward adjustments are deferred until the 2025 budget.



# 2024 Operating Budget Overview

## Expenses

The consolidated 2024 base operating budget includes four (5) main expenditure categories: Operating Expenses, Transfers to Reserve Funds, Long-Term Debt Servicing payments, Cemetery Operations, and Building Services Operations. Like the revenues, Water and Wastewater expenditures are detailed in a separate budget section of this material.

### **Operating Expenses:**

The levy funded operating budgets support the day-to-day operating requirements of the municipality across all services areas. To ensure consistent service level delivery is maintained in 2024, the draft budget will require additional levy funding of approximately \$952,300. 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 \$16,302,100.

### **Transfer to Infrastructure Reserve Fund**

In past years, the Township has used a blend of transfers to capital reserves and direct levy transfers to capital projects. For 2024, all transfers will be direct to reserves, which then are used to fund capital projects as needed and available. Council previously endorsed a special program of annual special tax levy surcharges of 2.8% per year to increase transfers to reserves and infrastructure funding. For 2024, the contribution to reserve was first indexed by inflation of 3.1% CPI, as well as the 2.8% surcharge. Together, an additional \$364,300 is being transferred to reserves for capital purposes, bringing the total annual capital reserve transfer to \$2,226,470. Specific, non-capital reserve transfers, such as the election reserve transfer, is not included here, but is in the operating expenses above due to their operational nature.

### **Long-Term Debt Servicing**

The Township approved the issuance of debt financing debentures in the 2023 capital budget. The debt servicing costs arising from that debt was not budgeted in 2023 and those payments begin in 2024. Total levy funded debt servicing costs have increased by \$88,800 for 2024 to fund the 2023 approved debt. Similarly, the 2024 capital budget proposes additional new levy funded debt, which will have a 2025 budget impact of \$219,000. Council may consider adding these costs into the levy budget for 2024 to avoid future budget pressures arising from current financial decisions.

# TOWNSHIP OF WILMOT

## 2024 Operating and Capital Budget Summary

### Draft for Committee Review

This document includes this summary section, followed by a separate section for each operating department. A separate section is included for the water and wastewater utilities budgets and rates.

A new section, Corporate Accounts, has been created for those items that are not in any Department Head control, such as taxes, transfers to reserves, debt payments and other items.

An additional section is included which previews some optional budget pressures not included in the draft funding budget, but for which Budget Committee may give consideration for inclusion during its budget deliberations.

A final section is included which outlines the 2024 capital program and summarizes the 10-year capital outlook. Detailed funding has only been completed for the 2024 year. Some data sheets included may require readers to use their computer's zoom/magnification features due to the quantity of data required in the circumstances.

In late 2024, Council approved a compensation adjustment for full-time and part-time staff. To facilitate timely budget presentation, the Salaries and Benefits line items from each department have not been adjusted to reflect any increase in salaries, or benefits costs. Rather, a single provision has been carried for such in the Corporate Accounts section. Following Committee's budget reviews, and upon recommendation of a final budget for Council approval, the departmental allocations of this provision will be made to each department and their respective budgets updated.

All year-to-date 2023 actual results shown are unaudited, and are subject to detailed year-end procedures, adjustments, transfers and reallocations. Please note that the indicated overall surplus closing position is subject to change. However, most line items within operating departments can be relied upon.



# Office of the CAO

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Office of the CAO

## Service Delivery Summary

### Office of the CAO:

The CAO provides professional advice to the Mayor and Council and direction to employees as they implement the policy decisions of Council.

The Office of the CAO also oversees Corporate Communications and Strategic Initiatives and Human Resources and Health and Safety.

**Human Resources/Health and Safety:** People are the main resource in realizing the Township's corporate mission, which is "To evolve and grow as a community of caring people working together to build upon a sure foundation."

The Township of Wilmot is committed to diversity, equity and inclusion, as demonstrated through the Township's human resource policies and practices. Human Resources Management is an integral part of Wilmot's overall corporate strategy. Under the direction of the CAO, the Manager of Human Resources/Health and Safety oversees:

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

### Corporate Communications and Strategic Initiatives:

The Corporate Communications and Strategic Initiatives Division was newly established in 2023. The CAO/Strategic Initiatives Team works to enhance the Township's two-way communications programs and co-ordinate cross-departmental strategic initiatives, plans and projects, including Council's strategic initiatives. The Manager of Communications and Strategic Initiatives supports expanded program delivery in the areas of strategic communications, citizen engagement, strategic planning and performance measures and strategic project support within the office of the CAO.

The Corporate Communications team manages the Township's social media platforms and tracks trends and progress. The function manages media relations, social media, crisis communication, publications, communication relations and public engagement while providing support to Human Resources and the CAO for internal communication.

# Office of the CAO

## Service Delivery Summary

The team ensures the Wilmot brand is used consistently and works with departments to share information and gather input used to guide the Township's decision-making.

The team supports the CAO and the Corporate Leadership Team in developing and implementing a corporate strategic plan that guides the decision-making of Council and the actions of the Township, ensuring measurement tools are in place to gauge its success.

### **Key Achievements in 2023:**

- Recruited key positions including the Director of Community Services, Manager of Communications and Strategic Initiatives and Manager of Human Resources and Health and Safety
- Completed a comprehensive compensation review including re-evaluation of all positions for internal and pay equity and market analysis.
- Completed a Human Resources and Health and Safety Program audit.
- Completed a Corporate Communication and Engagement Strategy with Redbrick Communications (Final approval of Action Plan – January 2024)
- Acquisition of 30 Neville Street, future Parks Operations Facility and Fire Hall
- Collaborated with Region of Waterloo and area municipalities to plan for transition of planning responsibility under Bill 23
- Worked with Interim Financial Leadership to revamp the Township's budget process and develop a fiscal strategy
- Worked with the Development Services Team, Waterloo Economic Development Corporation and Region of Waterloo on key economic development initiatives and investment readiness and housing accelerator initiative
- Supported the Mayor and Council in advocacy efforts to various Ministries

# Office of the CAO

## Service Delivery Summary

### 2024 Major Initiatives/Pressures/Challenges:

#### Major Initiatives;

#### CAO:

- Complete final phase of People Plan – Community Services
- Work with Development Services to advance employment lands and strategic economic development opportunities.
- Support download of Planning responsibilities subject to implementation of Bill 23
- Advance recommendations within First People's Group report pertaining to Prime Minister's Path.

#### Human Resources & Health and Safety

- Investigate new HRIS system in conjunction with Corporate Services ERP initiative.
- Complete recruitment of Director of Corporate Services and Manager of Finance/Deputy-Treasurer
- Implement recommendations from the HR Audit.
- Complete change management certification

#### Strategic

#### Initiatives

Starting in January 2024, the Township will engage Council, Township employees and the community in developing Council's Strategic Plan for 2024 to 2027.

This four-year plan will be a vision for the future and will strike a balance between available resources and big dreams. This Strategic Plan will provide an opportunity to shape programs, services and Township planning into the future. It will require funding for the consultant's work, including thorough community engagement to ensure all voices are heard.

#### Corporate

#### Communication

In 2024, the Township will implement selected recommendations from the Corporate Communications Strategy developed by Redbrick Communications. Some costs will be included in the current budget while others may require budget increases to invest in communication and engagement with the community. Communication in 2024 will include increased community and constituency engagement using a diverse set of communication approaches.



# Office of the CAO

## Operating Budget Summary

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$	Budget Change %
<b>OFFICE OF THE CAO</b>					
<b><u>EXPENDITURES</u></b>					
Staffing Costs	842,515	638,656	848,165	(5,650)	(0.67%)
Contracted Services / Materials and Supplies	61,210	82,202	63,450	(2,240)	(3.66%)
Minor Capital					
<b>Office of the CAO - Expenditures</b>	<b>903,725</b>	<b>720,858</b>	<b>911,615</b>	<b>(7,890)</b>	<b>(0.87%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>903,725</b>	<b>720,858</b>	<b>911,615</b>	<b>(7,890)</b>	<b>(0.87%)</b>

# Office of the CAO

## Operating Budget Summary Cont'd

### Key Budget Changes, and Future Pressures:

Variance	Description	Amount
Training	due to increase in staff complement	\$5,000
All other minor char	cell phone, memberships, tribute to staff	\$ 2,890.00
	<b>TOTAL 2023 to 2024 Budget Change</b>	<b>\$7,890</b>





THE CORPORATION OF THE TOWNSHIP OF W...

# Council

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Role of Council

Council is responsible for providing leadership for the Township. They uphold and promote the strategic direction of the municipal corporation 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.

Wilmot's Council is comprised of the Mayor, and five ward councillors.

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 Goals and Objectives

The Township's existing [Strategic Plan](#) articulates the goals and objectives of Council and the community, which staff use as guidelines when 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 2024, 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. Public consultation will be included in the process.

# Council Costs

## Operating Budget Summary

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>COUNCIL</b>					
<b>EXPENDITURES</b>					
Honorariums	165,800	158,196	180,800	(15,000)	(9.69%)
Operating Expenses	33,025	38,283	33,025	-	
Municipal Grants Program	70,365	70,366	70,365	-	
<b>Council - Expenditures</b>	<b>269,190</b>	<b>266,845</b>	<b>284,190</b>	<b>(15,000)</b>	<b>(9.69%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>269,190</b>	<b>266,845</b>	<b>284,190</b>	<b>(15,000)</b>	<b>(9.69%)</b>

Key Changes to 2024 Budget		
Variance	Description	Amount
Councillors Honorarium	Provision for Market Adjustment and COLA subject to report	15,000
All other minor changes		0
<b>TOTAL 2023 to 2024 Budget Change</b>		<b>15,000</b>





# Fire Services

2024 Municipal Operating Budget  
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# Fire Services and Emergency Management Delivery Summary

**Fire Services** is responsible for the delivery of public education, fire prevention and enforcement, emergency response as directed by the council approved Establishing and Regulation Bylaw. Included within the fire services mandate is emergency management which includes, public education, annual HIRA (Hazard Identification and Risk Assessment) update, annual education and drill for the emergency control group, and provincial annual compliance.

## **Key Achievements in 2023:**

- Delivery, provisioning, and placed into service two heavy rescues located at Station 1 and Station 3
- Department Training program delivery, improvements and enhancements
- Township Joint Training program delivery, improvement and enhancements
- Development and implementation of cancer prevention decontamination program
- Delivered Emergency Management Education and table-top drill to Township control group
- Completed design specification for replacement tanker at Station 1 (pending council approval to purchase)
- Successful launch of annual fire safety and emergency management public open house
- Successful completion of hiring, training, and certifying 13 New Recruits

## **Key Goals for 2024:**

- Complete design of proposed new fire station in New Hamburg (pending council approval)
- Move Fire administration to Nevil Street location (pending council approval)
- Complete design of replacement aerial for Station 3
- Complete design of replacement rescue for Station 2
- Complete interior renovation project at Station 2 (pending council approval)
- Working with GIS, IT, and external partners to design and prepare to launch Community Risk Dashboard in 2025
- Research and collaborate with region fire services to obtain a new more robust records management system that includes business analytics
- Further improve and grow annual fire safety and emergency management public open house and include community partnerships
- Continue to collaborate and grow Township joint training program
- Continue department training program to meet mandatory certification compliance by July 2026



# Fire Services and Emergency Management Delivery Summary

## Divisional Descriptions:

**Administration:** This division is responsible for the administration, operations, safety, and project management of the Fire department. 2024 planned projects include renovation and move Administration to 30 Neville street in New Hamburg, architectural design of new fire station on 30 Neville Street property, interior renovation and upfitting of backup emergency operations center at Station 2, move public education position from part-time to full-time to move township forward with several public education projects, continue to follow Master Fire Plan recommendations, lead project for the provisioning of a new Records management software platform, annual Community Risk Assessment review, design and deliver Emergency management training and Drill for Q3 of 2024, and several policy updates, research, and development. The following items fall under the responsibility of Administration:

- Policy development & Administrative process
- Master Planning & Service Delivery
- Training policies and programming, Township Joint Training program
- Public Education, Fire Prevention, and Enforcement activities
- Community Risk Assessment
- Development of Strategic partnerships
- Cooperative purchasing projects
- Business and Budgetary planning and development
- Asset Management, Strategies, Lifecycle Benchmarking, fire station maintenance, Performance management, and Fire Apparatus fleet management
- Capital Program Project Management
- Communications and Reporting
- Emergency Management

Program Revenues: \$0.00

Program Expenses: \$25,865

Net Levy Impact: **\$25,865**

**Staff Compliment:** 2 Fulltime, 0 Part time

**Key Performance Indicators (KPI)**

**Capital Projects:**

2021 - 11

2022 - 10

2023 - 6

**Approved Capital:**

2021 - \$912,200

2022 - \$1,271,000

2023 - \$2,091,250

# Fire Services and Emergency Management Delivery Summary

## **Divisional Descriptions Continued:**

### **Public Education:**

Fire public education is the first line of defence, as mandated by the Fire Protection and Prevention Act, Wilmot continues to deliver fire safety messaging to residents and schools utilizing one part-time certified public educator. Using best practice methods, we target specific demographics such as seniors, vulnerable residents, children, and general residents. Risks in single family homes have increased exponentially over the last few years with 133 fire deaths reported in 2022 and over 90 reported as of November 2023 (final totals not available at this time).

