



Financial Services Staff Report

Report Number: F01-2025
 Report Title: Draft Budget - 2025
 Author: Senior Management Team
 Meeting Type: Special Council Meeting
 Meeting Date: January 7, 2025
 eDocs or File ID: File
 Consent Item: No
 Final Version: Yes
 Reviewed By: SMT
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report F01-2025 respecting Draft Budget - 2025:

1. Discuss and debate the Draft 2025 Operating and Capital Budgets; and
2. Direct staff to bring the 2025 Operating and Capital Budgets forward with any amendments directed by Council for final discussion by Committee of the Whole on February 4, 2025 and approval by Council on February 18, 2025.

Background:

This report provides Council a brief overview of Staff's recommendation of the 2025 Township operating and capital budget. As part of continuous improvement efforts, for 2025 Staff have created a separate budget document with provides detailed budget information for Council review. This approach is consistent with municipal best practice and is a foundation reference document which can be built upon in future years.

Budget Parameters

On September 10 and 24, 2024, Council considered Report F14-2024 regarding parameters for staff to create the 2025 budget. This direction requested staff to present a draft budget with tax rate increase between 2.5% and 7.5%. It also directed a maximum 2.5% infrastructure levy and to include no additional debt (except for water and sewer).

Attachments

- **Attachment 1** is the Budget Book which contains important financial information and context regarding the proposed 2025 Draft Operating and Capital Budget.
- **Attachment 2** is the 2025 Draft Operating Budget contained in it is the staff recommended budget. This draft budget proposes a 7.5% base tax rate increase with a 2.5% increase to the infrastructure levy. This represents the upper end of Council's budget parameter range.
- **Attachment 3** is the 2025 Draft Capital Budget for approval and includes a 10 year capital forecast to provide a guide for future years.
- **Attachment 4** includes a list of key adjustments which have been made by Staff and are already reflected in the Draft 2025 Operating budget. These reductions are included to provide Council with more information about what was needed to achieve the 7.5% increase.
- **Attachment 5** includes a list of adjustments which are **not** currently reflected in the budget. These reductions are not recommended by Staff but represent potential reductions which would further reduce the tax rate from 7.5% to the 2.5%. This represents the lower band of the direction provided in the Council Parameters report.

Comments:

The following paragraphs contain highlights of the proposed 2025 Budget. Please note that full details can be found in **Attachment 1 – Budget Package**.

Economic Pressures

There is significant economic uncertainty on the horizon in 2025. The Canadian economy is slowing, recent elections in the US have decreased the Canadian dollar and is a real threat of trade tariffs which could increase the costs of many goods. In addition, upcoming provincial and federal elections could change the funding landscape for municipalities.

Under this uncertainty, managing new growth in the Township will continue to be a challenge, with substantial infrastructure investments required to support growth, continued downloading of services and reductions in upper government funding.

Current Financial Position

With the uncertainty highlighted above, having a solid financial position to respond to challenges is more important than ever. The long term financial framework introduced in 2024 is a critical step on the path the Township's long term sustainability, however, there are some concerns related to Woolwich's current fiscal position to be aware of when considering the 2025 Draft Budget.

- The Draft 2025 Budget, based on past practice, is a single year operating budget and only a single year funded capital plan. Considering the projected growth of the

municipality, a longer term view is needed in future years with a 10-year capital plan and understanding the multi-year operating impacts of decisions.

- The Township has very low reserve and reserve fund balances and is in a vulnerable place to respond to financial challenges. Many reserves are in a deficit position and require immediate corrective action. A number of corrective actions are in progress and are outlined in the budget book.
- The Township has maintained very low tax rates and is among the lowest in its comparators. While this may appear to be a positive impact for taxpayers in the short term, this has diminished the Township's long term financial health and will require larger future tax increases.
- The Township has internally financed significant capital projects. Combined with the low reserve positions outlined above, this is a critical issue. Immediate action has been taken, and further actions will be taken in 2025, to secure external funding and replenish depleted reserves.

2025 Operating Budget Highlights

- Staffing costs have increased due to annualization of salaries, continued implantation of market pay study, COLA adjustments and grid movements.
- Volunteer firefighter budgets have been increased to reflect actual recent call volumes
- Staff have recommended four critical positions needed to cope with changing and increasing work demands.
 - Senior Financial Analyst
 - Fire Services – Training Officer
 - Operations Supervisor
 - Traffic Technician
- Equipment replacement - increase the annual reserve contributions due to inflationary increases heavy equipment and vehicle replacement costs.
 - 1% (approximately \$160,000) of the proposed Infrastructure Levy increase is recommended to be directed to the equipment reserve as a one time top up in 2025.

2025 Capital Budget Highlights

- Sharply curtailed water and wastewater capital program to stabilize reserves due to operating deficits
- Continued essential capital work on roads and bridges to ensure a state of good repair

- Critical facilities and property maintenance capital activities to ensure the functioning of Township facilities
- New HR and Finance software upgrades to ensure continued functioning of support services

Interdepartmental Impacts:

All departments have an integral role in developing and executing the Township's Operating and Capital Budgets.

Financial Impacts:

The Draft 2025 Budget proposes a net levy increase of \$1,600,072 which translates into a 10.0% tax increase. This reflects a base tax increase of 7.5% and a 2.5% increase to the Infrastructure Levy.

The table below outlines the impact of the proposed increase on a typical household with average assessment.

Tax Element	Proposed Increase	Projected Increase per household
Woolwich – Base	7.50%	\$86.97
Infrastructure Levy	2.50%	\$28.99
Climate Action Levy	0.00%	\$0.00
Township Total	10.00%	\$115.96
Region	10.00%	\$264.54
School Board	0.00%	\$0.00
		<u>\$380.50</u>

The Township total increase would amount to \$115.96 for an average resident. It is important to note that regional share makes up the majority of the tax bill and a similar tax increase for the Region would be \$264.54. The School Board rate has remained flat for several years and no proposed increases are anticipated.

Community Strategic Plan Impacts:

By creating an accurate and funded Township capital and operating budgets, the Township is ensuring alignment with key values of fiscal responsibility and sustainability and will ensure economic prosperity.

Conclusion:

The budget is the primary financial document of the Township. Despite challenging economic conditions, Staff were able to present a responsible budget which will continue to keep Woolwich as one of the lowest tax rates in the area.

Staff recommend that the 2025 Operating and Capital Budgets be brought forward for final Council approval on February 18, 2025. Following approval of the levy budget, Staff will prepare and seek Council approval of 2025 tax rates, pending notification of Region-wide tax ratios.

Attachments:

1. 2025 Budget Book
2. 2025 Draft Operating Budget (*with Actuals up to November 2024*)
3. 2025 Draft Capital Budget and Forecast (*with Actuals to November 2024*)
4. 2025 Adjustments Reflecting a 7.5% tax rate increase
5. 2025 Adjustments Proposed to achieve a 2.5% tax rate increase



DRAFT 2025 BUDGET DOCUMENT

December 2024

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INTRODUCTION



Message from the Chief Administrative Officer

New Community Strategic Plan Implementation

2024 was another challenging year for the organization, but I am pleased to note that we were able to adopt a new 10-year Community Strategic Plan for the Township (**Appendix 1**). The Strategic Plan includes our Mission to provide exceptional public service, and our commitment to do so by offering customer service that surpasses expectations, promoting community connection, maintaining sound financial management and ensuring long-term community health and prosperity. Included as well is the Vision 2034 to create conditions for communities to thrive, and to accomplish that by providing services and amenities to create an environment where all Woolwich communities can flourish. New in the Plan is our Commitment to Community Connection and how we will use the Play, Live, Work model to guide Woolwich's growth and expansion and we will ensure that every resident has the opportunity to live a vibrant, fulfilling life. Our Values are also important to highlight because they will serve as the foundation of our actions and decisions. Through the adoption of the core values we are making a commitment to fiscal sustainability, transparency, community engagement, inclusivity, planned development and environmentalism and sustainability. Over the next 10 years our Strategic Priorities will focus on: cultivating long-term prosperity, empowering communities to be adaptable and engaged, providing effective and open leadership and maintaining an innovative customer service focus.

To ensure that there will be an appropriate tracking mechanism in place concerning the progress being made regarding the implementation of the new Community Strategic Plan, the new strategic priorities will be implemented through an enhanced Corporate Business Plan program that will be developed in 2025. This new format will articulate the success that is being made in terms of implementing the Community Strategic Plan, as well as the corporate planning and related actions that are being recommended to Council to further advance the new Plan. Reporting this information in a user-friendly way is important so that Council, and the public will clearly see progress being made in terms of the implementation of both the Community Strategic Plan and the related Business Plan.

Progress will be measured, tracked and presented by Senior Management as part of the submission of the regular Quarterly Reports to Council throughout each fiscal year. This way everyone has an opportunity to see how the Township is doing in terms of acting on the strategic priorities, and everyone will have an understanding of the state of the Township's budget and finances. To accomplish this there will need to be strong alignment between the Community Strategic Plan, the Corporate Business Plan and the Annual Budget.

Challenges in 2025

The Township will continue to see significant growth, primarily in the urban areas of Breslau and Elmira, and will continue to be one of the fastest growing area municipalities in Waterloo Region. Managing this growth will continue to be a challenge for the Township because with growth comes many growth-related pressures. The Township will face the need for significant new investment in the Breslau area to support new

housing and economic development/employment land opportunities. There will also be pressure on the Township to purchase land and provide opportunities for affordable housing to address the affordability crisis, and to implement strategic development opportunities as part of the implementation of the Elmira Downtown Core revitalization plan. As well, the municipality will be faced with important decisions related to planning for a future recreation complex/wellness hub in Breslau, and a consolidated public works facility for our operations staff team. To ensure that the Township can achieve more balanced assessment growth, we will need to facilitate the development of new employment land so that we don't end up being simply a bedroom community over time.