**Staff Compliment:** 1 Part-time (21 hours per week)

### **Key Performance Indicators (KPI)**

#### **Public Education Projects and Events:**

2021 – 8 (no part-time Public Educator, events conducted by FPO)

2022 – 22 (Parti-time Public Educator started in May of 2022)

2023 – 27

#### **Open Burn Permits Issued (part of the Part-time Educator duties, also oversees recreational burn permits):**

2021 – 71

2022 – 44

2023 – 51

#### **Approved Operating (Prevention and Education Combined):**

2021 - \$5,000

2022 - \$3,500

2023 – \$5,000

# Fire Services and Emergency Management Delivery Summary

## Divisional Descriptions Continued:

### Fire Prevention and Enforcement:

As the second line of defence the fire prevention division is responsible to support public education, inspections, and enforcement of the Ontario Fire Code to Wilmot residents. This division is extremely technical and utilizes several codes and standards along with the Ontario Building Code to bring buildings into compliance. Collaboration with the building department is crucial and practiced regularly. Fire Inspectors do not enforce the building code but must be familiar to ensure residents are directed to obtain building permits when required. It should be noted that a single complex inspection can involve anywhere from 8 hours to 30 hours of total staff time, some spanning over multiple years.

### Staff Compliment: 1 Full-time

Program Revenues: \$0.00

Program Expenses: \$2,000

Net Levy Impact: **\$2,000**

### Key Performance Indicators (KPI)

#### Fire Prevention Inspections/Enforcement (Includes mandatory Request and Complaint):

2021 – 31 – Site Visits

- follow ups – 10
- complaints – 14
- requests – 7

2022 – 21 – Site Visits

- follow ups – 12
- complaints – 8
- requests – 1

2023 – 39 – Site Visits

- follow ups – 23
- complaints – 14
- requests – 2

### Approved Operating (Prevention and Education Combined, not including wages):

2021 - \$5,000

2022 - \$3,500

2023 - \$3,000

**Note:** COVID has a significant impact on 2021 and some of 2022

# Fire Services and Emergency Management Delivery Summary

## Divisional Descriptions Continued:

### Emergency Response:

The third line of defence is response to emergencies within the township. Unlike the first to lines of defence, emergency response is reactive and holds the most risk to firefighters. Wilmot responds to fires, select medical calls, rescues, vehicle extrication, water and ice rescues and wildland fires. This requires extensive training to meet mandatory certification as required by the province. Further, fire apparatus and equipment are a significant cost to a municipality.

**Staff Compliment:** 80 Volunteer Firefighters (no

### Key Performance Indicators (KPI)

#### Call Volume (includes all emergency call types):

2021 - 483	Medical = 26%	Fires = 9%	Other 65%
2022 - 455	Medical = 26%	Fires = 5%	Other 69%
2023 - 539	Medical = 29%	Fires = 7%	Other 64%

2021 - 2,728 emergency hours

2022 - 4,690 emergency hours

2023 - 5,370 emergency hours

#### Approved Wages Operating (Full-time, Part-time, Volunteer FF combined):

2021 - \$989,014.38

2022 - \$1,149,355

2023 - \$1,162,370

# Fire Services and Emergency Management Delivery Summary

## Divisional Descriptions Continued:

### Training Program:

Training is the hallmark of any fire department. Fighting fires today compared to 25 years ago is very different. Firefighting is now considered a carcinogenic occupation. Residents can have as little as 60 seconds to escape the toxic, rapid fire growth environments we find in homes. The province introduced mandatory certification for all fire departments and must be in place by July 2026. Training today is technical and demanding especially for a volunteer service.

**Staff Compliment:** 3 Part-time (14 hours per week per position) one assigned to each station

Program Revenues: \$0.00

Program Expenses: \$13,835

Net Levy Impact: **\$13,385**

### Key Performance Indicators (KPI)

#### Training Hours (Annual)

2021 - 5,451 Training hours

2022 - 4,948 Training hours

2023 - 5,535 Training hours

Medical recertification is conducted annually and includes first aid, CPR, AED, BLS, and medical directives such as epi pens for allergic reactions. We certify recruits and divide up our 90 firefighters into a third and certify each year to spread the cost over 3 years rather than every 3 years. (certification is required every 3 years).

#### Medical Recertification:

2021 - 59

2022 - 53

2023 - 42

Effective July of 2026, all firefighters in the province of Ontario are required to be certified to the NFPA standards. Wilmot has been proactive since 2018 certifying new recruit firefighters. Company officers and technical rescues are required to be certified as well. We anticipate, based on current numbers, all firefighters and company officers will be certified by July 2026. Technical rescues include Auto Extrication, Water and Ice Rescue, pumper operations require full certification by July 2028. Wilmot is no target to meet this requirement.

#### NFPA Certified Training Completed:

2021 - 50

2022 - 53

2023 - 50

# Fire Services and Emergency Management Delivery Summary

## **Divisional Descriptions Continued:**

### **Township Joint Training Program:**

Using past experience and collaboration with other fire services, the four townships entered into an agreement to share training resources. This partnership continues to grow and mature. Wilmot has taken the lead to move this project forward. We have developed curriculum, accepted by the province, to deliver local certified training using the collective talents the four townships. This keeps our firefighters local and significantly reduces training costs.

**Staff Compliment:** No staff dedicated to this program. Program is shared amongst the four township fire service's, however, Wilmot has taken the lead to oversee the overall administration and success of the program.

## **Key Performance Indicators (KPI)**

### **Training Hours (Annual)**

2021 – 9 recruits hired, each recruit attended 40 classes, 145 class hours and 95 training hours

2022 – 9 recruits hired, each recruit attended 40 classes, 145 class hours and 95 training hours

2023 - 13 recruits hired, each recruit attended 54 classes, 204 class hours and 112 training hours (added mandatory Hazmat and an additional Live fire day in 2023)

### **Approved Operating:**

Budgets are managed by each township fire service to train their recruit firefighters and for any specialized courses such a NFPA 1002, 1021, 1041, and 1072. Same applies to instructors, each township pays their instructors, however, we share the workload which in turn reduces overall costs and eliminates tuition costs to regional training centers.

# Fire Services and Emergency Management Delivery Summary

## **Divisional Descriptions Continued:**

### **Emergency Management:**

The fire service is responsible to meet provincial requirements on an annual basis. These requirements include public education, annual training, annual emergency drill applicable to potential emergencies in the community, maintaining the HIRA (Hazard Identification and Risk Assessment), and Critical Infrastructure. There are four phases; mitigation, preparedness, response, and recovery. We focus mainly on mitigation and preparedness as proactive. The township plays a critical role should a large-scale emergency event occur in the township supporting township residents.

**Staff Compliment:** 0 Staff dedicated to this position, workload is shared by Admin Assistant (Alternate CEMC) and Fire Chief (Primary CEMC).

### **Key Performance Indicators (KPI)**

#### **Provincial Compliance:**

2021 – Approved, met provincial requirements

2022 – Approved, met provincial requirements

2023 – Submitted compliance requirements, approval pending

#### **Approved Operating:**

2021 - \$1,000

2022 - \$1,000

2023 – \$1,000

# Fire Services and Emergency Management

## Operating Budget Summary

TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>FIRE SERVICES AND EMERGENCY MANAGEMENT</b>					
<b><u>REVENUES</u></b>					
Service Fees	(40,190)	(53,634)	(40,305)	115	0.29%
Burn Permits	(16,000)	(11,705)	(14,000)	(2,000)	(12.50%)
<b>Fire Services and Emergency Management - Revenues</b>	<b>(56,190)</b>	<b>(65,339)</b>	<b>(54,305)</b>	<b>(1,885)</b>	<b>(3.35%)</b>
<b><u>EXPENDITURES</u></b>					
Staffing Costs	1,162,370	1,147,560	1,175,335	(12,965)	(1.12%)
Contracted Services / Materials and Supplies	233,500	206,325	248,490	(14,990)	(6.42%)
Building	76,500	92,321	80,500	(4,000)	(5.23%)
Fleet	66,000	60,415	65,000	1,000	1.52%
Minor Capital	22,480	18,971	29,655	(7,175)	(31.92%)
<b>Fire Services and Emergency Management - Expenditures</b>	<b>1,560,850</b>	<b>1,525,591</b>	<b>1,598,980</b>	<b>(38,130)</b>	<b>(2.44%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>1,504,660</b>	<b>1,460,252</b>	<b>1,544,675</b>	<b>(40,015)</b>	<b>(2.66%)</b>



# Fire Services

## Operating Budget Summary Cont'd

### Summary of Details:

Fire Department operations are funded through the tax levy, based on recommendations from the Fire Chief and the Council approved Establishing and Regulating Bylaw (E&R Bylaw). Fire Services deliver a unique service, like no other, within the Township where fire prevention and public education, training, and emergency response are delivered utilizing a volunteer firefighter model. This model saves the local tax base millions of dollars annually as compared to a full-time model. Revenues are budgeted to decrease by \$2,000. Operating expenses are budgeted to increase by \$43,700. Overall, fire services is requesting an increase of 2.4% over 2023.

**Revenues:** The Township generates revenue through various sources such as Recreational and Open-Air Burn Permits, POA fines, Fire Inspection fees, and cost recovery for emergency incidents that meet criteria and are non-residents. The recreational burn bylaw was updated in 2021 and implemented in 2022. The Township had to rely on survey replies of 1300 to create a baseline as prior analytics were not available. However, the number of permits sold annually was overestimated in 2022 and 2023, and annual permit sales expectations have been reduced year over year to find the proper balance. It should be noted that the reduction in revenue for 2024 is attributed to the Recreational Burn permit adjustment. Additionally, cost recovery is based on types of calls, resident or non-resident, Hwy 7/8 calls, and number of calls. These factors fluctuate significantly over each year, making it very difficult and unpredictable to predict this revenue line.

**Expenses:** Expenses are divided amongst the various divisions with Fire Services. Staffing Costs include annualized wages and justification request to increase a PT position to Full-time to meet service delivery requirements, volunteer wage adjustments to remove the work party rate and pay firefighters one rate. Future wage considerations will come forward in subsequent budget years to continue to modernize and incentivize volunteer firefighters to join and remain for longer periods of time.

Costs to fire services for equipment, fleet, building have increased exponentially since COVID 19. Most fire equipment has experienced increases of 25%, while fire apparatus have increased up to 40%. These increases have placed tremendous pressure on capital forecasts.

# Fire Services

## Operating Budget Summary Cont'd

**Pressures/Challenges continued:** Volunteer fire services have been under tremendous pressure with recruitment and retention. In fact, it has become a major issue with several municipalities across Canada and Ontario with some departments at risk of serious safety concerns or being forced into a full-time service. These issues bear tremendous cost to the tax base in the municipality impacted. Wilmot continues to maintain firefighter numbers but has been unable to grow to the full compliment of 90. Wilmot currently sits at 84 firefighters. Between 2021 and 2023 we hired 31 firefighters while during that same period we had 31 firefighters resign. The following chart illustrates the number of firefighters hired annually versus resignations each year.

<b>2021</b>	<b>Hired 9</b>	<b>Resigned 9</b>
<b>2022</b>	<b>Hired 9</b>	<b>Resigned 15</b>
<b>2023</b>	<b>Hired 13</b>	<b>Resigned 7</b>
<b>2024</b>	<b>Hired 10</b>	<b>Resigned TBD</b>

This significant turnover is attributed to the changing expectations within today's workforce, where there is a high priority placed on work-life balance, rather than volunteering and part-time work. To increase retention, Hicks Morley and Wilmot Fire created a new employment offer that requires recruit firefighters to repay training expenses incurred by the Township if they leave within 3 years. In addition, Wilmot Fire has targeted hiring some Township employees who will play a dual role as volunteer firefighters. Currently, there are 2 Township employees serving as volunteer firefighters who follow a set of criteria to determine when they can respond during their shift. Wilmot Fire is working on refining these criteria to ensure a balance between response and work-flow continuity.

# Fire Services

## Operating Budget Summary Cont'd

Several other challenges exist and place pressure on the fire service:

- Firefighter Cancer
- Mental Health (PTSD)
- Family, Job, and personal time priorities
- Lithium-Ion Technology
- Building Construction
- Climate Change
- Significant rising costs and availability of parts
- Delays in getting fire apparatus built and delivered
- Mandatory Certification
- Recruitment and Retention
- Aging population
- Future population growth in Wilmot
- Technology
- DZ Licensing

The listed pressures/challenges require individual explanations. Each is steeped in legislation, acts, societal issues, and more. We continue to evaluate and find solutions to issues that arise. All pressures/challenges impact budget and service delivery within the Township.

# Fire Services and Emergency Management

## Operating Budget Summary

Key Budget Changes, and Future Pressures:

Key Changes to 2024 Budget		
Variance	Description	Amount
	Recreational Burn Permits	(2,000)
	Clothing/PPE	(6,190)
	Training and Development	(13,835)
	Dispatch, Pager/Radio Repairs, Radio System	(7,000)
	Equipment Repairs and Maintenance	(5,500)
	Fire Prevention/Public Education	(2,000)
	Small Capital/One Time Purchases	(7,175)
	All other minor changes	3,685
	<b>TOTAL 2023 to 2024 Budget Change</b>	<b>(40,015)</b>





# Corporate Services

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# 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 administration
- Utility billing and administration
- Corporate procurement
- Payroll administration
- Insurance and risk management
- Debt and investment
- Inbound and outbound grants administration

**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. Our IT team also coordinates and produces the live-streaming of all meetings of Council and committee meetings.

The IT Services team recently completed an IT Master Plan, which generated 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 sections, the Municipal Clerk's Office and Municipal Law Enforcement Services. Through these two core service areas, Legislative Services is both an internal and external service provider.

The Municipal Clerk's Office is responsible for a wide range of essential services, including administering municipal and school board elections; providing support for Council and committee meetings; maintaining corporate records; ensuring compliance with legislative requirements; managing privacy and public access to information; providing policy leadership; overseeing vital statistics; and issuing marriage licenses and lottery permits.

Municipal Law Enforcement Services is committed to promoting compliance with local By-laws through a proactive approach that emphasizes education and communication. Our officers work with residents, businesses, and visitors to raise awareness of regulations and encourage voluntary compliance. In addition, the team is responsible for processing kennel applications and overseeing the approval process for various by-law exemptions, as established by Township Council.

# Corporate Services

## Operating Budget Summary

TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>CORPORATE SERVICES</b>					
<b>REVENUES</b>					
Administrative and Miscellaneous Fees	(94,300)	(68,813)	(125,600)	31,300	33.19%
Licenses and Fines	(81,700)	(101,719)	(98,500)	16,800	20.56%
<b>Corporate Services - Revenues</b>	<b>(176,000)</b>	<b>(170,532)</b>	<b>(224,100)</b>	<b>48,100</b>	<b>27.33%</b>
<b>EXPENDITURES</b>					
<b>Financial Services</b>					
Staffing Costs	840,065	848,446	834,800	5,265	0.63%
Contracted Services / Materials and Supplies	129,600	143,785	127,600	2,000	1.54%
<b>IT Services</b>					
Staffing Costs	225,800	225,575	225,500	300	0.13%
Contracted Services / Materials and Supplies	383,370	402,200	443,288	(59,918)	(15.63%)
Minor Capital	-	(10,361)	-	-	-
<b>Legislative Services / Municipal Elections</b>					
Staffing Costs	408,750	407,274	407,900	850	0.21%
Contracted Services / Materials and Supplies	10,800	15,987	15,000	(4,200)	(38.89%)
Transfer to Election Reserve	25,000	25,000	27,000	(2,000)	(8.00%)
<b>Municipal Law Enforcement / Animal Control / Crossing Guards</b>					
Staffing Costs	264,400	263,451	264,950	(550)	(0.21%)
Contracted Services / Materials and Supplies	22,100	28,221	31,450	(9,350)	(42.31%)
Fleet	8,475	5,347	4,800	3,675	43.36%
<b>Corporate Services - Expenditures</b>	<b>2,318,360</b>	<b>2,354,925</b>	<b>2,382,288</b>	<b>(63,928)</b>	<b>(2.76%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>2,142,360</b>	<b>2,184,393</b>	<b>2,158,188</b>	<b>(15,828)</b>	<b>(0.74%)</b>



# Corporate Services

## Operating Budget Summary Cont'd

### Key Budget Changes, and Future Pressures:

Key Changes to 2024 Budget		
Variance	Description	Amount
	Administrative & Misc. Revenues	31,300
	Licenses and Fines Revenues	16,800
	Finance: office supplies and training reductions	7,700
	Fuel & Repairs reduction - recent hybrid vehicle	3,675
	Transfer to Election reserve	(2,000)
	Election training/memberships	(2,450)
	Contracted services	(3,500)
	Animal Control Contract	(5,850)
	It licenses, software and maintenance - beyond inflation	(59,918)
	All other minor changes	(1,585)
	<b>TOTAL 2023 to 2024 Budget Change</b>	<b>(15,828)</b>

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries

**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, and the administration of inbound and outbound grants.

2024 will bring new challenges. Two key roles are presently filled with short-term contracts while hiring for permanent staff continues. These two new staff will bring new perspectives, as well as fully evaluate the department processes. Additionally, a Development Charge Background study must be completed by fall to comply with legislation. The Accounting system will be replaced with a system which integrates budgeting, long range capital planning and funding. The payroll system will also be updated with a project led by Human Resources to unify several legacy tools with a singular integrated Human Resources Information System.

**Staff complement:** 6 Full-time, 0 Part time.

### Key Performance Indicators

#### **Number of Property Tax Accounts**

2021: 7,517

2022: 7,528

2023: 7,535

#### **Annual Bids and Tenders**

2021: 29

2022: 39

2023: 23

#### **Number of Utility Customers**

2021: 5,570

2022: 5,586

2023: 5,591

#### **Annual Insurance Claims**

2021:

2022: 6

2023: 8

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### 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.

**Pressures and Challenges:** 2024 will be a busy year as IT continues implementation of the IT Master Plan, as well as several system replacement projects, such as the Financial System. Additionally, several facility updates or new construction projects are being planned, and IT needs of those facilities must be specified, built, installed, tested and managed.

**Staff Complement:** 2 Full-time, 0 Part time.

#### Key Performance Indicators

##### Number of Support Tickets per year

2021: 1177

2022: 1320

2023: 1330

##### Number of Access Points Maintained

2021: 50

2022: 50

2023: 50

##### Number of Active Workstations, Desktops, Tablets and other IT devices

2021: 140

2022: 120

2023: 111

In addition to the above, the IT Services team manage 19 switches, 90 CCTV cameras, 6 digital message boards, across 12 locations, as well as many servers and firewall/security devices and systems.

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### **Municipal Clerk's Office**

The Municipal Clerk's Office is tasked with a diverse range of responsibilities, including managing council and committee meetings, maintaining by-laws and governance policies, overseeing records management, acting as the head of information under the Municipal Freedom of Information and Protection of Privacy Act, issuing marriage licenses and performing civil ceremonies, serving as a liaison for the Integrity Commissioner, Ombudsperson, and Closed Meeting investigator, staffing the main floor reception and switchboard, and conducting municipal and school board elections.

**Pressures and Challenges:** The Municipal Clerk's Office is placing a significant attention on reviewing and updating Township policies, as well as developing a comprehensive records management program that meets the current and future needs of the corporation. This work will be key to ensuring the Municipal Clerk's Office can effectively carry out its important legislated responsibilities relating to policy administration and information management.

#### **Key Achievements in 2023:**

- Completed a comprehensive review of the Procedural By-law
- Implementation of Committee Governance Policy
- Updated Flag Policy
- Citizen Advisory Committee recruitment
- Completed a comprehensive review of Lottery Licensing Program and implemented changes to align with legislative requirements
- Implementation of Physical and Electronic Corporate Records Management System (Pilot Program)
- Partnered with Conestoga College for 2023 Public Service Policy Challenge
- Local Government Week 2023 Grade 5 Open House

#### **Key Goals for 2024**

- Complete review of the Council and Local Board Code of Conduct and Council and Staff Relations Policy
- Establish a policy governance and administration framework
- Continue corporate implementation of Record Management Software
- Implement community guide for Lotter Licensing
- Develop in house access and privacy, and accessibility training for Township staff

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### Municipal Clerk's Office (Continued)

Staff complement: 4 Full-time

### Key Performance Indicators

Council and Committee Meetings	Quasi-Judicial Hearings
2021: 63	2021: 0
2022: 64	2022: 2
2023: 51	2023: 6

Marriage Licenses Issued	Lottery Licenses Issued
2021: 49	2021: 12
2022: 77	2022: 28
2023: 72	2023: 29

#### By-Laws Processed

2021: 60  
2022: 56  
2023: 53

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### ***Municipal Law Enforcement Services***

The primary role of Municipal Law Enforcement is to ensure compliance with Township by-laws. In addition to enforcing by-laws, Municipal Law Enforcement is responsible for the Crossing Guard program, animal control services (jointly with the Humane Society of Kitchener Waterloo and Stratford), issues exemption permits and licenses (such as kennel Licenses and Noise By-law exemptions) and provides public education on by-laws and Township regulations.

**Pressures and Challenges:** The downloading of Provincial responsibilities continues to put additional strain on municipal resources, including in Municipal Law Enforcement. Coupled with strains on Waterloo Regional Police resources, Wilmot Municipal Law Enforcement continues to see high demand in reactive By-law Enforcement. As the Township grows and requests for service also increase, staffing will become an issue with respect to maintaining current service levels and managing public expectations. For instance, resources are already at full capacity for overnight winter parking enforcement, which means that without additional personnel (i.e., Officers who can issue tickets), service levels in this area will decline as the Township grows.

**Staff complement:** 1 Full-time, 11 Part-time (2 Municipal Law Enforcement Officer, 9 Crossing Guards)

#### **Key Accomplishments in 2023:**

- Executed new agreement with the Humane Society of Kitchener Waterloo & Stratford Perth
- Updated the Fireworks, Dog Control, and Animal Control (excluding dogs) By-law
- Conducted a public engagement campaign leading to amendment to the Noise By-law

#### **Key Goals in 2024:**

- Review and update Property Standards By-law
- Review and update Dog Control By-law (relating to dangerous dogs)
- Review and modify door hanger program
- Seek additional ways to collaborate with community partners on effective crime mitigation means (specifically relating to graffiti)

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### *Municipal Law Enforcement Services (continued)*

### Key Performance Indicators

Complaints/Inquiries	Tickets Issued (Overall)	Parking	Tickets Issued
2021: 1299	2021: 234		2021: 1
2022: 1168	2022: 440		2022: 0
2023: 1192	2023: 809		2023: 4

Dog Licenses Issued	Kennel Licenses Issued
2021: 1931	2021: 6
2022: 1914	2022: 5
2023: 2002	2023: 6

# Corporate Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

#### **Asset Management**

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. A key focus within this service area currently is the development an on-going monitoring of a corporate-wide fleet maintenance and replacement strategy.

2024 work will emphasis improved process controls for asset additions and disposals, while also updating replacement assets, and continuing work to reconcile the Asset Management database with other corporate data that exists, such as our Geographic Information System (GIS).

#### **Key Performance Indicators**

##### **Number of Active Assets In-Service**

2021:

2022:

2023:

##### **Number of Fleet Assets**

2021: 47

2022: 49

2023: 52







# Infrastructure Services

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Infrastructure Services

## Department Overview


The **Infrastructure Services** Department is made up of 2 divisions: **Engineering** and **Public Works**.

The **Engineering** division oversees planning, approvals, construction oversight and project management for core infrastructure projects.

The **Public Works** division is operations and maintenance focused in three areas:

- Transportation Operations
- Municipal Drinking Water Operations
- Wastewater Operations





# Engineering and Transportation Operations Budget

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Engineering and Transportation Operations Service Delivery Summary

The **Engineering** and **Transportation Operations** divisions are two separate operating units. Within the **Infrastructure Services Department**.

The **Engineering** division operates under the Manager of Engineering, and is responsible for the following core portfolios:

- Asset Management (Condition Assessment, Risk Planning, Medium to Long Term infrastructure Scheduling)
- Capital Program Management (Short Term Capital Budget, Project Management, Design, Reconstructions and Rehabilitations)
- Development Engineering (Approvals and Long-term Growth Planning)
- Corridor Management (Municipal Access, Right of Way Permits, Municipal Consent, Traffic Calming)
- Consolidated Linear Infrastructure License Management (Approvals for Water/Wastewater Systems, I&I Management, Water Loss Management)
- Municipal Drain Construction and Maintenance Program Management

## Key Achievements in 2023:

- Greenwood Drive Reconstruction
- Nafziger and Casselholme Watermain Relining
- Snyder's Road Reconstruction Phase 2/Phase 3 Detailed Design
- Victoria Street and Boulee Street Detailed Design
- Baden Trunk Sewer Detailed Design
- Road Surface Rehabilitation Programs
- Bridge Street Bridge Reconstruction
- Tye Road Culvert Reconstruction
- Lisbon Road Culvert Reconstruction
- Guiderail Program Construction
- Various Bridge and Culvert Structure Detailed Design
- Punkeydoodles/Oxford Road 5 Study
- Employment Lands Area Grading
- Hamilton Road Pedestrian Cross-over Construction

# Engineering and Transportation Operations Service Delivery Summary

## Key Goals for 2024:

- Knipfel Private Water System (Petersburg) – Ministry Orders
- Road Condition and Needs Program Reporting
- Traffic Calming Policy and Program Establishment
- Nithview SWM Facility Rehabilitation and Retrofit
- Punkeydoodles/Oxford Road 5 Upload and Reconstruction
- Employment Lands Servicing Construction
- Sanitary Railway Crossing Design (Employment Lands)
- Snyder's Road Reconstruction Stage 3
- Growth Servicing Strategies for Baden and New Hamburg
- Master Plan Stormwater Infrastructure and Rate Study - RFP
- Baden Trunk Construction – Phase 1 and 2
- Draft Plan and Subdivision Growth Planning and Approvals (Wilmot Woods, Employment Lands, Snyder's Road Inc)
- DC By-Law Update Support
- I&I Reduction Program – Implementation
- Traffic Calming Policy

# Engineering and Transportation Operations Service Delivery Summary

The **Transportation Operations** division operates under the Manager of Public Works and Supervisor of Road Operations, and is responsible for the following core portfolios:

- Roads Fleet and Equipment Management
- Regulatory Compliance for Highway Maintenance Standards
- Gravel Pit (Township-owned) Management
- Hardtop and Loosetop Road Management: routine, preventative and emergency maintenance
- Roadside and Operations Safety Program Management – Sidewalks, Tree and Vegetation Management, Pavement Marking, Regulatory Sign Management, Guiderail Maintenance
- Corridor Drainage management – ditching, culverts, catch basin cleaning, street sweeping, stormwater management facility maintenance and operations
- Bridge and Culvert maintenance and repairs
- Materials Management and Inventory Control
- Facility Management
- Winter Control – Event response, preventative maintenance, materials management, Contracted Services Management

## **Key Achievements in 2023:**

- Land Acquisition for Facility Expansion
- Fleet and Equipment Replacements
- General Maintenance and Repair Programs

## **Key Goals for 2024:**

- Bridge and Structure Management Plan
- Boundary Agreements – Establish and Implement
- Oxford-Waterloo Bridge – Report to Council
- Sidewalk Winter Maintenance By-Law Review
- Salt/Sand Dome Long Term Replacement Planning
- Gravel Pit Operations Lease – RFP
- Work Order System Review
- CLI-ECA Operational Planning
- Hard Surface Wilmot-Easthope Road (boundary share)