As previously reported to Council, we will be faced with making important decisions related to our fiscal sustainability. We have seen post-COVID inflationary increases, significantly higher than the standard inflation, and it is having an impact on our equipment reserves especially in the areas of Fire and Infrastructure Services. The Township needs to bolster our reserves so that we will have the funding place to purchase the equipment that is vital to our municipal service delivery. At this time, we need to curtail capital spending levels to help us build back our reserves and reserve funds. This is out of necessity, it's not necessarily the wise thing to do, but it is the prudent thing to do along with an investment of time and effort in long term capital planning and priority setting. The Township also needs to focus time, attention and additional resources into solving all of the issues that are contributing to the water and wastewater deficits which have been significant as of late. Staff believe that these deficits in the utility areas will continue unless there is a shift to having the staff resources in place to complete proactive monitoring and improved analytics. It will be important for the Township to complete advocacy work with our senior levels of government to secure not just stable, reliable and predictable funding to help address our infrastructure deficit, but also funding for development related infrastructure. We believe that we can show how funding support from the senior levels of government will align with our collective priorities regarding addressing the housing crisis and providing for additional employment land to ensure support for economic development efforts. In addition, we will need to ramp up efforts to explore front ending by developers so that they are working with us to deliver on these opportunities.

The most significant issue that will need to be discussed as part of the 2025 budget process is the notion that we can't be all things to all people, because we simply do not have the fiscal and human resources to meet everyone's needs. We have to put a focus on making choices, no doubt tough choices, so that we are establishing corporate priorities and allocating the necessary resources to act on those priorities as outlined in the Strategic Plan. Work will be completed this coming year to enhance the Business Plan to show outcomes and key performance indicators so as to ensure the appropriate tracking and monitoring back to the priorities outlined in the Community Strategic Plan. It is important that we create a capital ranking system to allocate capital dollars to priority areas and move away from the allocation based system. In order to make these fundamental changes in capital budgeting we will need more investment in analytical resources across the corporation, and to make improvements to our internal systems/processes to position ourselves appropriately for the future.

2025 BUDGET

Another area that is concerning is the impact of decisions on us by higher levels of government. This year during the Region's budget process they explored potential cuts to their budget that would have simply offloaded the costs to the Township. The increase in minimum wage has had a significant impact on the 2025 budget but is outside of our control and decision-making as it is made by the Province. Lastly, the Federal Government and the implementation of the carbon tax will see the budget increase by \$25,000 for a total annual carbon tax of \$144,000.

As we look towards 2051, and the fact that the Township will be growing to a size of 50,000 population, we need to all appreciate that we can no longer run a Township the same way as one with a population of 25,000. I have been saying for multiple terms of Council that we are at a critical turning point and transition from a rural Township to a small urban municipality. As such, we will need Council support regarding the vision, priority setting and resources to ensure that we set ourselves up appropriately for long term success.

David Brenneman

Message from the Director of Financial Services / Treasurer

2024 was a transitional year for the Finance Department. In late 2023, the former Finance Director took an extended leave of absence, and an interim Finance Director guided the Township through the 2024 budget process. I joined the Township in June 2024 and the finance team has had to adjust through multiple leadership transitions while ensuring financial operations continue uninterrupted for our residents.

The Township is also transitioning. From a largely rural community of the past to a mix of rural and large urban settlements. With increased growth and complexity comes increased financial challenges. We simply can't continue to do things the same way we always have and expect them to work the same way as we continue to grow.

Our tried and tested budgeting approach is no longer viable, and with critically low reserve funds, the Township is in a vulnerable financial position to respond to future needs. However, with new financial leadership comes a new perspective, and we have begun a shift in finance to position the Township to meet future challenges:

- In October 2024, staff introduced a Long-Term Financial Framework (LTFF) which established a financial foundation for the Township.
- In October 2024, staff presented a water / wastewater utility study and identified challenges in our utility rates which need to be addressed.
- In December 2024 Council approved several new financial policies to build out a framework for success
- In December 2024 Council was presented a plan to update our aging financial software.

While these are important first steps, change will not happen overnight. It will take many years of concentrated effort to modernize our financial processes to effectively respond to the challenges ahead. In 2025 the finance team will focus on understanding the Township's long term financial position and will be proposing measures to address its long-term financial stability.

The 2025 Draft Budget presets a 7.5% tax rate increase and a 2.5% infrastructure reserve increase. This will provide required funding to maintain existing service levels, adapt to recent economic shocks such as the increase in equipment costs, and make modest investments in our future such as updated finance software and critical staffing needs.

Unfortunately, the world will not stand still and wait for us to catch up. We need to adapt quickly to the economic and political challenges on the horizon while continuing to deliver high quality financial services our residents expect. We also need to make bold investments in our future.

The Township has an ambitious strategic plan, however, with anything in life, this comes at a cost. There is simply no way around it, if Woolwich wants to continue to be a great place to play, live and work we need to increase financial investment to ensure our

success. We simply can't achieve our long-term strategic goals with our current financial resources.

Balancing achieving our strategic goals while keeping taxes and rates affordable will not be easy. Finance will be working diligently to articulate our long term, but it will require a commitment from all stakeholders to develop a long-term mindset and to prioritize decisions that provide the most benefit to taxpayers over the long term.

"The best time to plant a tree was 20 years ago, the second-best time is now" ~Chinese Proverb

Colm Lynn

TOWNSHIP OVERVIEW

The Township of Woolwich is a rural township in Southwestern Ontario, Canada. It is part of the Regional Municipality of Waterloo, which is one of the fastest growing regions in the country. Woolwich is located immediately to the north and east of the City of Waterloo and is bounded by the cities of Cambridge, Kitchener, and Waterloo.

Woolwich Township is made up of 10 small communities, with the three largest settlements being Elmira, St. Jacobs (home base for the national Home Hardware chain), and Breslau, where the Region of Waterloo International Airport is located. With Woolwich's substantial population of Old Order Mennonite families, it is also not unusual to see horse-drawn buggies and farm equipment alongside suburban vehicles.

With a population of just over 28,000 (2022) Woolwich has identified significant growth and development pressures, major infrastructure challenges and the investment that is required in building and addressing healthy community priorities. Through the development of strategic priorities and actions we can establish that we are a modern and progressive semi-urban municipality that is still committed to enhancing its strong rural roots.

Quick Facts

- Total number of private dwellings at year end 2021 in Woolwich is 9,360
- From 2016-2021 Woolwich had a population growth of 8%
- The average after-tax household income in Woolwich 2020 was \$111,000

General Population

- Total Population of Woolwich at year end 2021 approximately 26,999
- Total Population Region of Waterloo at year end 2021 approximately 587,167
- From 2016 to 2021, the Region's population increased by 9.7%
- Approximate 2021 Population of the largest Individual Settlements within Woolwich Township:
 - Elmira 10,790
 - St. Jacobs 1,959
 - Breslau 5,053

ECONOMIC OVERVIEW

Canadian Economy

Recent information from Statistics Canada showed that Canada's annualized growth has slowed to 1% in Q3 2024. While not a technical recession (2 consecutive periods of economic decline), on a per capita basis this represents the 6th consecutive quarterly decrease in GDP per capita. GDP per capita is a measure which may better represent the perceived impact on Canadians.

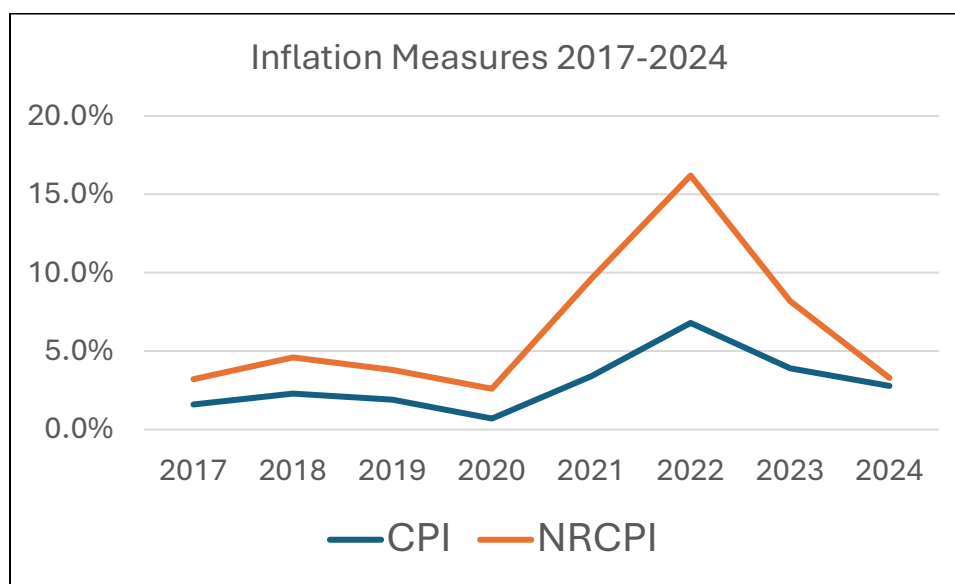
Inflation

A major concern over the past few years has been the high inflationary environment, reaching a 40-year high peak in mid-2022. Inflation is cumulative, meaning that even slowing inflation does not represent a decrease in prices. Municipalities have struggled to adapt to this higher inflationary environment while maintaining affordability for residents. It is important to remember that Inflation is the rate of price increase and a lower inflation rate, does not represent a price decrease.

NRCPI (Non-residential construction price index)

While CPI measures consumer price changes it does not accurately reflect the capital work the Township undertakes. Non-residential construction price index (NRCPI) measures the costs of construction for non residential buildings. This index is a far better measure of costs in our capital program.

While CPI has been very high in recent years, NRCPI has trended even higher reaching an annual rate of 16.2% in 2022. Inflating costs simply to CPI will fail to meet the cost challenges of the capital program. The chart below outlines this difference:



Interest Rates

Interest rates (monetary policy) are used to either stimulate the economy (low rates) or to restrain inflation (high rates). After reaching high levels in recent years, interest rates have been cut five times in 2025 and the overnight target rate now stands at 3.25% (as of December 2024) down from 5.0% in June 2024.

Interest rates impact the Township in two ways.

1. **Reduced investment income.** The rate of return on our investments are negatively impacted by declining rates. Our bank interest is immediately reduced, while longer-term investments returns are reduced because maturing investments cannot be reinvested at previously high rates.
2. **Lower debt interest costs.** The interest rates affect the cost of debt financing. Although current borrowing costs are fixed, lower interest rates will reduce the cost of future debt issues.

It should be noted that the Township historically holds more investments than it does external debt. Therefore, falling rates will have an overall negative impact on its financial position.

Election Uncertainty

The federal election is scheduled for Fall 2025 and the provincial election is scheduled for 2026. As the Township is reliant on grants and other federal and provincial funding, any potential change in government or policy generates significant uncertainty for the Township's finances. Timely advocacy to senior levels of government for infrastructure funding will be critical.