# Engineering and Transportation Operations Service Delivery Summary

**TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>INFRASTRUCTURE SERVICES</b>					
<b>REVENUES</b>					
Service Charges	(490,500)	(311,370)	(496,100)	5,600	1.14%
Transfer From Development Charges	(59,500)	-	(59,500)	-	0.00%
Grants	(55,000)	(33,644)	(55,000)		
Aggregate Resource Fees	(162,000)	(140,724)	(162,000)	-	0.00%
<b>Infrastructure Services - Revenues</b>	<b>(767,000)</b>	<b>(485,738)</b>	<b>(772,600)</b>	<b>5,600</b>	<b>0.73%</b>
<b>EXPENDITURES</b>					
<b>Engineering Services</b>					
Staffing Costs	1,213,390	1,045,686	1,236,390	(23,000)	(1.90%)
Contracted Services / Materials and Supplies	43,500	9,003	59,000	(15,500)	(35.63%)
Fleet	2,150	3,539	2,150	-	
<b>Transportation Services</b>					
Staffing Costs	805,800	859,132	801,800	4,000	0.50%
Contracted Services / Materials and Supplies	10,000	9,270	9,900	100	1.00%
Building	19,900	18,682	21,900	(2,000)	(10.05%)
Roads Maintenance Programs	634,500	516,915	685,000	(50,500)	(7.96%)
Fleet	160,200	167,329	159,000	1,200	0.75%
Minor Capital	0	19,856	0	-	
<b>Winter Control</b>					
Staffing Costs	226,800	197,544	231,800	(5,000)	(2.20%)
Contracted Services / Materials and Supplies	524,500	573,374	524,500	-	
Fleet	125,800	100,411	135,000	(9,200)	(7.31%)
<b>Street Lighting</b>					
Contracted Services / Materials and Supplies	78,300	67,769	75,000	3,300	4.21%
<b>Municipal Drains</b>					
Contracted Services / Materials and Supplies	40,000	19,452	45,000	(5,000)	(12.50%)
<b>Infrastructure Services Expenditures</b>	<b>3,884,840</b>	<b>3,607,963</b>	<b>3,986,440</b>	<b>(101,600)</b>	<b>(2.62%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>3,117,840</b>	<b>3,122,224</b>	<b>3,213,840</b>	<b>(96,000)</b>	<b>(3.08%)</b>

# Engineering and Transportation Operations Service Delivery Summary

## Key Budget Changes, and Future Pressures:

Key Changes to 2024 Budget	
Variance Description	Amount
Service Charge Revenue	5,600
Roads Mtc Program	(50,500)
Engineering Part time hours	(23,000)
Engineering Contracts and Materials	(15,500)
Municipal Drains maintenance	(5,000)
Streetlights	3,300
All other minor changes	(10,900)
<b>TOTAL 2023 to 2024 Budget Change</b>	<b>(96,000)</b>

### Base Budget Key Changes (Transportation Services)

- Stormwater Management – CLI-ECA SWM facility water quality testing requirements
- Hardtop – minor rehabilitation and repairs, increased volume of asphalt tonnage
- Bridge Maintenance – sediment cleaning (various structures), deck cleaning, minor end treatment repairs

### Level of Service Requests (Engineering)

- Development Engineering Supervisor – \$145,000 for staffing, IT and other program needs to support the expanding development and growth portfolio. Cost-recoverable (net zero impact to tax levy)
- Construction Inspector – \$125,000 for staffing, IT and other program needs to facilitate shift from consulting services to in-house resources. Cost re-allocation from consulting services to staffing (net zero impact to tax levy)
- Minor Traffic Calming Implementation - \$10,000 – anticipated minor treatments of line painting, flexible bollards
- OSIM inspection needs - \$35,000 – additional structures
- identified and inspection cycle changed through asset management practices



# Engineering and Transportation Operations Service Delivery Summary

## Program Level Summaries

**Engineering** The Engineering program revenues are comprised of service charges, application fees and inter-departmental charges. Program expenses are related to staffing, which includes Public Works staff within the Engineering service budget.

### PROGRAM REVENUE

Engineering Services Charges	\$381,100
Development Charges Revenue	\$59,500

### PROGRAM EXPENSE

Engineering Services	\$1,297,540
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Note: These figures do not include IDC or transfers as these were moved to corporate account cost-centres.

**Staff complement:** \*10 Full-time, 1 Part time \*includes component of Public Works staff

**Pressures/Challenges:** Community growth pressures on infrastructure planning, timing of project needs, rapid construction/material inflation now stabilizing, market competitiveness for staff, staff turnover and vacancies leading to project delays

## Key Performance Indicators

- Development Engineering
  - Monitoring active subdivision construction, Draft Approval design processes, general Planning process approvals (7 servicing applications, 5 Site Plan Applications, 10 infill developments)
  - Baden Trunk Construction Phase 1 and 2
  - Sanitary Sewer Railway Crossing (Employment Lands)
- Corridor Management – Permits and Approvals for Third Party Corridor Activities (30 Municipal Consent, 70 ROWWP)
- Reconstruction and Rehabilitation Program
  - Reconstruction Projects (Snyder's Road Phase 3, Oxford Road 5)
  - 5 Rehabilitation Projects (Hot Mix, Surface Treatment, Jacob Street, Webster Street Lighting, Lining Projects for Sewers and Watermains)
  - Knipfel DWS Conversion
  - OSIM and smaller culvert structure management
- CLI-ECA Approvals – Permitting and Approvals for system expansion or alterations (5 storm, 5 sanitary, 5 SWM)

# Engineering and Transportation Operations Service Delivery Summary

## Program Level Summaries (continued)

*Transportation Operations* The Transportation Operations program revenues are comprised of service charges, aggregate resource fees and boundary road charges. Program expenses are related to staffing, materials and contracted services.

### PROGRAM REVENUE

Aggregates Resource Fees	\$162,000
Grants from Others	\$35,000
Boundary Roads	\$105,000
Service charges	\$10,000
Provincial Grant	\$20,000

### EXPENSE

Road Maintenance	\$1,677,600.00
Winter Control	\$891,300.00
Municipal Drains	\$45,000.00
Street Lighting	\$75,000.00

**Staff complement:** \*9 Full-time, 6 seasonal and part-time staff

**Pressures/Challenges:** Changing regulatory framework for stormwater infrastructure, service level expectations of a growing community, advanced planning and implementing growth, road assets in critical juncture of useful life with more maintenance needs over time.

## Key Performance Indicators

- 280 centreline km of roads and roadside maintained for summer and winter control operations
- 35 SWM Facilities CLI-ECA compliance
- 40 Bridge Structures general maintenance and minor repair
- Numerous small sized culverts to maintain (approx. 400)
- 90 km sidewalk inspected for AODA compliance
- Total Brush and Debris Clearing: 78
- Total Regulatory Sign Repairs and Replacement: 49
- Total Road Surface Defect Repairs: 811
- Total Tree Removal or Trimmings Completed: 22



# Drinking Water and Wastewater Operations Budgets

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Water and Wastewater Utility Budgets

## Service Delivery Summary

The Township of Wilmot provides local water distribution and wastewater collection services to various urbanized areas of the community. The Region of Waterloo is responsible for drinking water production and treatment. Similarly, the Township is responsible for local sanitary sewer collection and local conveyance, while the Region of Waterloo is responsible for wastewater treatment.

All water and wastewater customer accounts are managed, metered and billed by the Township. The Township purchases treated drinking water and pays for sewage treatment services from the Region of Waterloo.

Through the **Drinking Water Systems Operations** division, The Township is responsible for operating and maintaining municipal drinking water infrastructure systems, serving the communities of New Hamburg – Baden, New Dundee, St. Agatha and Mannheim. Activities include:

- Hydrant maintenance, valve maintenance, water loss prevention, water meter operations, flushing, and emergency repairs.
- Drinking water quality management systems, regulatory reporting, and system license management.

Through the **Wastewater Operations** division, The Township conducts the operation and maintenance of municipal wastewater infrastructure sanitary systems in New Hamburg – Baden and Mannheim. Activities include:

- Mainline maintenance, maintenance hole management, service lead management, inflow and infiltration management, flushing and emergency repairs, pumping station management.
- Quality management system, regulatory reporting, and system license management.

# Water and Wastewater Utility Budgets

## Service Delivery Summary

The Township's rate structure for both services is premised on a consumption-based portion of billing to cost recover the Regional costs, and a fixed charge component to support infrastructure maintenance, operational activities and reserve funding for infrastructure replacement.

Both Water and Wastewater have separate, zero-based budgets to comply with provincial regulations, and must include provisions for full cost recovery, and necessary infrastructure funding to ensure services remain safe, compliant, properly maintained, and reliable for the long term.

Each budget includes an "Interdepartmental charge". Costs initially funded within the Tax based budget such as Information Technology, administration and management, account billing and collection activities are incurred directly or indirectly in respect of the water and wastewater services, are transferred to the Water and Wastewater budgets through this "interdepartmental charge". The Capital Reconstruction and Rehabilitation Program, and Asset Management Program is also funded through inter-departmental charges.

**Staff complement (shared):** 5 Full-time, 3 part time and seasonal staff

### Key Facts:

#### Drinking Water Systems

- Properties with Township Water Service/Service Repairs: 5,614/42
- Watermain Pipe Maintained: 76,903 m
- Fire Hydrants/Maintained: 396/21
- Water Valves/Maintained: 818/47
- Chlorine Residuals Taken: 1426
- Watermain Break Repairs: 4

#### Wastewater Systems

- Properties with Sanitary Services: 4,649
- Sanitary Pipe Maintained: 57,579 m
- Sanitary Maintenance Holes Maintained: 939
- Sanitary Pumping Stations: 5
- Sanitary Forcemain Pipe Maintained: 1,962 m

# Water and Wastewater Utility Budgets

## Service Delivery Summary

**Pressures and Challenges:** Community growth, and increased demand for more local services to be implemented, along with high infrastructure maintenance and replacement costs, expanding systems to facilitate community growth, provincial regulatory requirements for asset management, water quality assurance.

Assuming the responsibility for operating and maintaining the privately owned Knipfel Drinking Water System in Petersburg, in accordance with anticipated forthcoming directives issued by the Ministry of the Environment, Conservation and Parks (MECP).

Meeting the demands of the new Municipal Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI ECA) program mandated by the MECP entailing additional operational duties and reporting requirements for the water and wastewater systems, as the wastewater system transitions towards the Quality Management System requirements currently in place for Drinking Water Systems.

Both the Region of Waterloo who supplies the wholesale services, and the Township of Wilmot both are increasing drinking water and sewer rates to ensure full cost recovery, including the key pressure of underfunded infrastructure replacement reserve capacity. Municipalities are required by post-Walkerton provincial legislation to ensure that financial preparations are in place to be able to fund life-cycle asset replacement and refurbishment needs. Our Asset Management Planning activities aims to ensure the Township has data to meet these requirements.

### **Key Achievements in 2023:**

- Land Acquisition for Facility Expansion
- Fleet and Equipment Replacements
- General Maintenance and Repair Programs
- I&I Program Support
- Water Loss Prevention Support
- Consolidated Linear Infrastructure – Licensing Approvals
- SCADA Wastewater Monitoring Network Construction

### **Key Goals for 2024:**

- Knipfel Private Water System (Petersburg) – Ministry Orders
- Work Order System Review
- Continued I&I Program Support
- Continued Water Loss Prevention Support
- CLI-ECA Operational Planning

# Drinking Water Operating Budget Summary

**TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>WATER SERVICES</b>					
<b>REVENUES</b>					
Water User Fees	(3,252,380)	(2,797,410)	(3,431,400)	179,020	5.50%
Water Sales, Service Charges	(44,990)	(31,911)	(46,000)	1,010	2.24%
<b>Water Services - Revenues</b>	<b>(3,297,370)</b>	<b>(2,829,321)</b>	<b>(3,477,400)</b>	<b>180,030</b>	<b>5.46%</b>
<b>EXPENDITURES</b>					
Staffing Costs	419,347	351,296	430,060	(10,713)	(2.55%)
Contracted Services / Materials and Supplies	219,400	165,910	265,300	(45,900)	(20.92%)
Building	9,040	12,036	13,750	(4,710)	(52.10%)
Fleet	38,225	27,028	40,100	(1,875)	(4.91%)
Water Regional Charges	1,551,000	1,286,837	1,612,000	(61,000)	(3.93%)
Minor Capital	0	2,187	2,000	(2,000)	
Inter-Departmental Charges	594,190	594,190	594,190	-	
Transfer to Infrastructure Reserve Funds	466,168	389,837	520,000	(53,832)	(11.55%)
<b>Water Services Expenditures</b>	<b>3,297,370</b>	<b>2,829,321</b>	<b>3,477,400</b>	<b>(180,030)</b>	<b>(5.46%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Drinking Water Operations Budget Summary of Changes

## Key Budget Changes, and Future Pressures:

Key Changes to 2024 Budget		
Variance	Description	Amount
Purchased Water	Supplier and volume increases	61,000
Transfer to Reserves	Funding of future infrastructure needs	53,832
Contracted Services	increased activities based on 2023 needs	45,900
Salaries and Benefits	increased activities based on 2023 needs	10,713
All other minor changes - net increases with decreases		8,585
Revenue Increase	Volume increase and rate increases	(180,030)
<b>Budget is Net Zero</b>	<b>TOTAL 2023 to 2024 Budget Change</b>	<b>0</b>
Total Expenditures (equal total Revenues)		\$3,477,400

Total Operating Expenses for Water Services, including transfers to infrastructure reserves, is \$3,477,400, fully off-set by expected revenues to balance the budget to zero.