American Trade Uncertainty

With the recent Presidential election in the US, the CAD / USD exchange rate has declined. This means that purchases denominated in US dollars, such as heavy equipment and software, could see an increase in cost because of the higher exchange rate.

In addition, there has been significant discussion on increased or retaliatory tariffs which could increase the price of commodities in capital projects. This creates increased financial uncertainty for the Township.

GROWTH PRESSURES

The population in the Township of Woolwich is expected to grow to 51,204 people and 17,395 households by 2051. This growth will almost double the 2021 recorded population. In addition, with the recent expansions to the settlement areas and direction from Provincial government to remove barriers and build housing the population has potential to increase even more. Most of the growth will be accommodated in greenfield areas, within the urban settlement areas, through the development of new subdivisions. These subdivisions will add additional demand for programs, services, equipment and long-term maintenance costs for such things as roads, trails, facilities and other infrastructure. Phasing and staging of land development will be crucial for the ability of the Township to manage this growth and continue to provide infrastructure and services to meet the demands of the increased population. The Township must also ensure that employment land, institutional land and community spaces are planned for and supported to provide a balance of land uses, jobs and services.

The Township adheres to a growth should pay for growth philosophy. Where the financial burden of new growth should not be borne by existing residents where possible. To the extent possible the Township relies on development charges (DC's) to fund the infrastructure needs of growth and assessment growth to cover operating needs. However, it should be noted that DC's do not fund the full costs of growth infrastructure and some forms of development such as accessory residential dwellings are exempt from DC's. Therefore, some costs must be partially burdened by existing residents. In addition, future replacement costs of development funded assets must be eventually shouldered by the tax base. Also, there is not a one-to-one relationship between increased service need and assessment. This puts pressure on the Township to maintain service levels to respond to the demands of growth and to continue to provide services and programs to new residents.

Assessment Growth

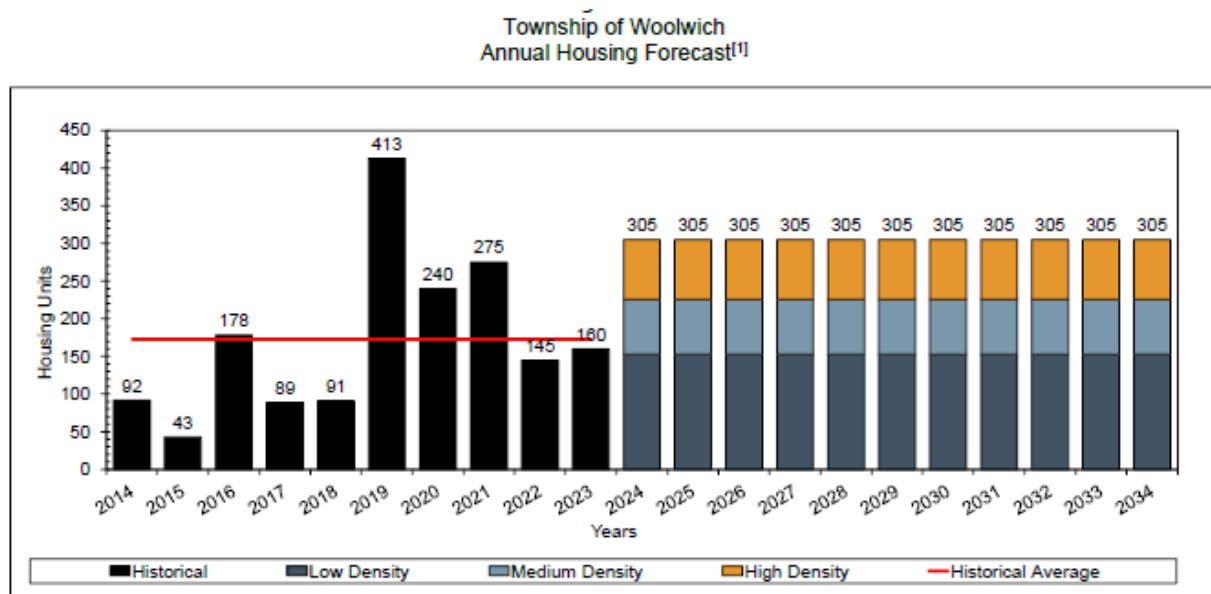
Actual growth in the Township has not been as high as previously forecast. The most recent DC study anticipated over 300 units in the Township annually starting in 2024 however recent estimates for 2024 estimate growth of around 100 units. Recent announcements to reduce immigration levels and potential changes to development related legislation adds to the uncertainty in growth and development. However, Development Services staff are optimistic that over the next several years we will hit the expected levels of growth.

Staff are currently projecting new assessment growth for 2025 to be approximately 2.69% which translates into an additional \$430,750 in property tax revenue. Staff are also aware of several developments which are planned to be constructed over the next few years which will increase our assessment growth. The Township's assessment growth history can be seen in the graph below (it should be highlighted that 2023 was a catch-up year for MPAC hence the significant increase that year):



Future Anticipated Growth

The following table was included in the 2024 DC Background Study. It shows anticipated growth of 305 units each year until 2034. The projected growth in 2024 was 305 units, however, only approximately 100 units will be constructed in 2024, well below forecast. However, staff are expecting to see over 400 new units constructed in 2025 and over 300 in 2026 plus accessory dwelling units which don't add DC revenue but do impact Township services.



This DC study information is a very basic analysis, and further work needs to be done to project future growth. This will become increasingly important as accurate DC revenue forecast will be critical to ensuring financing is available to fund and repay growth infrastructure.

BUDGET TIMELINES

The Township of Woolwich will be pursuing a budget timeline with approval occurring in the first quarter of 2025. Earlier budget adoption is becoming a municipal best practice and it is hoped that this timeline will be improved in future years.

Budget Parameters Presented to Council	September 10, 2024
Budget Parameters Approved by Council	September 24, 2024
2024 Budget Packages Published Online	December 31, 2024
Budget Report presented to Council Budget Overview Presentation Budget Presentations Operating & Capital – IS and RCS	January 7, 2025 Full Day
Budget Presentations Operating & Capital – CAO, COR, Council, DS, Finance and Fire	January 9, 2025 Full Day
Special Council (Budget Break Week) New this year	January 14, 2025
Budget Delegations, Deliberations and Additional Requests	January 21, 2025
Council Budget Deliberations	January 23, 2024 Full Day
Water and Wastewater Budget Discussion (at Committee of the Whole)	February 4, 2025
Final Report and Voting on the Budget (at Regular Council)	February 18, 2025

Budget Parameters

On September 10 and 24, 2024, Council considered Report F14-2024 regarding parameters for staff to create the 2025 budget. The direction given to staff at this meeting was:

1. Supports existing service levels as provided for in the 2024 Budget Parameters, with potential efficiencies to be reviewed by Council, along with any recommended service level changes, in the 2025 Budget;
2. Supports the 2025 Budget be prepared with a 2.5% - 7.5% base change target for the annual operating and capital budget;
3. Continues to support the concept of special levies above and beyond the base rate change, and that Council sets the amount for the increase to the Infrastructure Levy at 2.5% and 0% for the Climate Action Levy for the 2025 Budget;
4. Direct staff to prepare the 2025 Budget without any new debentures, excluding those already preapproved and for water and wastewater infrastructure projects; and
5. Direct staff to prepare the 2025 Budget while keeping reserve funds with appropriate balances.

Staff have incorporated this direction in the proposed Draft 2025 budget.

PUBLIC BUDGET CONSULTATION

After considering the 2024 Budget Feedback Report C08-2024, Council directed staff to “...provide online engagement for public consultation as outlined in the report, with a paper-based alternative offered to those who need it.”

Staff developed a budget survey based on Council's request and released it in September. The survey remained open for about 5 weeks and had 205 survey responses. The theme from written comments is provided below:

Findings

The high-level findings from the public survey include:

- Most respondents (60%) rated the value of services they get for their tax dollars in Woolwich as fair or better
- There was a high level of support (73%) for continuing to increase infrastructure funding through the infrastructure levy
- The top five service budget priorities identified were infrastructure, roads and winter maintenance, water & wastewater, affordable housing and parks and trails
- The bottom five priorities for survey respondents were: Art, Culture and Community Events, By-law and Parking Compliance, and Communication and Customer Service, economic development and tourism and affordable housing
- When asked about setting the tax rate, just over half of respondents (52%) indicated they would prefer to limit the tax increase, even if services declined

Charts summarizing numerical responses are included in **Appendix 2 - 2025 Budget Engagement Survey**. Additional findings and an explanation of how they were incorporated into the draft 2025 budget are shown below.

Incorporating Feedback into the 2025 Budget

Staff value the public feedback from the survey and have incorporated feedback when developing the budget in the ways outlined below.

2025 BUDGET

Topic	Public Feedback	2025 Draft Budget
Infrastructure Levy	There was strong support: 73% indicated increased funding was important or very important. Several respondents used the open-ended question to request road infrastructure improvements.	A dedicated 2.5% investment in infrastructure will provide more than \$400,000 in additional funding to support future infrastructure and equipment needs like roads, bridges, stormwater, facilities, playgrounds, vehicles, equipment and technology upgrades.
Climate Action/ Greening Levy	Support for increased funding was mixed: • 42% opposed • 36% in support • 20% unsure One respondent stressed the importance of using the funds in the Climate Reserve instead of letting funding remain unused.	No increase for 2025, consistent with Council's direction at budget parameters, however existing contributions will continue to provide financial support for the Woolwich Climate Action Plan in development. Staff have included several corporate initiatives to reduce the Township's environmental impact and increase greening and expect further needs to accomplish the Woolwich Climate Action Plan.
Taxes Rates	A majority of respondents (52%) preferred limiting the tax increase, even if services decline, while 29% preferred setting a tax rate that maintains existing services and fewer 10% requested more or improved services. Written comments highlighted concerns of increasing taxes, with comments related to the cost of living, inflation and staffing expenditures	While department budgets projected a 14.5% tax increase, senior staff reduced this number to 10% to meet the target set by Council. As requested by Council, staff will provide a list of additional service cuts to further reduce the tax levy.

2025 BUDGET

Topic	Public Feedback	2025 Draft Budget
Service Levels	Several responses called for increased service levels for: • Road, gravel road and infrastructure maintenance • improved traffic flow, public transit and an Elmira bypass • more walkable communities • sidewalk snow clearing in more settlements • shop local and downtown revitalization • public and business services in Breslau • reopen an Elmira Police Station • evening and weekend by-law and parking enforcement • affordable housing • resources for Fire Services • communication, engagement and customer service Two respondents mentioned the distribution of services expressing concerns of services in smaller settlements and recreational services outside Elmira. One respondent suggested reducing grants for community organizations.	It is Council's role to adjust services to a level that balances the community's needs and ability to pay. As Council requested, staff included a list of services Council could consider reducing that would further limit the tax increase. While a little more than half of respondents supported reduced service levels to limit the tax increase, most who responded to the open-ended question, requested an increase to specific services. For example, communication and customer service was the lowest ranked priority, but several respondents requested improved service in the open-ended questions.

2025 BUDGET

Topic	Public Feedback	2025 Draft Budget
Fees and Charges	Feedback was mixed: • 44% said fees were about right • 42% suggested increasing fees to reduce taxes Some respondents provided specific feedback about fees in the open-ended section: • reduce service fees for children • increase user fees for non-residents and/or open program registrations for residents before non-residents • concerns about high Water and Wastewater rates • lower building permit costs for local, independent builders	Fees and charges can be a useful tool to limit tax increases and charge fees only to those who use a service. Staff drafted the budget based on modest increases to fees which were approved by Council in December, including youth discounts and extra charges for non-resident for some programs. Water and wastewater rates will be set by Council in February. Provincial legislation does not allow municipalities to charge different building permit fees for different builders.

2025 BUDGET

Topic	Public Feedback	2025 Draft Budget
Budget Process	Some respondents provided comments related to the budget process; for example finding efficiencies, evaluating services to decide if they are needed and cutting non-essential spending. One respondent recommended that Council provide direction to staff on the tax rate before they develop the draft budget.	Staff continuously evaluate services and regularly find efficiencies, however operating efficiencies found in previous years are not generally noted. For example, staff advised Council in 2021 when \$5,000 in savings was achieved by cost sharing GIS software. Those savings continued every year. This year staff are expecting an <i>additional</i> \$3,000 in savings with this shared service, however since it is not a new efficiency, it was not noted in the budget. Further, with budget reductions over the last few budget years efficiencies are becoming harder to find. Service level changes are a Council decision and staff have provided optional services Council could consider reducing. The draft budget meets the targets set by Council and staff have identified where reductions were made to meet Council's target of a 7.5% base annual operating and capital budget.

Survey Limits

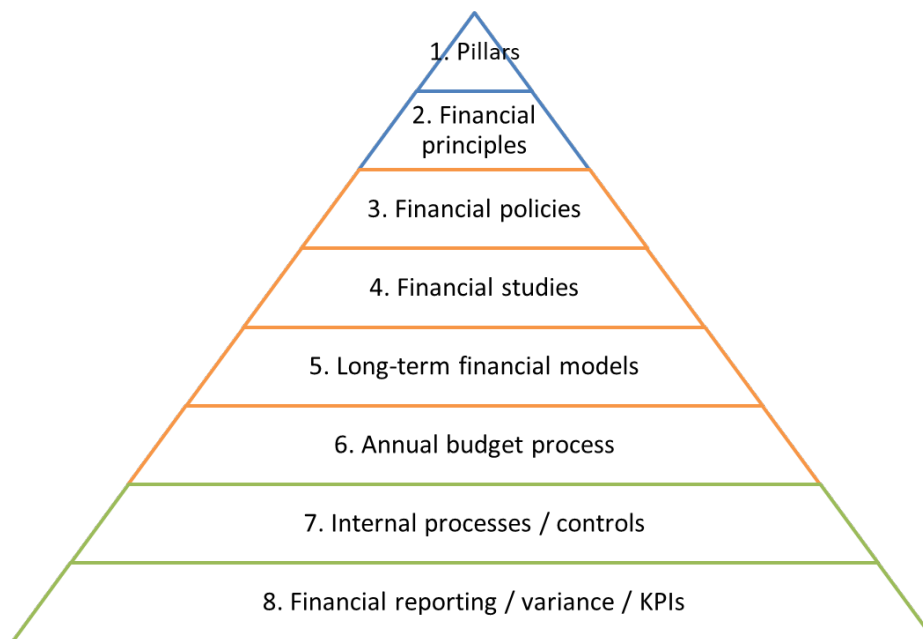
This survey is not a statistically significant sample of residents or property owners so it cannot be used to make definitive conclusions. However, with 205 respondents completing the survey online and by paper, this survey is a good indicator of public sentiment.

While responses were provided residents with a variety of ages, no one under 18 years old completed the survey. Staff also caution that there were fewer residents outside Elmira who responded, and a majority of the people who completed the survey came from residents rather than the business community. Staff will work to engage more people try to improve under-represented demographics in future years, especially those under 18 years old.

LONG TERM FINNCIAL FRAMEWORK (LTFF)

LTFF Overview

With the growing economic uncertainty, having a solid financial position is more important than ever. As approved by Council in report F15-2025, the Township established a Long-Term Financial Framework (LTFF) as a roadmap to long term sustainability. The LTFF is a comprehensive approach to financial management in the municipality. The framework is intended to serve as a guide for developing policies, budgets, and integrating financial studies into financial planning reporting.



The framework focuses on three financial pillars.

- Sustainability. Maintaining a strong financial position over the long term. This requires long-term planning and funding.
- Adaptability. Having the financial capacity to respond to uncertainty risks and to take advantage of opportunities. This requires strong reserves and debt capacity.
- Responsibility. Ensures tax and ratepayers are getting the best value for money. This ensures that services are performed efficiently and for the best cost over the long term.

Current Financial Position

While the framework is a critical first step on the path to long term sustainability, it is important to be aware of Woolwich's high current fiscal position while reviewing the budget. It is presented in a similar fashion to the LTFF pillars described above:

Sustainability

Maintaining a strong financial position over the long term requires long term planning and funding plans. It also requires strong capital reserves to ensure funding is available to meet future infrastructure needs. In light of funding and resourcing constraints, the Township has historically taken a short-term perspective with single year operating and capital budgeting with little planning or savings for future years.

Staff are working on developing necessary long-term financial plans including a funded 10-year capital plan and a fiscal growth framework. This long-term approach will enable the Township to understand its long-term funding needs and begin to address these through building up reserve balances. It will also be important to consider multi-year operating budgets to anticipate potential impacts beyond the next fiscal year.

All of this will take significant time and effort but will pay dividends over time.

Adaptability

Adaptability involves having appropriate financial resources to respond to emerging financial risks and to take advantage of potential opportunities. The Township has critically low reserve and reserve fund balances and is in a vulnerable place to respond to financial challenges.

Reserves and reserve funds have been trending very low in recent years and extensive internal borrowing has shifted these balances to critical levels. Equipment reserves are in a deficit position, however corrective action is being taken in the 2025 budget to address this. This includes an increase in the equipment reserve transfer for fire vehicle replacement and one time use of 1% of the infrastructure levy increase to fund the equipment reserve.

Without sufficient reserve balances, the Township is at considerable risk to respond to uncertainty and has limited ability to take advantage of emerging opportunities.

Responsibility

The Township has maintained very low tax rates and is among the lowest of its comparators. While this may appear to be a positive fact for taxpayers in the short term, this approach can also be fiscally irresponsible over the long term. As described above, the Township has taken a short-term approach to budgeting, depleting reserves each year to fund capital or curtailing necessary investments in order to keep the tax rate low.

This approach has diminished the Township's long term financial health. This will likely require large future tax increases to recover to a level of financial stability.

Future Work

While there is significant work to ensure long term fiscal sustainability, the long-term financial framework approved in 2024 provides a roadmap. Staff have presented important policies in 2024 such as investments and debt which will ensure a more responsible approach to future investing and borrowing.

Other policies such as reserve and reserve fund policies are currently in progress and will be presented to Council in 2025. These will set targets for reserve and reserve funds and more easily be able to highlight shortfalls and needs in reserve and reserve funds.

A shift to longer term capital planning and reporting is required and will begin in 2025. New financial software presents an excellent opportunity to overhaul existing processes and to implement best practices into new systems. Significant analysis and investigation is still required to fully understand the Township's financial picture and to develop financial strategies to appropriately respond.

However, it should also be noted that there is currently little capacity to actually perform this work due to chronic underinvestment in finance resources over the past decades. A new staff request for a senior financial analyst has been included in the budget for 2025, which if approved, will allow the Township to begin this critical and important work.

OPERATING BUDGET OVERVIEW

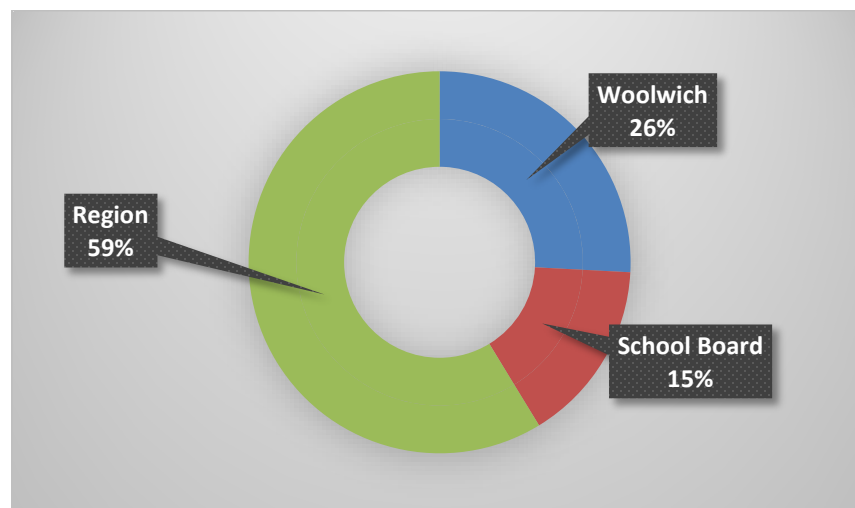


OPERATING BUDGET OVERVIEW

Over the last several years, it has become increasingly difficult to navigate supply chain issues, cost escalations, inflation pressures while maintaining a low tax increase. Staff are continually striving for quality service with limited personnel, while also trying to manage significant growth pressures, and a changing political landscape.