### Level of Service Request

- Knipfel System Conversion - \$120,000 in operating for resourcing (recoverable)



# Wastewater Operating Budget Summary

TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>WASTEWATER SERVICES</b>					
<b>REVENUES</b>					
Wastewater User Fees	(3,462,000)	(2,917,581)	(3,596,800)	134,800	3.89%
Wastewater Sales, Service Charges	(14,400)	(14,701)	(17,000)	2,600	18.06%
<b>Wastewater Services - Revenues</b>	<b>(3,476,400)</b>	<b>(2,932,282)</b>	<b>(3,613,800)</b>	<b>137,400</b>	<b>3.95%</b>
<b>EXPENDITURES</b>					
Staffing Costs	345,463	287,424	355,850	(10,387)	(3.01%)
Contracted Services / Materials and Supplies	283,800	28,205	294,450	(10,650)	(3.75%)
Building	36,930	28,045	30,430	6,500	17.60%
Fleet	31,275	24,717	31,950	(675)	(2.16%)
Sanitary Regional Charges	1,887,410	1,816,830	1,960,000	(72,590)	(3.85%)
Minor Capital	0	(5,000)	0	-	
Inter-Departmental Charges	496,120	496,120	496,120	-	
Transfer to Infrastructure Reserve Funds	395,402	255,940	445,000	(49,598)	(12.54%)
<b>Wastewater Services Expenditures</b>	<b>3,476,400</b>	<b>2,932,282</b>	<b>3,613,800</b>	<b>(137,400)</b>	<b>(3.95%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

# Wastewater Budget Summary of Changes

## Key Budget Changes

Variance	Description	Amount
Treatment costs	Supplier and volume increases	72,590
Transfer to Reserves	Funding of future infrastructure needs	49,598
Contracted Services	increased activities based on 2023 needs	10,650
Salaries and Benefits	increased activities based on 2023 needs	10,387
All other minor changes - net increases with decreases		(5,825)
Revenue Increase	Volume increase and rate increases	(137,400)
<b>Budget is Net Zero</b>	<b>TOTAL 2023 to 2024 Budget Change</b>	<b>0</b>
Total Expenditures (equal total Revenues)		\$3,613,800

Total Operating Expenses for Wastewater (Sanitary Sewer) Services, including transfers to infrastructure reserves, is \$3,613,800, fully off-set by expected revenues to balance the budget to zero.

# Water and Wastewater Utility Rate Proposals 2024

The Township has a fixed and variable rate for water and sanitary services. Fixed charges are based on the size of your water meter and are pro-rated against the number of days in the billing period. Variable rates are applied based on your water consumption during the billing period.

The average bi-monthly residential water bill with only water services approximates to \$93.09 and \$211.09 with both water and sanitary services.

## Volumetric Charges

	2023 Rate per cu.m.	2024 Proposed Rate	Change	Change %
Water	\$2.2257	\$2.3040	\$0.0783	3.52%
Wastewater	\$2.9583	\$3.0754 1	\$0.1171	3.96%

## Fixed Charges

Meter Size	2023 Rate per year	2024 Proposed Rate	Change	Change %
<b>WATER SERVICE</b>				
<1" meter	\$119.00	\$130.00	\$11.00	9.24%
1" Meter	\$126.60	\$137.60	\$11.00	8.69%
1.5" Meter	\$209.88	\$226.38	\$16.50	7.86%
<b>SANITARY SERVICE</b>				
<1" meter	\$122.00	\$136.00	\$14.00	11.47%
1" Meter	\$129.60	\$143.60	\$14.00	10.80%
1.5" Meter	\$214.38	\$235.38	\$21.00	9.80%



# Community Services

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2024 Municipal Operating Budget  
Pre-Budget Information Package

# Community Services Service Delivery Summary

The **Community Services** department ensures residents have a variety of high-quality parks, recreation and cultural opportunities and experiences creating constructive, healthy and active lifestyle for residents. The core business functions consist of Administration, Community Services, Parks and Facilities. The department is supported by 30 fulltime positions and approximately 110 part-time, seasonal and student positions.

# Community Services Service Delivery Summary

**Administration:** This branch is responsible for the administration, operations and project management of the Community Services department. Current key initiatives include the purchase, renovation and fit up for the property at 30 Neville street, future administration for the Fire department along with the Parks/Facilities branch. Updates to the Community Services, Arts & Culture, and Active Transportation and Trails Master Plans will further provide strategic direction for the department. The following initiatives are included with Administration:

- Strategic Master Planning & Service Delivery
- Business and Budgetary Plans
- Development of Policy & Administrative Processes
- Asset Management Plans, Strategies and Lifecycle Benchmarking
- Capital Program Project Management
- Communications and Reporting

**Staff Compliment:** 2 Fulltime, 0 Part time

## Key Performance Indicators

### Minor/Major Capital Project Implementation and Approved Capital Annual Expenditures

#### *Number of Minor/Major Capital Projects*

2021: 56

2022: 52

2023: 54

#### *Financial Amount of Approved Capital*

2021: \$1,168,700

2022: \$2,610,760

2023: \$5,878,000

# Community Services

## Service Delivery Summary

**Community Services:** This branch is responsible for Aquatics, Customer Service, Recreation Programming, Arts & Culture, Special Events, Facility Bookings, Cemetery Services, Community Engagement & Business Development. Highlighted by reestablishing and growing further a return to in person programs and events post COVID, the following programs include:

- Aquatic instructional programming, scheduling, staffing, leadership training and forward facing customer service at the Wilmot Recreation Complex.
- Recreation programming for children (camps, arts, special interest classes), youth (drop-ins, Youth Action Council), adults (fitness, yoga), and older adult programming in the Active Living Centre.
- Registration services through Active Net software
- Castle Kilbride operation, marketing and promotion as a museum, National Historic Site and tourism destination. Artifact collection, conservation management, education programming and exhibits are delivered along with a series of special events throughout the year including the Summer Concert Series.
- Social Services partnership programming with the Wilmot Family Resource Centre
- Cemetery service sales, maintenance of grounds, interments and liaising with funeral homes and the Bereavement Authority of Ontario.
- Facility permit administration, community and business development through sale of advertising, marketing, and promotions including administration of all applicable policies and procedures
- Special event booking, community engagement, development and facilitation through various stakeholders, partners and affiliated community groups.

**Staff Compliment:** 13 Fulltime, 80 Part time

### Key Performance Indicators

(ActiveNet Accounts of all Community Services Permits and Recreation Program Registrations)

#### **Number of ActiveNet Accounts**

2021: 7798

2022: 9643

\*2023: 20102

\*Indicates up to December 20, 2023

# Community Services Service Delivery Summary

## **Key Performance Indicators**

### **(Aquatic Learn to Swim Programs)**

#### ***Number of Learn to Swim Classes***

2021: 451

2022: 581

\*2023: 866

\*Indicates up to December 20, 2023

#### ***Number of Learn to Swim Participants***

2021: 1343

2022: 2146

\*2023: 3667

\*Indicates up to December 20, 2023

## **Key Performance Indicators**

### **(Facility Permit Usage Statistics)**

#### ***Permit Transactions***

2021: 190

2022: 696

\*2023: 900

\*Indicates up to December 20, 2023

#### ***Permit Hours Reserved***

2021: 16,849 hours

2022: 36,473 hours

\*2023: 37,666 hours

\*Indicates up to December 20, 2023

#### ***Permit Revenue***

2021: \$447,272

2022: \$1,031,649

\*2023: \$1,274,747

\*Indicates up to December 20, 2023



# Community Services

## Service Delivery Summary

**Parks & Facilities:** This branch is responsible for New Park Development, Facility, Park, Trail and Open Space Design, Construction, Maintenance and Operations. Highlighted for this branch is the opening of the 55 acre Mike Schout Wetlands and Nature Preserve, Redevelopment of the Nith River Promenade and Sir Adam Beck Park Courts. The following programs are included in this branch:

- New park development
- Parks minor capital, maintenance, operations and compliance inspections of playgrounds, sports pitches, ball diamonds, artificial turf, open spaces, multipurpose sport courts, tennis/pickle ball courts, and splash pad
- Trail inspection and maintenance including multi-use trails, footpaths and informal trails.
- Cemetery maintenance operations, plot layouts and burials
- Horticulture and forestry services including collaborative partnerships working with the Wilmot Horticultural Society and Let's Tree Wilmot volunteer organizations
- Streetscape and public urban space design
- New facility design, renovations and construction of public facing facilities
- Ice and facility minor capital, maintenance, operations for the twin pad at the Wilmot Recreation Complex.
- Aquatic facility maintenance and operations for the two tank Natatorium at the Wilmot Recreation Complex.
- Compliance through Inspections of emergency systems and life safety equipment
- Daily cleaning and sanitization maintenance of all Community Services facilities
- Building preventative maintenance and inspections utilizing specialized Technicians for repair and replacements.
- Community involvement, liaising with specific set up and take down requirements for all permitted programs and events.

**Staff Compliment:** 15 Fulltime, 30 Part time

### Key Performance Indicators

#### (Number of Parks & Open Spaces)

*Park Locations Include Various Outdoor Amenities, Playgrounds, Sports Fields, Courts, Shade Structure & Site Furniture*

2021: 98

2022: 98

2023: 100

# Community Services Service Delivery Summary

## **Key Performance Indicators**

### **(Parkland Acreage)**

*Acres in Parkland include Neighbourhood, Settlement, Town-Wide Parks, Wetlands & Open Space*

2021: 225 acres

2022: 225 acres

2023: 280 acres

### ***Passive Recreation Trails - Total Kilometers***

2021: 46.97km

2022: 46.97km

2023: 49.37km

## **Key Performance Indicators**

### **(Facilities Managed/Owned)**

### ***Total Square Footage of Township Managed/Owned Facilities***

2021: 310,945 square feet

2022: 310,945 square feet

2023: 322,027 square feet

### ***Insured Value of Recreation and Corporate Facility Assets***

2021: \$76,234,000

2022: \$76,234,000

\*2023: \$84,000,000

\*Projected

# Community Services

## Operating Budget Summary

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>COMMUNITY SERVICES</b>					
<b>REVENUES</b>					
Wilmot Recreation Complex	(1,574,500)	(1,914,334)	(1,835,500)	261,000	16.58%
Parks and Facilities Rental	(287,340)	(289,394)	(222,300)	(65,040)	(22.64%)
Castle Kilbride	(41,500)	(52,394)	(44,000)	2,500	6.02%
Castle Kilbride Grants Received	(22,600)	(24,774)	(22,600)	-	0.00%
Service Charges	(48,750)	(25,256)	(38,250)	(10,500)	(21.54%)
<b>Community Services - Revenues</b>	<b>(1,974,690)</b>	<b>(2,306,152)</b>	<b>(2,162,650)</b>	<b>187,960</b>	<b>9.52%</b>
<b>EXPENDITURES</b>					
<b>Community Services Administration</b>					
Staffing Costs	805,990	805,581	814,250	(8,260)	(1.02%)
Contracted Services / Materials and Supplies	18,250	27,636	61,750	(43,500)	(238.36%)
<b>Parks and Facilities</b>					
Staffing Costs	1,120,920	1,079,244	1,122,070	(1,150)	(0.10%)
Contracted Services / Materials and Supplies	6,700	3,999	151,700	(145,000)	(2164.18%)
Building	401,650	416,560	296,500	105,150	26.18%
Fleet	66,500	70,829	72,500	(6,000)	(9.02%)
Minor Capital	48,100	83,183	4,500	43,600	90.64%
Transfer to Reserve re Turf	40,000	40,000	40,000	-	
<b>Wilmot Recreation Complex</b>					
Staffing Costs	1,749,390	1,823,830	1,886,550	(137,160)	(7.84%)
Contracted Services / Materials and Supplies	137,050	146,652	185,750	(48,700)	(35.53%)
Building	732,000	802,285	770,000	(38,000)	(5.19%)
Fleet	34,000	24,436	35,000	(1,000)	(2.94%)
Minor Capital	0	10,087	0	-	
<b>Castle Kilbride</b>					
Staffing Costs	210,010	237,289	210,010	-	
Contracted Services / Materials and Supplies	19,850	12,928	18,950	900	4.53%
<b>Community Services Expenditures</b>	<b>5,390,410</b>	<b>5,584,538</b>	<b>5,669,530</b>	<b>(279,120)</b>	<b>(5.18%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>3,415,720</b>	<b>3,278,386</b>	<b>3,506,880</b>	<b>(91,160)</b>	<b>(2.67%)</b>

# Community Services

## Operating Budget--Cemetery Operations

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$ Fav(Unfav)	Budget Change % Fav(Unfav)
<b>CEMETERY SERVICES</b>					
<b><u>REVENUES</u></b>					
Cemetery User Fees	(89,700)	(79,904)	(92,800)	3,100	3.46%
Cemetery Investment	(9,750)	-	(9,750)	-	0.00%
<b>Cemetery Services Revenues</b>	<b>(99,450)</b>	<b>(79,904)</b>	<b>(102,550)</b>	<b>3,100</b>	<b>3.12%</b>
<b><u>EXPENDITURES</u></b>					
Staffing Costs	24,900	19,435	22,900	2,000	8.03%
Contracted Services / Materials and Supplies	11,700	12,252	13,000	(1,300)	(11.11%)
Building and Grounds Mtc/Utilities	2,820	4,509	4,820	(2,000)	(70.92%)
Fleet	3,000	2,556	3,300	(300)	(10.00%)
Minor Capital	-	-	3,500	(3,500)	100.00%
Inter-Departmental Charges	39,830	39,830	37,200	2,630	6.60%
Transfer to Cemetery Reserve	17,200	17,200	17,830	(630)	(3.66%)
<b>Cemetery Services Expenditures</b>	<b>99,450</b>	<b>95,782</b>	<b>102,550</b>	<b>(3,100)</b>	<b>(3.12%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>-</b>	<b>15,878</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Community Services Operating Budget Summary

## Summary of Details:

Revenues are budgeted to increase by \$187,960 (9.52%) into 2024 as a result of continued full operations at the WRC post pandemic. Operating expenses are budgeted to increase by \$279,120 (5.18%). Community Services will show a 2024 net budget increase of \$91,160 (2.67%) from 2023.