Woolwich continues to face upward pressures resulting from the historic inflationary environment. Woolwich continues to be at a critical point in its development because of the pace of growth over the last 17 years and into the future. This paired with increased costs for the goods and services Woolwich relies on to serve our residents and business community, has made the 2025 Budget an incredibly challenging budget to develop as growth and service delivery demands continue to outpace revenues and resources.

Looking into the development of the 2025 Draft Budget, the following chart shows the breakdown of Municipal taxes and gives a perspective as to the impact Township property tax has on our residents. The chart reflects the actual breakdown of taxes for 2025, which shows that for every dollar paid in taxes, Woolwich receives \$0.26.

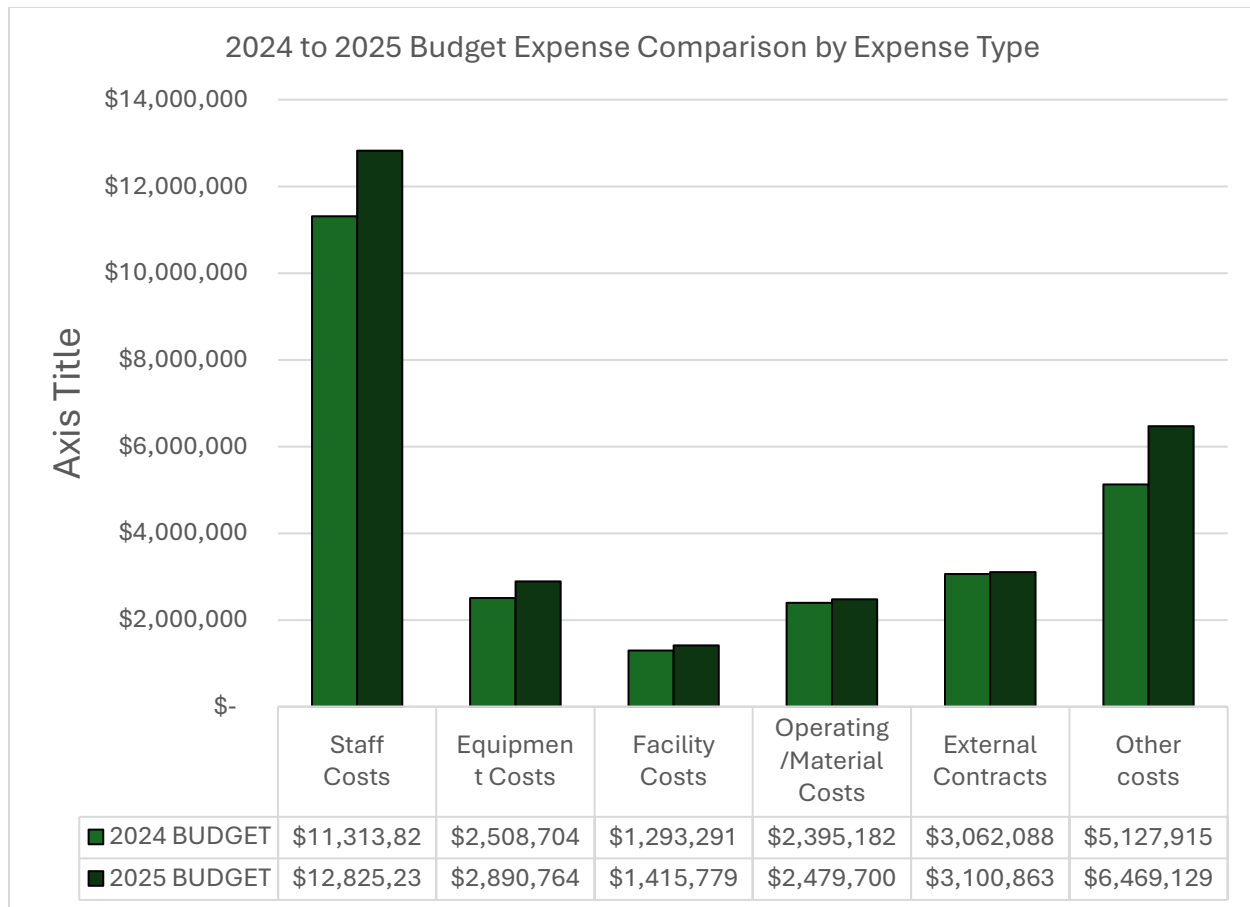


As a part of the development of the 2025 Budget, the Senior Management Team discussed the challenging pressures that come from increased demands on the Township while balancing scarce resources.

Staff continue to seek out efficiencies that can be implemented as part of the budget process. This exercise has been proving more and more difficult with annual reductions in operating budgets and upper government funding reductions.

Cost Breakdown

As a general guide to the budgeted expenditures and revenues being proposed through the 2024 Operating Budget, the following two charts will give Council a snapshot as to where operating budget dollars are being spent in 2025:



The chart above shows the breakdown of expenses sources in the Township.

- The Township's most important asset and largest cost continues to be staffing. More detail on staffing costs are outlined in the paragraphs below.
- Equipment costs include ongoing repair and maintenance activities as well as contribution to the equipment reserve for replacement. Over the past few years, heavy equipment has dramatically increased in price well above inflation. As a result, equipment reserve contributions have increased particularly in fire services. More detail on this can be found in the reserve capital section and in the fire department summary.
- Operating and material costs reflect purchased goods across the Township. This increase is the result of typical inflationary increases.
- External contracts are contracted services outsourced to external vendors who have specialist abilities or scale needed to carry out work we cannot accommodate with existing staff. Changes here relate to inflationary increases as well as reductions in contract costs through budget reviews.
- Other costs are primarily reserve transfers to the capital budget. These funds flow through the operating budget as other revenue and then transferred to the capital program. The increase in costs relate to the higher infrastructure reserve contribution from the infrastructure levy and the increased equipment reserve contribution.

Staffing Costs

One of the biggest budget cost drivers continues to be human resource costs, which are required to maintain and enhance our service delivery. Municipal operations are service driven and therefore human resource costs account for a considerable proportion of our overall operating expenditures, not including special levies.

The staff costs included in the above graph relate to three main drivers:

1. The Pay Equity and Market Study review from 2022 but which was phased in over four years.
2. The movement of staff along the existing pay band. For example, newer hires are typically hired at lower or mid parts of the pay band. As they gain experience, they move along the existing job band until they hit the maximum job rate
3. Cost of living adjustments (COLA) these are inflationary increases given to reflect the rising cost of living adjustments. It is important to note that the with the recent high inflation COLA increases have been below inflation for several years.

The Township refers to funded full-time positions as FTE's. Through previous budget processes, Council asked that future budget material include a comparison of FTEs in each departmental budget area from the previous year. The 2025 Operating Budgets contain a comparison of 2024 FTEs to what is being proposed in 2025. For more detail on staffing positions over time see **Appendix 3 - Staffing Analysis**.

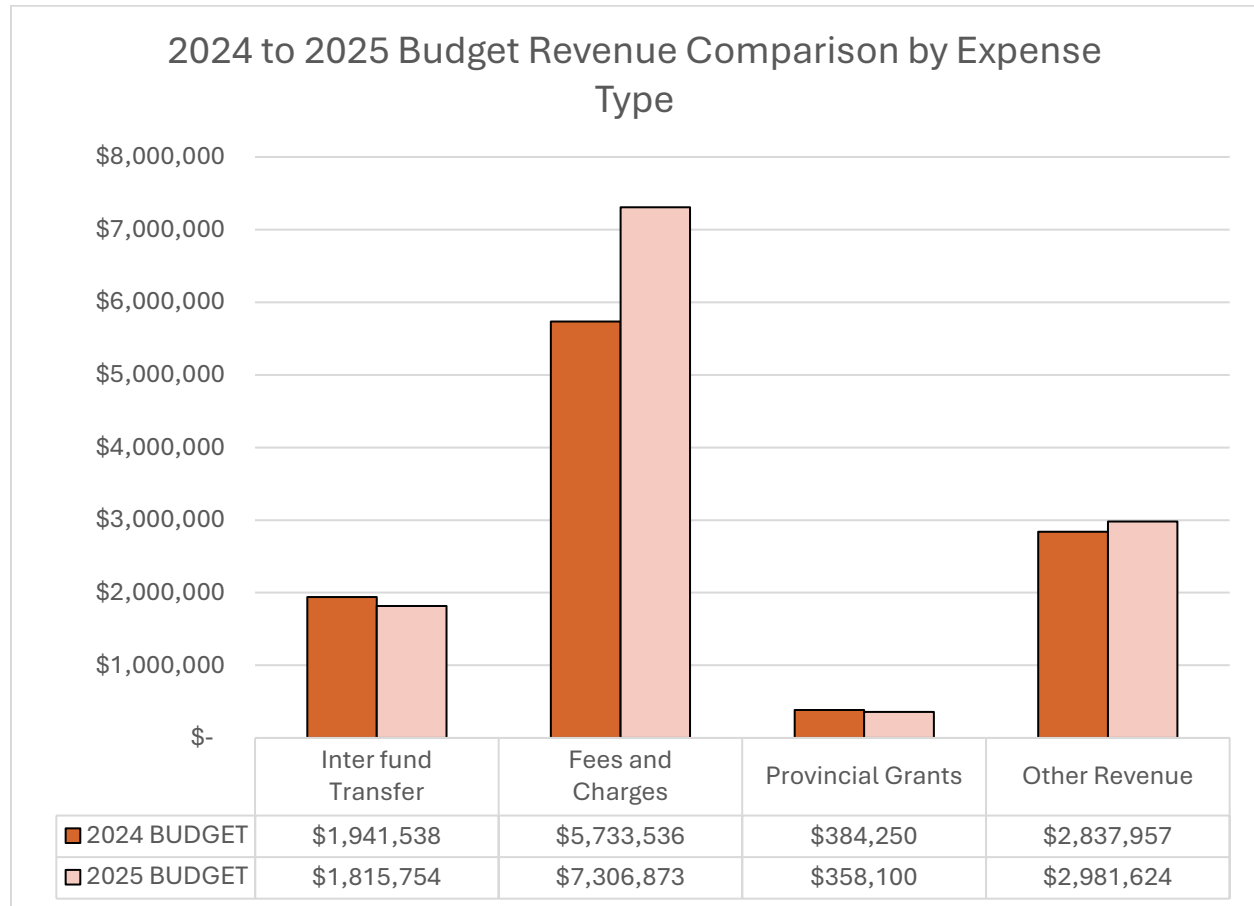
New Staff Positions

While it is important to keep tax rates low, it is important to resource the Township appropriately to respond to the demands of the public. As such the Staff have recommended several critical positions to adapt to the changing and increasing work demands. Further information on the below positions can be found in the noted appendices:

- Senior Financial Analyst – **Appendix 4**
- Operations Supervisor – **Appendix 5**
- Engineering Traffic Technician – **Appendix 6**
- Fire Training Officer (including training gap analysis) – **Appendix 7**

Operating Revenue

The chart below shows the breakdown of revenue sources in the Township:



- Interfund transfers reflect the transfers from reserve funds and fluctuate based on reserve contributions.
- Fees and charges are user fees which are charged to end users to cover the cost of delivering the service. This is outlined in more detailed below.
- Provincial grants in the operating budget is primarily the OMPF grant which has declined in recent years and is therefore not a sustainable funding source.
- Other revenue includes the Enova dividend as well as investment income, tax penalties, and miscellaneous revenue.

Fees and Charges

Staff have recently undertaken a review of fees and charges culminating in the amendments in Report F20-2024. The following analysis was performed in the development of these By-laws:

- Review of Current Legislation – to ensure that all departments understand and agree on the implications of recent legislation

- Municipal Fees and Best Practices Design Comparisons – to provide a financial context for fee adjustments (market comparisons of Township's fees and charges)
- Recommended Fee and Charge Refinements – recommended refinements to improve fee structure.
- Fees and charges have generally been increased by a 3% inflationary amount where reasonable and are often rounded to the nearest whole number.
- Other charges have increased or been added where a specific need has been identified or is in line with best practice.

Investment and Other Revenue

Interest rates have declined several times in 2024, from a high of 5% in early 2024 to the current overnight of 3.25% (as of December 2024). It is anticipated that the rate will decline further in 2025 to help stimulate the economy.

While this represents good news for future borrowing needs, the Township is a net beneficiary of higher interest rates through bank and investment income.

In 2024 the budget for investment income was \$475,000. As of November 2024, investment income has exceeded budget by approximately \$100,000. Investment income has historically been budgeted between \$200,000 and \$300,000 annually in most years.

The Township has been maintaining very low reserve balances been carrying out an extensive internal borrowing program which will greatly reduce available cash balances and reduce interest income.

Considering the declining rate environment and lower than expected cash balances, the budgeted amount should be reduced considerably in 2025 and likely again in 2026. However, as some higher yielding longer-term investments are still fixed, this will mitigate some of this reduction. Staff are recommending investment income reduced by \$100,000 to \$375,000 in 2025.

This will carry a further risk in the 2026 budget as investments mature and rates decline further. Best practice suggests that investment income remain relatively static and surplus investment income be transferred to reserves. This avoids interest rates swings impacting the tax base but will be phased in over future years to smooth out the impact.

2024 Surplus Deficit

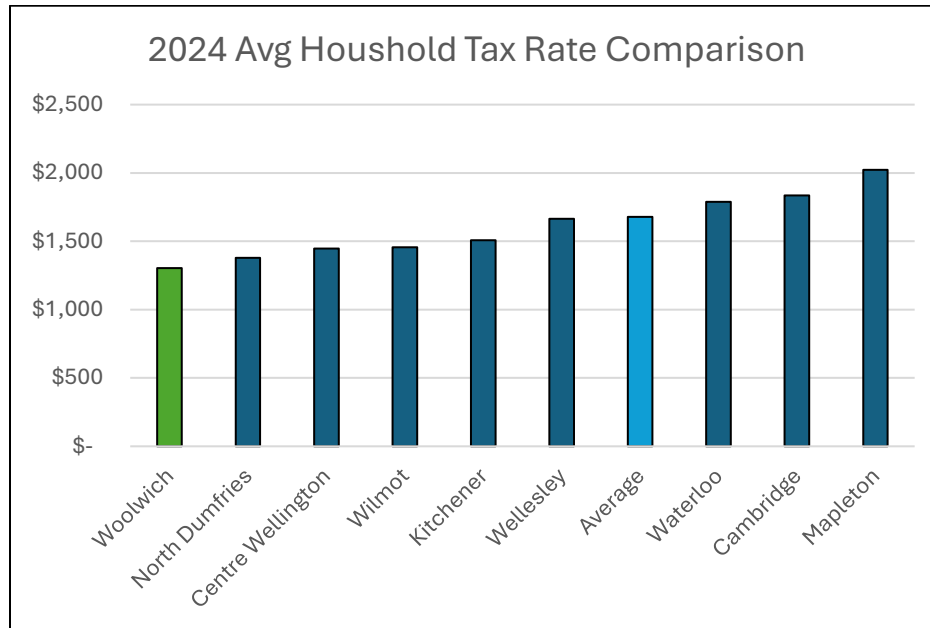
In report F13-2024, staff reported a tax supported operating surplus of \$216,544. This was driven by higher than budgeted interest income (described above) and a one-time surplus in the Enova dividend. These surpluses were offset by higher than expected volunteer fire fighting related costs.

The 2025 budget proposes a decrease in investment income and addresses the shortfall in volunteer fire fighter salary budgets by adjusting based on a rolling 3-year activity

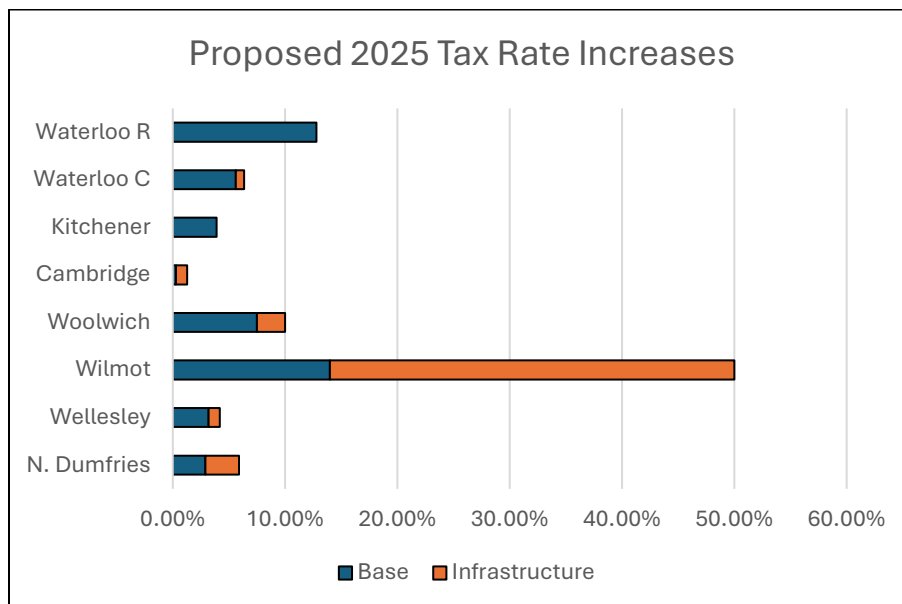
average. These costs should now be more accurately reflected in the budget in future years.

Tax Rate Perspective

While it can be difficult to compare tax rates due to different tax classes, weightings and assessment values of municipalities, it is fair to say that the Township's residential tax rate is quite low compared to its peers. The table below shows the residential tax rate comparison related to our comparators based on the average assessment value.



Below is a 2025 proposed tax rate increase comparison.



Woolwich's increase is lower than the Region. Wilmot's tax increase is significantly higher than Woolwich due to the one time increase in infrastructure funding. While Woolwich also has significant infrastructure funding needs and the lowest overall tax rate, Staff are proposing a more affordable increase than the Region or Wilmot Township. It should be noted that many municipalities are still deliberating and approving their 2025 budgets and the figures presented are subject to change.

Further tax comparison information can be found on **Appendix 8 - Tax Rate Comparison**.

CAPITAL BUDGET OVERVIEW



CAPITAL BUDGET OVERVIEW

Capital Expenditures

The 2025 Capital Budget has a proposed expenditure plan of approximately \$28.7 million. This is significantly lower than 2024's proposed spending of \$36.6 million and is reflective of a conscious effort to right size our capital program considering acute funding constraints in our reserve and reserve funds.

The proposed capital plan in 2025 is still almost 3 times larger than ten years ago when the approved capital plan only amounted to \$7.5 million. It should be noted that while the Township is showing a 10-year capital plan, only the first year is adequately funded. This means the Township does not currently have sufficient financial resources to deliver its long term capital goals. There is a need to take a longer-term view to develop a robust 10-year capital plan with identified funding sources. This shift will take a significant effort over many years.

When preparing the Capital Budget and forecast, staff had to consider the following:

- The overall goals and objectives to be achieved by the Township as communicated in the Strategic Plan
- Status of the current year's projects and any potential carry over
- Identification of new capital works
- Growth related timing and development needs
- Funding allocations, reserve and reserve fund levels
- Asset Management planning through state of the infrastructure reviews
- The priorities given to projects to ensure short and long-term initiatives fulfill the needs of the Township

The projects identified in the Capital Budget represent an attempt to balance competing priorities with the resources available and the existing reserve balances. However, it has become apparent that without a shift in thinking and a substantial injection of resources, the long-term budget presented is not sustainable nor attainable. While there currently is not a detailed analysis to fully understand the funding shortfall, it is clear there is not enough capital funding today to manage the renewal of existing assets funding growth projects and achieving strategic objectives.