## Revenues:

Revenues come from a variety of facilities and programs but are predominantly sourced from activities at the Wilmot Recreation Complex (WRC). 2024 is anticipated to maximize the usage of ice pads, aquatics centre and sports fields. Community centres, park permits and visitors at Castle Kilbride are anticipated to continue growth similar to 2023. These revenue increases will help to offset increases in part time staffing expenses required to run programs as well as inflationary costs coming from utilities and maintenance increases. All user fees and charges have been adjusted based upon the updated Fees and Charges by-law. Further refinements and cost recovery will be made with findings coming from the 2024 Community Service Masterplan and Service Delivery Review.

## Expenses:

Expenses are separated across the various divisions of Community Services. Overall WRC staffing cost increases are inclusive of additional part time staffing resources to accommodate increased activity levels on ice pads and at the aquatic centre. Operating facility expenses across the municipality especially at the WRC are rising due to increase utility costs for heat, hydro, water/sewer as well preventative maintenance, and equipment lifecycle.

## Pressures/Challenges/Opportunities:

With resumption of full operations, comes the challenge of resourcing and ensuring retention of qualified staff to provide adequate levels of service. This includes the addition and assumption of the 30 Neville Street property and the Mike Schout Wetlands. Furthermore, as assets and infrastructure continue to age, further resourcing is required for inspections, preventative maintenance as well as funding for lifecycle replacement.

Anticipated updates to the Community Services, Art & Culture and Trails Masterplans in 2024 will bring opportunity, guide future infrastructure, programs and services for the department that will be delivered to the community for years to come.

# Community Services Summary of Changes

129  
Replacement of  
Pg 129

## Key Budget Changes, and Future Pressures:

Key Changes to 2024 Budget	
Description	Amount
Wilmot Recreation Centre Permit & Program Revenue	261,000
Parks & Facilities Building - Shifting Items to Contracted Services	105,150
Minor Capital - Clearing of One Time Items	43,600
Castle Kilbride Revenue	2,500
Parks & Facilities Contracted Services - Shifted from Building	(145,000)
WRC Staffing Costs - Increased Aquatic Recreation Programming	(137,160)
Parks & Facilities Rentals	(65,040)
WRC Contracted Services - Materials/Supplies & Grounds	(48,700)
Community Services Administration - Contracted Services/Supplies	(43,500)
WRC Building - Maintenance & Utilities	(38,000)
Service Charges - Municipal Rep Fees & Artificial Turf Fees	(10,500)
CS Administration Staffing Costs - Training & Memberships	(8,260)
Parks & Facilities Fleet - Repairs and Maintenance	(6,000)
All other minor changes	(1,250)
<b>TOTAL 2023 to 2024 Budget Change</b>	<b>\$ (91,160)</b>

# Community Services Summary of Changes

129A  
New Insert

## Base Budget Key Changes (Community Services)

- Wilmot Recreation Complex will see additional revenue through slight increase in volume of permit rentals, rate increases and additional aquatic programming.
- Wilmot Recreation Complex will also see additional part time staffing costs in Instructor/Lifeguards for additional programming that will be fully offset by revenue.
- Parks & Facilities are shifting Building GL costs (\$105,150) to Parks & Facilities Contracted Services GL. This shift along with additional costs of building and grounds maintenance, repair/replacements, assumption of 30 Neville St. creates a difference (\$145,000) in the Parks/Facilities Contracted Services GL.
- Elimination of most Minor Capital items out of Operating Budget in 2024. Any minor capital items will be absorbed through existing maintenance GL's or if substantial, submitted through a Major Capital request.
- Parks & Facility Rental generally would see a slight increase in rental revenue. However, due to assuming occupancy of Neville Street property, lease income is down \$100,000.
- Wilmot Recreation Complex Contracted Services including and increasing grounds maintenance, and shortfall of recreation program supplies required to run seasonal and camp programs necessary to generate targeted revenue.
- Wilmot Recreation Complex building maintenance and utilities has increased due to inflationary pressures on full year operations. As the WRC ages, continued preventative maintenance, repairs and equipment replacements will increase to avoid service disruptions.
- Community Services Administration Contracted Services, Materials/Supplies includes Canada Day provisions (\$25,000), and increase in contracted security for facility rentals that are fully cost recoverable.
- Service charge revenues coming from Municipal Rep Fees will increase in 2024. This is due to cost recovery from contracted security for facility rentals. However, the overall service charge revenue has decreased due to the revised cost recovery amount with WODSS "shared use agreement" of the Artificial Turf Field.
- Community Services Administration Staffing have a slight increase to include additional funding for health & safety, mileage, memberships, and training/development.
- Parks & Facilities increase in Fleet repairs and maintenance to aging assets.

Community Services 2024 net budget impact to tax base is \$91,160 from 2023.

# Cemetery Budget Summary of Changes

129B  
New Insert

## Key Budget Changes

Key Changes to 2024 Budget	
Description	Amount
Cemetery User Fees	3,100
Inter-Departmental Charges	2,630
Staffing Costs	2,000
Minor Capital	(3,500)
Building/Ground Maintenance & Utilities	(2,000)
Contracted Services / Materials & Supplies	(1,300)
Transfer to Cemetery Reserve	(630)
Fleet	(300)
<b>TOTAL 2023 to 2024 Budget Change</b>	<b>\$ -</b>

### Base Budget Key Changes (Cemetery)

- Minor Capital for Columbarium site work and replacement of stained glass window pane.

Total Operating Expenses including transfers to cemetery reserves, is \$102,550 fully off-set by expected revenues to balance the budget to zero.



# Community Services

## Key Objectives and Priorities 2024

### Quality of Life

- Appropriate access to parks, recreation and wellness opportunities through sound planning with the Community Services Master plan update
- Continue to refine, develop and support arts, culture and heritage through an update to Arts & Culture Master plan
- Deliver innovative recreation-based programs and events and place making strategies to facilitate community connection

### Community Engagement

- Stakeholder engagement for the redevelopment of a multi-use space at the New Hamburg Community Centre
- Continued support for special events, affiliated groups, community partners that contribute to the entire community

### Economic Prosperity

- Support initiatives and programming for Wilmot as a tourism destination including Castle Kilbride and the Mike Schout Wetlands Preserve
- Investigate Streetscape and urban design improvements including signature planter programs

### Environmental Protection

- Trails Master Plan update including mapping, priorities and standards with a focus on pedestrian signage and safety.
- Continue Reforestation program and partnerships with Wilmot Horticultural Society and Let's Tree Wilmot
- Schmidt Estate and Employment Lands Woodlot Trail design and consultation
- Investigate environmentally friendly conservation and demand management technology within facilities and parks infrastructure
- Assumption, maintenance, operations and preservation of the Mike Schout Wetlands

### Responsible Governance

- Perform service level review update including form and function, growth projections and resourcing
- Lead and motivate staff team including professional development opportunities, retention and recruitment
- Complete construction renovation and fit up of Parks Operations facility within approved budget and assigned schedule
- Continue to develop and refine asset management systems including inventory tracking; repair and replacement monitoring; and control
- Develop Community Service marketing plan including policies addressing sponsorship, donation and naming rights





# Development Services

2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Development Services

## Service Delivery Summary

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

### Key Achievements in 2023:

- Processed development applications successfully under Bill 109 regimen without returning application fees for failure to process in legislated timeframes.
- Built significant partnerships and relationships with Provincial, WaterlooEDC and Regional economic development staff that will provide long term economic stability and success for the community
- Significant upswing in the value of construction which will lead to corresponding future upswings to the value of new assessment to support fiscal health of the community

### Key Goals for 2024:

- Implement Minister's Decision on ROPA 6 (when/if updated) through Secondary Plan
- Implement Bill 23, when proclaimed, to effect the Township assuming delegation of Planning Authority for Wilmot
- Analyze operational needs and prepare for growth of demands and responsibilities in respect of development approvals, policy planning, building activity and economic development expectations

### Divisional Descriptions:

**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.

# Development Services

## Service Delivery Summary

**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.

# Development Services Operating Budget Summary

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change fav(unfav)	Budget Change %
<b>DEVELOPMENT SERVICES</b>					
<b><u>REVENUES</u></b>					
Plannig and Development Fees	(268,240)	(136,603)	(328,225)	59,985	22.36%
<b>Development Services - Revenues</b>	<b>(268,240)</b>	<b>(136,603)</b>	<b>(328,225)</b>	<b>59,985</b>	<b>22.36%</b>
<b><u>EXPENDITURES</u></b>					
<b>Planning and Development</b>					
Staffing Costs	439,785	447,461	440,050	(265)	(0.06%)
Operating Program Expenses				-	-
Contracted Services / Materials and Supplies	9,700	8,776	9,700	-	-
<b>Heritage</b>					
Staffing Costs	12,325	10,913	925	11,400	92.49%
Operating Program Expenses				-	-
Contracted Services / Materials and Supplies	1,250	634	1,250	-	-
Minor Capital	5,000	-	5,000	-	-
<b>Economic Development</b>					
Staffing Costs	-	-	-	-	-
Operating Program Expenses	72,900	67,697	97,900	(25,000)	(34.29%)
Minor Capital	2,500	3,305	2,500	-	-
<b>Development Services - Expenditures</b>	<b>543,460</b>	<b>538,786</b>	<b>557,325</b>	<b>(13,865)</b>	<b>(2.55%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>275,220</b>	<b>402,183</b>	<b>229,100</b>	<b>46,120</b>	<b>16.76%</b>



# Development Services Operating Budget Summary

**TOWNSHIP OF WILMOT  
2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change fav(unfav)	Budget Change %
<b>BUILDING SERVICES</b>					
<b><u>REVENUES</u></b>					
Building Permit Fees	(721,630)	(549,071)	(635,700)	(85,930)	(11.91%)
Transfer to/(from) Buildings Reserve	(40,000)	(206,009)	(16,800)	(23,200)	(58.00%)
<b>Buildings Services Revenues</b>	<b>(761,630)</b>	<b>(755,080)</b>	<b>(652,500)</b>	<b>(109,130)</b>	<b>(14.33%)</b>
<b><u>EXPENDITURES</u></b>					
<b>Building Services</b>					
Staffing Costs	492,130	486,510	491,850	280	0.06%
Operating Program Expenses					
Contracted Services / Materials and Supplies	5,500	5,574	5,650	(150)	(2.73%)
Fleet	6,000	4,996	6,000	-	-
Inter-Departmental Charges	258,000	258,000	149,000	109,000	42.25%
<b>Building Services Expenditures</b>	<b>761,630</b>	<b>755,080</b>	<b>652,500</b>	<b>109,130</b>	<b>14.33%</b>
<b>Net Budget Impact to Tax Base</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Development Services

## Operating Budget Summary Cont'd

### Key Budget Changes, and Future Pressures:

building rev	appropriate fee expectation w/o IDC burden	-85,930
bill 124 reserve	draw on reserve minimized to zero budget	-23,200
idc	reduction towards justifiable charge	109,000
All other minor changes		<u>130</u>
<b>TOTAL 2023 to 2024 Budget Change</b>		<b>0</b>



# Development Services

## Operating Budget Summary Cont'd

### Program Level Summaries

**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.

**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.

Program Revenues: \$328,225  
 Program Expenses: \$456,925  
 Net Levy Impact: **\$128,700**

The downloading of Planning Authority to the Township through the proclamation of Bill 23 will significantly increase the workload for the Planning/Heritage Section and will necessitate additional investments in staffing levels to ensure legislated responsibilities are met.

**Staff complement:** 3 Full-time, 0 Part time.

### Key Performance Indicators

**Number of Development Applications**  
 2021: 42  
 2022: 41  
 2023: 34

**Number of new Pre-Submission Consultations**  
 2021: 1  
 2022: 2  
 2023: 12

# Development Services

## Operating Budget Summary Cont'd

### Program Level Summaries

**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.

Program Revenues: \$0  
Program Expenses: \$100,400  
Net Levy Impact: **\$100,400**

With growth of the community and economic development opportunities and inquiries consideration to expanding this program area with dedicated staffing will be required. The expense of the existing and future program is realized through the investments driven and supported by the expenditure.

**Staff complement:** 0 Full-time, 0 Part time.

### Key Performance Indicator

#### ***Number of Significant RFI's Responded to***

2021: 1

2022: 2

2023: 2

# Development Services

## Operating Budget Summary Cont'd

### Program Level Summaries (continued)

**Building Services:** 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.

Program Revenues: \$652,500

Program Expenses: \$652,500

Net Levy Impact: **\$0**

The Building Section is about to undergo a transition from a period of relatively stable building activity to a significant increase in the number and complexity of permits. This increase will necessitate an increase in the number of staff at a minimum to staffing levels of the early 2000's to ensure responsibilities for the administration of the OBC are complied with. Increased activities levels will generate increased revenues to offset the expenses.

**Staff complement: 4 Full-time, 0 Part time.**

### Key Performance Indicators

#### *Permits Issued Per Year*

2021: 469

2022: 357

2023: 356

#### *Value of Construction*

2021: \$42,147,200

2022: \$46,649,000

2023: \$65,206,550





# Corporate Accounts

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# Corporate Accounts Summary

This Corporate Accounts section of the Township's Operating Budget is new for 2024. All line items existing in past years, but have been transferred into this section, including the prior year values. The prior year budgets for the departments where these items resided in last years budget have been appropriately restated. It is intended that Corporate Accounts contain revenues and expenses that are corporate wide in nature, are not directly controlled, influenced or managed by a specific Department or Director, and are generally fact based, and experience generally low variations from budget.