Information Technology (IT)

A focus for capital works in the Corporate Services Department will be computer hardware, including server improvements and annual PC replacements. Also included in this budget is a project started in 2025 to update the Township's financial software, which is needed as the Township has outgrown the existing financial program. The IT Capital budget also includes:

- Moving to an integrated HR and Payroll software
- New building software, funding from the building reserve
- Additional server storage
- Replacement backup power supplies
- Security testing

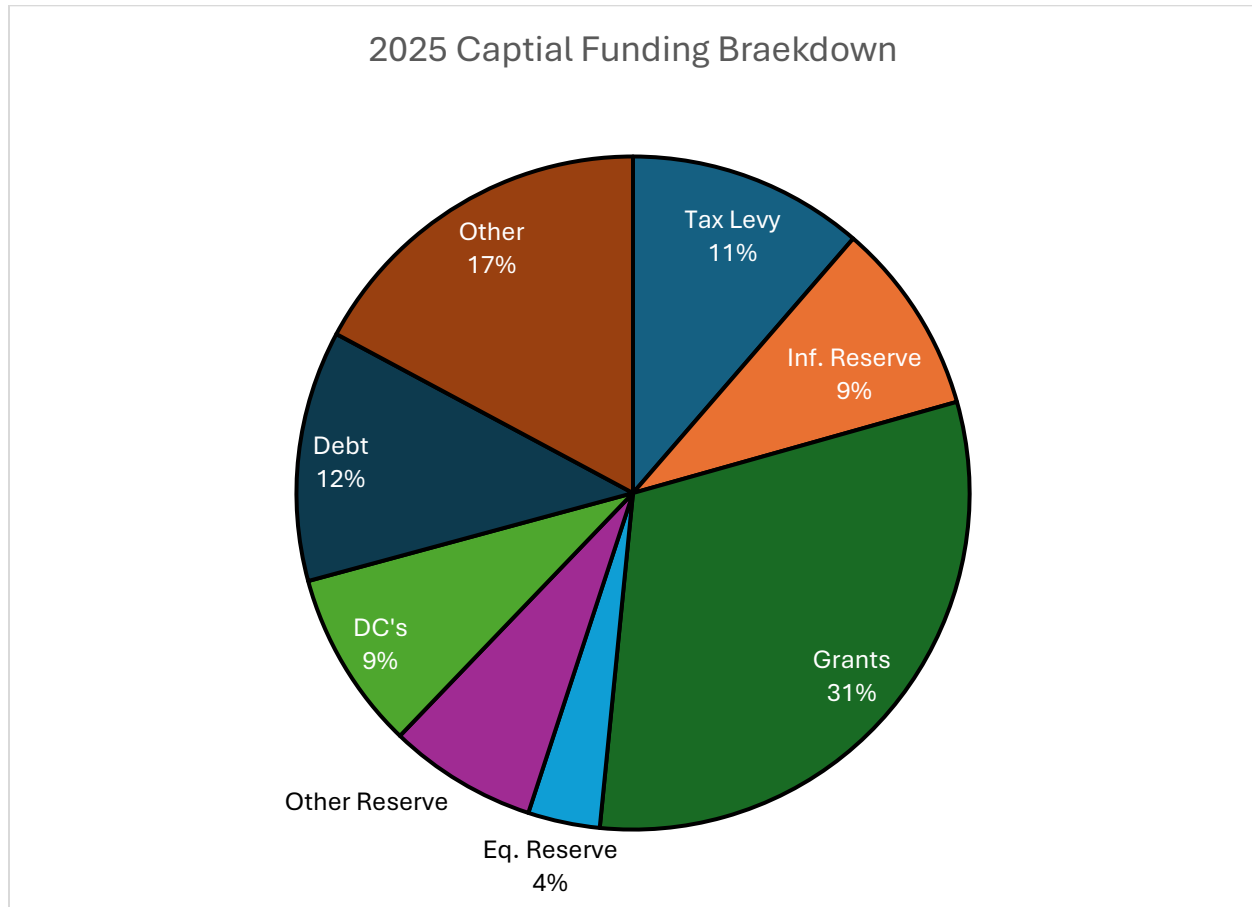
Infrastructure Services

Key Infrastructure Projects include:

- Completion of the Breslau Drain #1 construction project;
- \$4.35M associated with the Elmira Downtown Core Revitalization;
- \$3.0M Hot Mix Asphalt program;
- \$2.4M of Bridge and Culvert programming;
- \$1.9M of sewer lining;
- Engineering for water and wastewater servicing for the East Side Lands in Breslau ; and,
- \$1.65M Weigel Stormwater Management Pond clean-out.

CAPTIAL FUNDING

The following is a breakdown on the revenue sources for the proposed 2025 Capital Budget:



Tax Supported Funding Sources

Capital Levy

The capital budget is supported by a direct contribution from the tax levy. For 2025 this amount is \$2.6 This is primarily driven by increases in IT software implementation and fire equipment reserve contribution.

In future years, the Township will move towards a more fully reserve funded approach to capital funding. This will include a long-term plan with consistent annual reserve contributions to avoid fluctuations in the tax levy related to in year over year changes in capital spending.

Infrastructure Reserve Fund (Levy)

The Infrastructure Levy was first introduced in 2012. The Infrastructure Levy was introduced to address the Township's infrastructure deficit.

Just over \$1.96 million annually is being directed to through the Infrastructure Levy to the Infrastructure Reserve Fund to help address the infrastructure deficit, to make sure we are addressing Provincial downloading, and to build upon previous years Staff are recommending that Council consider adding an additional 2.5% or \$400,000 to \$2.36 million annually.

While the establishment of the infrastructure levy has aided the municipality in addressing its infrastructure deficit, it is important to note that the roads and bridges needs studies completed in 2012 found that a levy of between 3-4% per year was required.

It is recommended for 2025 that 1% of this levy increase (approximately \$160,000) be directed to the equipment reserve funds as a one-time increase to help stabilize this reserve. The use of the remainder of the infrastructure reserve fund in the capital program has been reduced by this amount for 2025.

Also proposed in 2025, is the inclusion of the \$88,000 infrastructure levy to support the renewal and upgrading of financial and HR software. Capital needs such as new systems and software have limited funding sources apart from a direct contribution from the capital levy. As the current infrastructure levy allows for the renewal of hardware / software and a portion of the existing levy will be used for these high priority projects.

Climate Action/Greening Levy

The Township instituted a Climate Action/Greening Levy in 2019. As of 2024, an annual allocation of \$336,000 is included in the Recreation and Community Services Budget. Council's endorsement of "50 by 30" and "80 by 50", whereby the Township will cut greenhouse gas emissions 50% by 2030 and 80% by 2050 will result in the need for additional funding once an implementation plan has been developed for the municipal actions required in the Transform-WR Strategy. Last year's creation of a sustainability coordinator will assist with meeting these objectives

A new staff resource was added in June 2024 and this resource will be used to develop an implementation plan to utilize this climate action / greening funding.

As per Council direction following budget parameters discussion, the 2025 budget was prepared with no proposed increase to the Climate Action/Green Infrastructure Levy. The further adjustment list proposes a \$100,000 reduction in this greening levy to achieve Council's 2.5% target.

Reserve and Reserve Funds

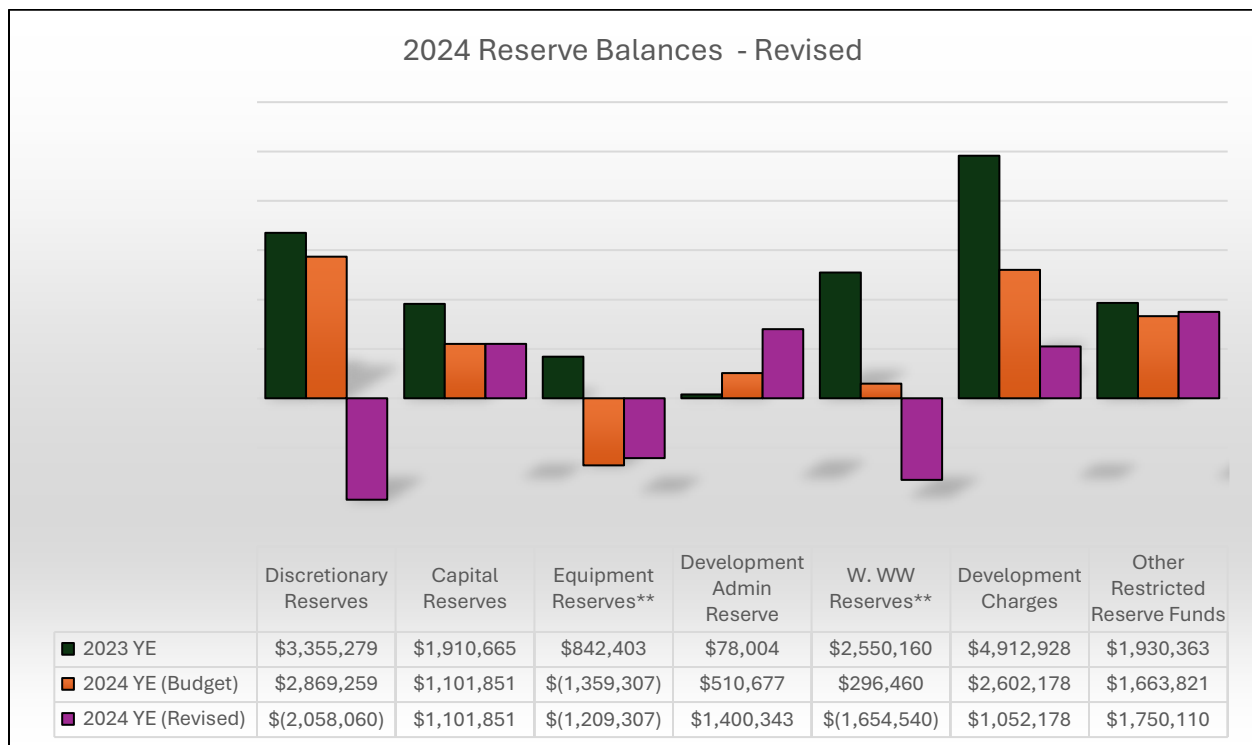
Best practice for capital budgeting follows a reserve fund approach. Rather than fund capital projects directly, annual reserve contributions are made to reserves and the capital expenditures are funded from these reserves based on long term capital needs and anticipated reserve balances. This approach allows the ability to smooth out fluctuations in capital spending and to build up reserve funds over time.

2025 BUDGET

The Township has historically followed a hybrid reserve / pay as you go approach. Most capital revenue received each year is transferred in to reserves, then transferred out and fully allocated to capital projects in the following budget year. This short-term approach results in capital spending which closely matches annual revenue rather than taking a long term or priority based approach.

As most capital revenue is consumed in the same year, this approach also does not allow reserves to be built to save for future needs or to respond to changing priorities. The inevitable outcome of this approach over time is very low reserve balances and an increased risk to the long-term capital sustainability.

The graph below outlines the change in reserve position from 2023 Year End. Specific reserve detail can be found in **Appendix 9 – Reserve and reserve fund detail**.