## Corporate Account Revenues

Corporate Revenues include Investment Income, Grants Received, Penalties and interest on tax and utility arrears. In the prior year, the Township budgeted for the proceeds of sale of assets; however, these proceeds are now budgeted within the replacement of capital assets in the capital budget. No budget amount is included in the Operating budget for 2024. The proceeds of sale of assets will be credited directly to the Capital Budget. Corporate Revenues also include all tax/levy based revenues, and contributions from Development Charge reserves to fund Development Charge funded debt payments.

Corporate Accounts Revenues also include Interdepartmental Charge cost recoveries from other zero based budgets. These include Water, Wastewater, Buildings Services, and Cemeteries Budgets. Interdepartmental Charges are recoveries from these other budgets for costs incurred in the Operating Budget, but are rightfully to be recovered from these other budgets. Examples include IT licensing costs, allocations of management and administrative costs, allocations of insurance, and staffing costs such as the costs of administering water utility accounts, and staff who provide cemetery services. During 2023, these Interdepartmental Charges were fully reviewed by Finance and the Corporate Leadership Team, Downward adjustments were justified. Adjustments made for 2024 fully adjust to rightful values the charges for Cemeteries and for Building Services. Additional adjustments in 2025 and 2026 budgets will occur to right-size the interdepartmental charges to Water and Sanitary Sewer utility budgets.

## Corporate Account Expenses

Corporate expenses include insurance, legal expenses, debt payments, and tax adjustments for assessment changes. Also included is a singular value for a transfer to reserves to fund infrastructure, corporate needs, and periodic projects which are not capital in nature. If the periodic projects were included in the regular operating budget,

# Corporate Accounts Summary (continued)

the years where these projects must be completed experience additional tax rate pressures. Including things like periodic Strategic Plan updates, or Master Servicing Plans in the capital budget allow funding to be smoothed in the Operating Budget, similar to how four-year elections are smoothed by making transfers to election reserve each year and drawing from the reserve in the year of the election. Strategies like this contribute to predictable and stable tax rate pressures in the operating budget and bring predictability to annual budgets.

**Staff Complement:** There are no staff directly funded through the Corporate Accounts.

# Corporate Accounts

## Operating Budget Summary

**TOWNSHIP OF WILMOT**  
**2024 MUNICIPAL OPERATING BUDGET - DRAFT**

Description	2023 Budget	YTD Actual	2024 Budget	Budget Change \$	Budget Change %
<b>CORPORATE ACCOUNTS</b>					
<b><u>REVENUES</u></b>					
Taxes and Payments in Lieu of Taxes	(10,950,148)	(10,917,131)	(12,184,929)	1,234,781	11.28%
Operating Revenues	(15,000)	(30,440)	-	(15,000)	(100.00%)
Grants	(549,700)	(546,200)	(472,500)	(77,200)	(14.04%)
Investment Income	(1,036,000)	(1,460,031)	(1,110,000)	74,000	7.14%
Inter-departmental Recoveries	(1,388,150)	(1,388,150)	(1,276,520)	(111,630)	(8.04%)
Penalties and Interest on Taxes / Water	(212,500)	(220,349)	(216,500)	4,000	1.88%
<b>Corporate Revenues</b>	<b>(14,151,498)</b>	<b>(14,562,302)</b>	<b>(15,260,449)</b>	<b>1,108,951</b>	<b>7.84%</b>
<b><u>EXPENDITURES</u></b>					
Insurance and Risk Management	438,000	376,844	483,800	(45,800)	(10.46%)
Long-term Debt payments - Levy share	184,958	262,939	273,791	(88,833)	(48.03%)
Transfer to Reserve Funds	1,862,170	1,862,170	2,226,470	(364,300)	(19.56%)
Provision for wages, benefits and steps	-	-	387,000	(387,000)	
Assessment Adjustments	40,900	69,536	40,900	-	-
<b>Corporate Expenditures</b>	<b>2,526,028</b>	<b>2,571,489</b>	<b>3,411,961</b>	<b>(885,933)</b>	<b>(35.07%)</b>
<b>Net Budget Impact to Tax Base</b>	<b>(11,625,470)</b>	<b>2,571,489</b>	<b>(11,848,488)</b>	<b>223,018</b>	<b>1.92%</b>

# Corporate Accounts

## Operating Budget Summary Cont'd

### Key Budget Changes

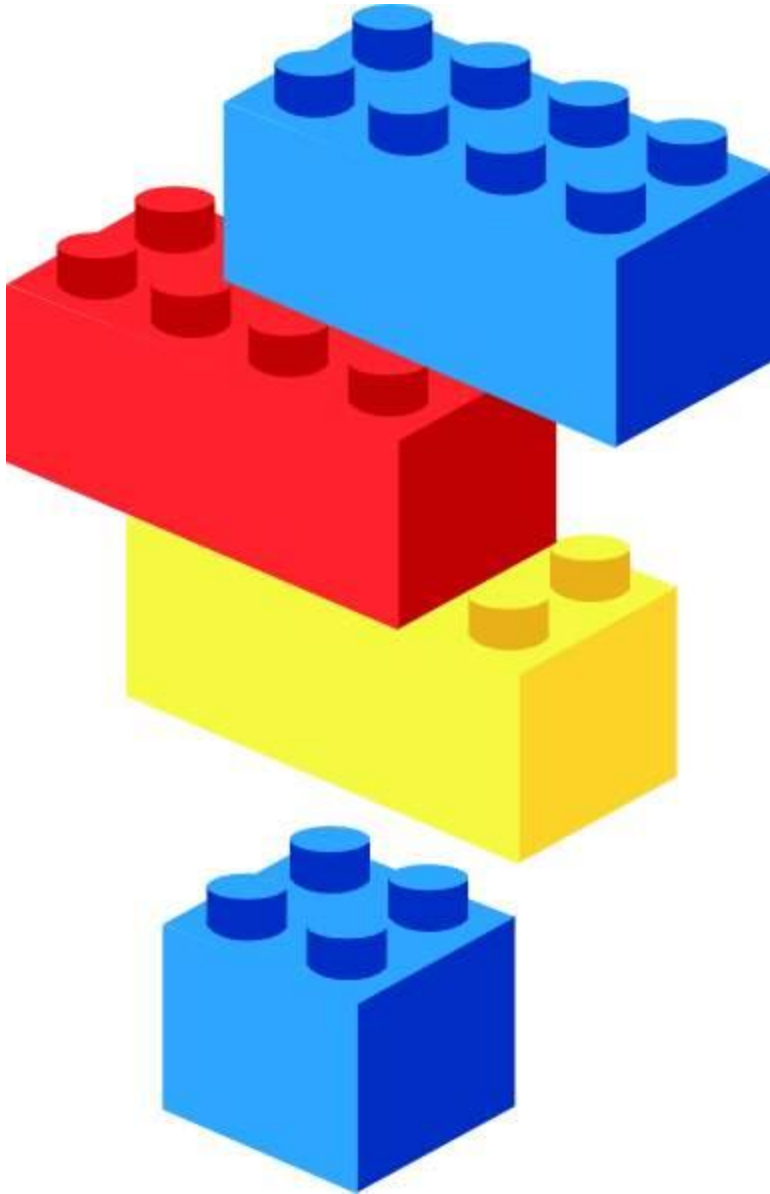
Key Changes to 2024 Budget		
Variance	Description	Change Fav(unfav)
Tax and Payments in Lieu	core levy revenues, incl. growth rev	1,179,311
Increase in Enova Dividend	expected increase in dividends	39,000
Increase in Investment Income`	expected increase in rates	35,000
Penalties on Customer Accts	increase in volume	4,000
Sale of Surplus Assets	No longer budgeted as revenue	(15,000)
Insurance and Legal	expected increases	(45,800)
Reduction in Provincial Grant	operating grant reduction	(77,200)
Increase in Levy funded debt costs re 2023 approved debt		(88,833)
Interdepartmental Charges	rightsizing to defensible levels	(111,630)
Increase in Contributions to Reserves for Capital and other projects		(308,830)
Corporate Provision for Increase in Salaries and Benefits Costs		(387,000)
All other minor changes		-
<b>TOTAL 2023 to 2024 Budget Change</b>		<b>223,018</b>

The above table sets out the details of the budget changes for the Corporate Wide Accounts. This Corporate Wide section is new for 2024, with all corresponding 2023 budget values restated from other departments into this budget section.

The Township previously budgeted for proceeds of sale of used assets as a subsidy to the Tax budget. The proceeds of sale of surplus assets are now factored into the cost of the budget for replacement assets or are deposited directly to the most relevant reserve fund based on the nature of the sold asset.







# Budget Options for Consideration

2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# 2024 Operating Budget

## Unfunded Budget Options for Consideration

- In the process of developing the 2024 draft base budget for Council consideration, staff identified additional funding needs that would benefit the organization as it addresses ongoing needs, issues and challenges.
- The following page summarizes the salient elements of each item identified. Additional details for each of these budget options will be presented at Budget Committee.

# 2024 Operating Budget

## Unfunded Budget Options for Consideration

### Sustainability Coordinator

- Additional staff resource to implement and track sustainability initiatives and outcomes: \$150,000 or +1.36%

### Community Mailings & Adverts

- Additional communications capacity for direct contact: \$15,000 or +0.14%

### Media Training

- Corporate training to improve effectiveness of communications with media: \$15,000 or +0.14%

### Discretionary Budget Funds for CAO and Council

- Provide budget flexibility to address mid-year issues, contingencies and special issues: \$50,000 each total \$100,000 or +0.90%

### Additional Policy Planner

- To address needs raised by downloading of responsibilities to local level: \$140,000, but net zero as funded by possible HAF grant, hire 1 FTE contingent on grant approval 0.0%

### Restore 2023 Infrastructure Funding Decrease

- Restore 2023 intended increase not effected: Net reduction of \$61K plus skipped 2.8% levy increase, plus 3.1% inflation: \$352,500 or +3.2%

### Infrastructure Funding Inflation Adjustment

- Non-Res. Construction increases of 8.1% vs 3.1% general CPI included above and in base draft budget: Difference 5% = \$110,700 or +1.0%

### Use In-house Design and Project Management for Capital Projects

- Three additional FTE's for capital design and project management, plus Knipfel Water system initiative: net zero tax impact funded from capital, Development Fees, and Local Improvement cost recoveries.

### Servicing Costs of Recommended 2024 Levy Funded Debentures

- Draft capital plan includes levy debt financing for some necessary capital projects. Total proposed annual cost making required payments on this new debt: \$219,000 or +2.0%



# 2024 Capital Program

2024 Municipal Operating Budget  
Draft for Review, January 15, 2024

# 2024 Capital Program

The 2024 Capital Program has been organized into three groupings of projects due to the commonality in funding sources and nature of the projects.

**Repair & Replacement projects** replace, rejuvenate or make major repairs to existing capital assets. These projects are typically funded through R&R reserve funds, or Canada or Ontario infrastructure funding programs. When insufficient funding is available, and projects are critical to maintain safety and continuity of services, debt financing may be used.

**Growth & New projects** are projects emplacing new assets not previously owned, particularly those which facilitate growth of the community through upsizing of services. Some of these Growth & New projects will have a component of replacement, such as installing larger watermains to facilitate growth, while at the same time replacing the asphalt road, sidewalks and streetlighting. The growth components are funded through Development Charges as may be allowed under legislation, or through other reserves or debt financing.

**Studies & Other Initiatives** are periodic or one-time type projects which may or may not result in a tangible capital asset, such as a Development Charges background study or a comprehensive zoning by-law review project which occur each five years. To avoid annual volatility of tax levy impacts, these projects are funded through reserve funds held for these purposes and funded in the annual capital program as their timing arises.

The following pages outline the Township's 2024 Capital Program and summarize the 10 Year Capital Forecast. (Readers will need to use the zoom tool to view these pages due to the extent of information needed to convey.)

The 2024 Capital Program totals \$14,613,555. While each project is funded individually, in aggregate the following sources of funds are recommended:

## 2024 Capital Program Funding Sources

Tax funded reserve funds	\$ 2,016,843
Utility rate funded reserve funds	233,925
Canada Community Building/Gas Tax	755,245
Ontario Community Infrastructure Fund	1,070,000
CIL Parkland	1,605,655
Development Charges balances	1,763,502
Development Charges funded new debt issuance	3,532,000
Wastewater Rates funded new debt issuance	766,385
Proposed Local Improvement charges	110,000
Outside partner agency	15,000
<b>Levy funded new debt issuance</b>	<b><u>2,745,000</u></b>
	\$ 14,613,555

# 2024 Capital Program

The levy funded debt of \$2,745,000 for 2024 will result in an estimated debt carrying cost of \$218,710, representing a 2% additional tax increase. Following past practices, this amount is NOT included in the draft 2024 budget. It is recommended that Council consider this future budget pressure and determine if some, or all, of this pressure can be accommodated within the 2024 tax levy as a budget adjustment.

The use of levy funded debt to fund replacement infrastructure results in some significant shift away from the user pay principles. Current users of the infrastructure should be adequately funding the consumption of those assets, so that reserve funds on hand can be used to replace those assets. The future generation will then continue to fund the consumption of the new assets. By issuing debt, the future generation must not only fund the current consumption, but also pay for the debt costs that funded those assets. Council must work to avoid using debt to finance replacement assets. Debt is best used to install assets which will facilitate growth, with which resulting development charges can be used to fund the related debt.

The 10-year forecasted Repair & Replacement program averages over \$11 million per year. Current annual funding to R&R type reserves include:

-Levy funded transfers to capital reserves (24 Budget)	\$2,171,000
-Water and Wastewater rate transfers to capital reserves (24 amt)	\$ 965,000
- Provincial and Federal infrastructure funding (24 amounts)	<u>\$1,751,205</u>
Total annual new funding for infrastructure renewal	\$4,887,000

Council must address this \$6 million annual funding shortfall through increased annual contributions. Due to very low infrastructure reserves, and high demand for capital funding, the out- years in the 10-year plan are not presented in detail for funding currently, until the Township considers its financial challenges comprehensively. Township Council will need to make difficult decisions ahead, both through constraining capital spending, while aggressively ramping up annual reserve contributions for infrastructure needs. For 2024, staff had to make difficult decisions to delay projects from 2024 into later years wherever possible, without accepting significant risks of service disruptions or community safety. As a result, the 2024 capital program is 35% smaller in total value than was forecasted for 2024 during the 2023 budget.

# 2024 Capital Program 10-Year Summary

## Capital Budget by Department (\$000's)

	Ten Yr Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
CAO	295	45	30	-	75	20	30	-	95	-	-
Fire	13,466	2,308	1,215	3,600	3,600	400	83	1,260	-	-	1,000
Corp Services	1,889	282	468	118	210	191	253	83	78	145	61
Infrastructure Services	136,946	9,241	16,161	16,166	14,049	12,597	11,248	13,569	12,070	19,829	12,017
Community Services	41,890	2,453	8,470	7,026	9,120	8,727	1,897	1,458	762	1,978	-
Development Services	705	285	290	80	-	25	-	25	-	-	-
<b>Total Capital Plan by year</b>	<b>195,190</b>	<b>14,614</b>	<b>26,634</b>	<b>26,989</b>	<b>27,054</b>	<b>21,960</b>	<b>13,511</b>	<b>16,395</b>	<b>13,005</b>	<b>21,952</b>	<b>13,078</b>
Compare prior year	155,950	22,473	34,528	16,723	25,226	18,492	7,101	3,444	8,874	12,487	6,601
Change %	25.2%	-35.0%	-22.9%	61.4%	7.2%	18.8%	90.3%	376.0%	46.5%	75.8%	98.1%

## Capital Budget By Type

	Average per year	Ten Yr Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Repair & Replacement	11,180	111,798	6,932	9,678	23,391	10,436	10,897	10,345	10,623	7,560	13,208	8,729
Growth and New	8,026	80,258	7,217	16,032	2,759	16,317	10,922	3,033	5,662	5,300	8,669	4,349
Studies and Other Initiatives	313	3,134	465	925	840	300	141	133	110	145	75	-
	<b>19,519</b>	<b>195,190</b>	<b>14,614</b>	<b>26,634</b>	<b>26,989</b>	<b>27,054</b>	<b>21,960</b>	<b>13,511</b>	<b>16,395</b>	<b>13,005</b>	<b>21,952</b>	<b>13,078</b>

# 2024 Capital Program

## Repair & Replacement Program

Township of Wilmot 2024 Capital Program					INFRASTRUCTURE RESERVES						
					Gen. Asset Mgmt	Canada Community Building/ Gas Tax	OCIF	CIL Parkland	Levy Debt	Estimated Levy Debt Carry Cost	
Repair & Replacement Program					Project type	Total					
Projects	Dept	group	(** Multi-year)	6,931,555	1,445,900	385,000	1,070,000	1,605,655	2,425,000	193,210	
1 Admin Complex MMtc/Asset Replacement Program	Cmm Svcs	Admin Complex	R&R	11,300	11,300					-	
2 Castle Kilbride Maintenance/Asset Replacement Program	Cmm Svcs	Castle	R&R	15,400	15,400					-	
3 WRC Maintenance Program	Cmm Svcs	Fac - WRC	R&R	31,500	31,500					-	
4 Aquatic Centre Maintenance/Asset Replacement Program	Cmm Svcs	Fac - WRC	R&R**	110,000				110,000		-	
5 WRC Arena Maintenance/Asset Replacement Program	Cmm Svcs	Fac - WRC	R&R	120,000	120,000					-	
7 NH Arena Reconstr Multi-Use Facility (incl. Parking Lot Exp.	Cmm Svcs	Fac NH Arena CC	R&R**	1,495,655				1,495,655		-	
8 NH Community Centre Maintenance/Asset Replacement Program	Cmm Svcs	Fac NH Arena CC	R&R	15,500	15,500					-	
10 Heritage/Scott Park Electrical Panel and Backflow Preventor	Cmm Svcs	New Hamberg Park	R&R	14,000	14,000					-	
13 Replace 2013 Service Vehicle with Stake Truck	Cmm Svcs	V&E	R&R	100,000	100,000					-	
14 Annual Hardware, Software & Network Infrastructure Upgrades	Corp Svcs	IT systems	R&R**	140,000	140,000					-	
16 Station 2 Renovations and Upgrades*	Fire	facilities	R&R	375,000			375,000			-	
17 Station 3 Design and Construction*	Fire	facilities	R&R	400,000			400,000			-	
18 Fire Appliances (Master Streams and Nozzles)	Fire	Mach & equip	R&R	26,500	26,500					-	
19 Station 1 Tanker 616 & 615 (Replace with single tanker)	Fire	vehicles	R&R	975,000					975,000	77,680	
20 Station 2 Rescue 627	Fire	vehicles	R&R	500,000					500,000	39,840	
21 Jacob Street (Cross-Section Repair)	Infr. Svcs	Linear	R&R	450,000					450,000	35,850	
22 Webster St, George St, Victoria St, - Lighting replacement project	Infr. Svcs	Linear	R&R	145,000		145,000				-	
23 Oxford Rd 5 / Punky Doodle Intersection Feasibility Study	Infr. Svcs	Linear	R&R	150,000	150,000					-	
24 HMA-Alderview Drive (Main St-Bechtel Ave)	Infr. Svcs	Roads Resurfacing	R&R	51,740			51,740			-	
25 HMA-Bechtel Ave (Main St-End)	Infr. Svcs	Roads Resurfacing	R&R	52,650			52,650			-	
26 HMA-Main Street (Alderview Dr-Mill St)	Infr. Svcs	Roads Resurfacing	R&R	75,010			75,010			-	
27 ST-Wilmot Easthope Rd Impr. Joint Project w/ Perth East	Infr. Svcs	Roads Resurfacing	R&R	355,000	355,000					-	
28 ST-Hallman Road (Bridge Street to Oxford - Waterloo Road)	Infr. Svcs	Roads Resurfacing	R&R	35,600			35,600			-	
29 ST-Witmer Road (Queen Street to Mannheim Road)	Infr. Svcs	Roads Resurfacing	R&R	69,700	69,700					-	
30 Guiderail and Chevron Program	Infr. Svcs	Roads Structures	R&R**	500,000					500,000	39,840	
31 Culvert R&R Program	Infr. Svcs	Roads Structures	R&R	125,000	125,000					-	
32 OSIM Structure R&R program - Huron Road #24/B-T12	Infr. Svcs	Roads Structures	R&R**	80,000		80,000				-	
33 OSIM Structure R&R program - Carmel-Koch #7/B-T3	Infr. Svcs	Roads Structures	R&R**	80,000			80,000			-	
34 OSIM Structure R&R program - Wilmot Easthope Road #14/B-ESH	Infr. Svcs	Roads Structures	R&R**	20,000		20,000				-	
35 OSIM Structure R&R program - Oxford-Waterloo Road #37/B-OXF	Infr. Svcs	Roads Structures	R&R**	10,000		10,000				-	
36 Replace 2013 Tandem Axle Dump (308-14)	Infr. Svcs	Trans V&E	R&R	222,000	122,000	100,000				-	
37 Replace 2015 Single Axle Dump (306-15)	Infr. Svcs	Trans V&E	R&R**	150,000	150,000					-	
38 Lift Station Operations / Maintenance Plan*	Infr. Svcs	WWW Facil	R&R	30,000		30,000				-	





# 2024 Capital Program

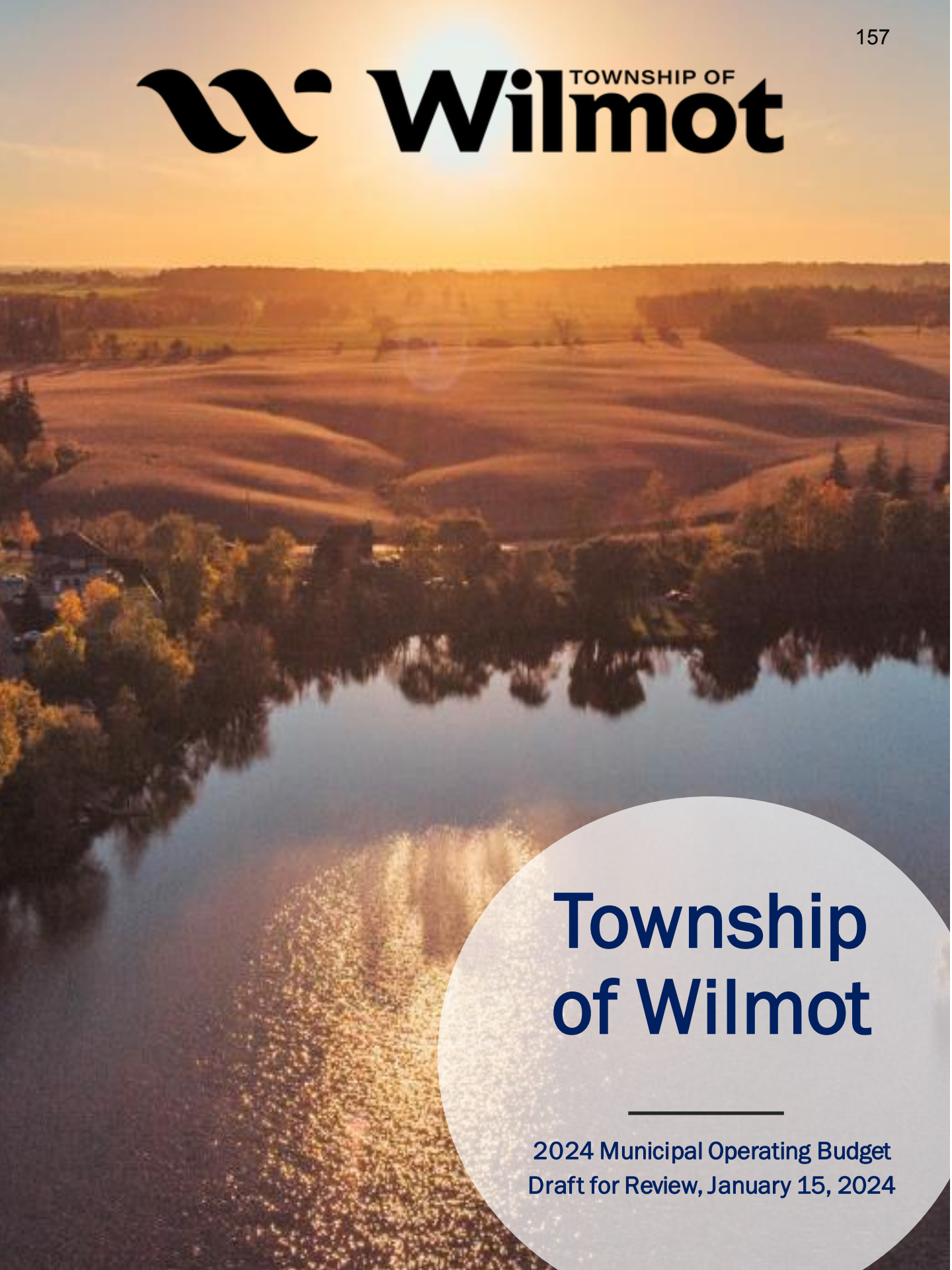
## Studies & Other Initiatives Program

Township of Wilmot 2024 Capital Program					Development Charges	Tax Funded Growth Infrastructure	Strategic Initiatives	Other
Studies & Other Initiatives Program					Studies	Tax Funded Growth Infrastructure	Strategic Initiatives	Landowne rs/LOCAL IMPROVE MENT DEBT
Projects	Dept	group	Project type (** Multi-year)	Total				
60	Corporate Health and Safety and Audit	CAO	Studies	Studies & Other	15,000		15,000	
61	Website Upgrade	CAO	Studies	Studies & Other	30,000		30,000	
62	Development Charges Background Study	Corp Svcs	Studies	Studies & Other**	30,000	30,000		
63	AODA Compliance Audit (Township Buildings)	Corp Svcs	Studies	Studies & Other	50,000		50,000	
64	Asset Management Plan update regulatory for 2024	Corp Svcs	Studies	Studies & Other	12,000		12,000	
65	Greenfield Land Use & Servicing Secondary Plan (Baden/NH)	Devel. Svcs	Planning	Studies & Other**	210,000	210,000		
66	Tanker Shuttle and CEFI Recertifications	Fire	Studies	Studies & Other	8,000		8,000	
67	Knipfel Petersburg Private DWS Convert to Public System	Infr. Svcs	IS Studies	Studies & Other**	110,000			110,000

# 2024 Capital Program

## Individual Project Information

A separate pdf file containing individual project descriptions, justifications and funding details is available on the Township's Budget & Financial web page. A reference number appears at the top of each such page and corresponds to the line numbers included on the three detailed pages above. (During the drafting stage, some projects were reallocated, so the page numbering may not be fully consistent, with some line numbers skipped.)



# Township of Wilmot

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2024 Municipal Operating Budget  
Draft for Review, January 15, 2024