It should be noted that the Townships true reserve fund position is more difficult to assess due the Township's pay as you go approach to capital. Therefore a conservative estimate has been used in this analysis.

The 2024 budget presented to Council had already forecast a significant decrease in reserve and reserve fund balances in 2024. This included a deficit in the equipment reserves as the result of new fire truck purchases.

In preparation for the 2025 budget, a revised reserve forecast was performed. The revised forecast showed the existing low reserve position has further deteriorated.

The major changes from the 2024 budget forecast include ongoing water and wastewater operating deficits. These operating deficits were not forecasted in the 2024 budget and must be funded from the capital reserve.

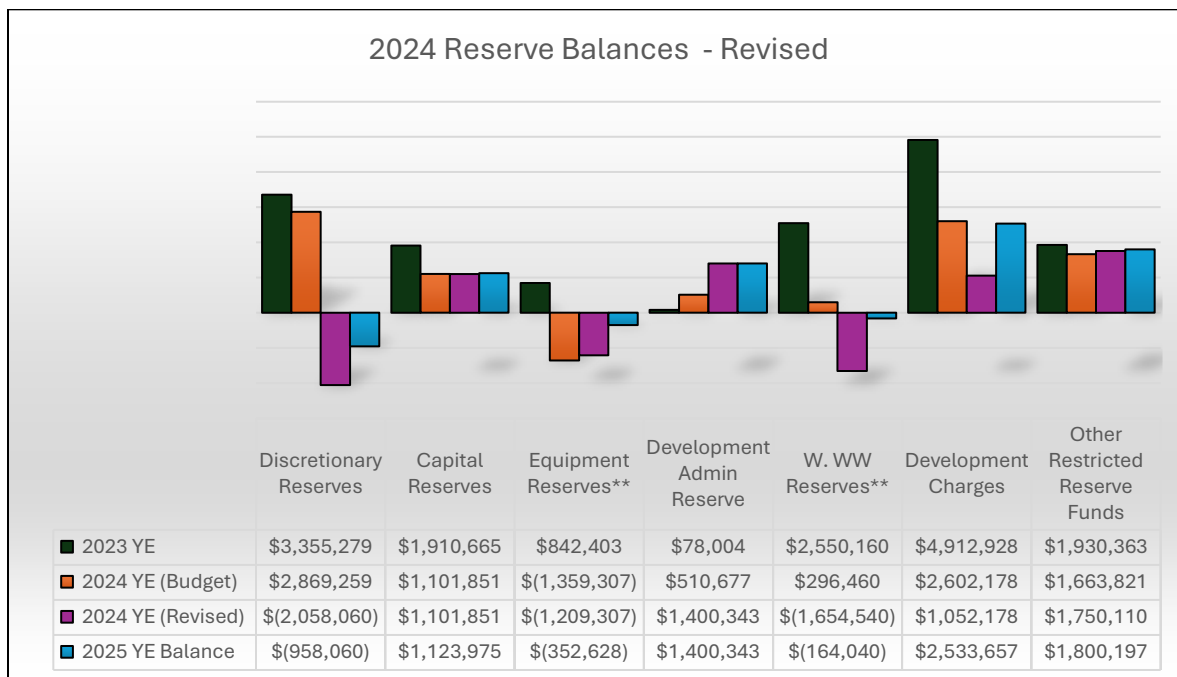
In addition, high levels of internal borrowing were previously unrecognized in reporting to Council. This level of internal borrowing must be funded by the working capital reserve. The combined impact of utility deficits and internal borrowing as of 2024 is approximately \$7 million - \$2 million related to utility reserves and \$5m impact in working capital (discretionary) reserves.

The specifics of the borrowing are described in more detail in the debt section. However, it should be noted that internal borrowing is a high risk activity that must be performed with caution. Internal borrowing requires an identified funding source or must be funded from existing Township funds such as the working capital reserve (which was established for temporary borrowing) until the borrowing is repaid. This has not been the practice in the past.

As of 2024, until an external funding source is identified, existing discretionary reserve balances have been fully depleted. This means that until these reserves are replenished, the Township has no ability to respond to unexpected events.

The Township is also not permitted to use obligatory or restricted reserve funds for reasons other than the legislated purpose. This situation poses an ongoing financial risk for the Township.

In 2025, the Township will undertake immediate action to secure funding for repayment of the working capital reserves. It is anticipated that the corrective action will improve the reserve position. The 2025 estimate is indicated in the blue bars in the graph below.



To prevent similar situations arising in the future, the Township needs to shift to a long-term priority and reserve-based approach. This will take a concerted effort over several years to develop the frameworks and culture required to ensure a stable financial position. More detail on specific reserves and reserve funds can be found below:

Capital Reserves

The following are the primary capital reserves used in the funding of the capital program:

- Infrastructure Reserve Fund – Primary funding source for major infrastructure renewal and asset replacement. (Discussed above)
- Climate Greening Reserve Fund – funding for infrastructure work contributing to greener, healthier environment. (Discussed above)
- Property Building – for the major costs of maintaining public buildings and associated property.
- Park Fund - for the acquisition and development of public parks and recreational properties.
- Walter Bean Trail Fund - financing for improvements to the Walter Bean Trail.
- Working Capital Reserve – the purpose of this reserve is to fund short term cash flow needs and internal borrowing. Internal borrowing has not been accurately reflected in this reserve and has been adjusted in this budget. This is described in more detail below.

Equipment Reserves

The Equipment Reserve Fund is used for the replacement of vehicles and heavy equipment. This includes fire trucks, snowplows, passenger vehicles and other major equipment.

Recent years of high inflation has increased the cost of many goods. Heavy equipment in particular has seen cost increases well above the price of inflation. The Township historically budgeted for replacement needs based on an annual contribution to a reserve fund based on the expected life of the equipment and the last purchase price.

However, with the recent high-cost increases, existing annual contributions have not been sufficient. For example, the cost of a fire truck has almost doubled in recent years from a pre Covid cost of less than \$800,000 to over \$1.5 million today. As a result, the current equipment reserve is in a negative position due to insufficient contributions to support the current cost of replacements.

The 2025 Budget recommends an increase to the fire equipment reserve of \$225,000 annually to begin to address this deficit. While this is a large increase, this contribution is still insufficient. Staff are also recommending an additional 1% (approximately \$160,000) of the proposed Infrastructure Levy as a one time top up to stabilize the equipment reserve for 2025.

Development Administration Reserve Fund

The Development Administration Reserve is used to assist in offsetting administration and inspection costs incurred in the case of new development. In 2024, there was a significant increase in the funding for this reserve related to an increase in development applications. This reserve fund is set aside for future costs related to development that are expected to occur in future years.

It should be noted that this reserve fund is not legislatively restricted as Building (OBC) or Development Charges.

Utility Reserves

Utility reserves are the funding source for water and sewer related projects. This reserve is funded through contributions from water and wastewater rates. The capital contribution established in 2006 and have not been indexed or increased. In 2024 budget, Council was made aware of low reserve situation in utility reserves and increased the rates to allow for additional contributions.

However, as there is no current operating reserve for water and wastewater rates, any operating deficits are required to be funded from the capital reserves. Over the past few years, these factors have resulted in increased projected deficits in both the water and wastewater reserves.

As a result of this fiscal reality, Staff proposed a significant reduction in water and wastewater capital spending in 2025 in order to stabilize these reserves.

Discretionary Reserves

In addition to the capital reserves outlined above, the Township maintains a number of discretionary reserves. The purpose of these reserves is to fund unforeseen expenditures primarily in the operating budget. Examples of the discretionary reserves include:

- Working Capital Reserve - To finance short-term cash deficiencies and avoid external borrowing costs.
- Insurance Reserve - to accommodate annual fluctuations in cost of claims (deductibles) and premiums.
- Capital Budget Contingency - mitigate the impacts of unforeseen events, extraordinary expenditures in the capital budget.
- Operating Budget Contingency - mitigate the impacts of unforeseen events, extraordinary expenditures and reductions in revenue in the operating budget.
- OMB / Legal Reserve - offset extraordinary and unforeseen OLT or legal expenditures
- Winter Stabilization - mitigate the impacts of unforeseen winter events or extraordinary expenditures.

- Special Circumstances Reserve – funds costs related to special projects or circumstances as approved by Council from time to time.

Working Capital Reserve

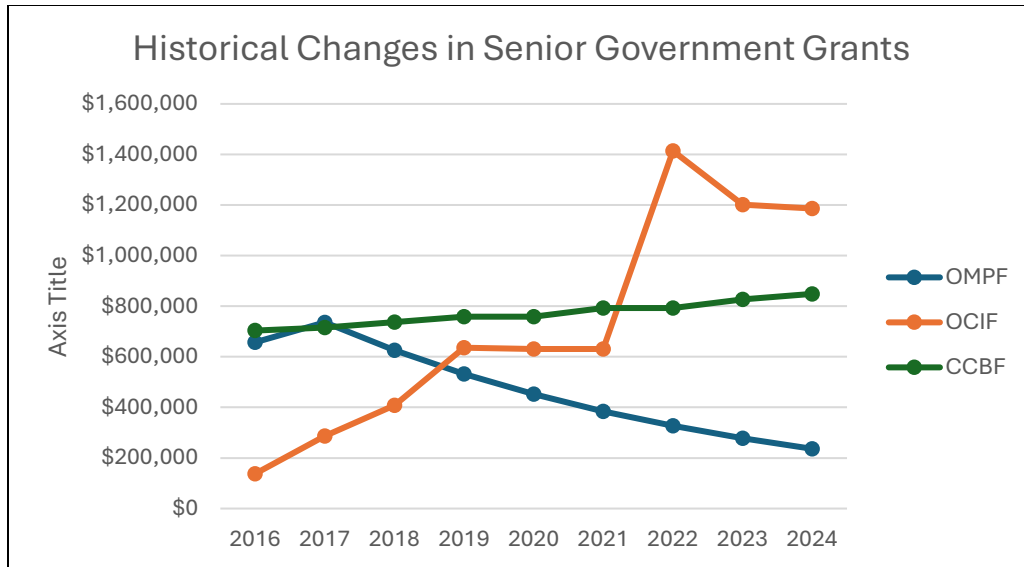
The purpose of the working capital reserve is to finance short-term cash deficiencies and avoid external borrowing costs. Past practice was that short-term cash needs were indirectly assumed to be offset against this reserve. Having this reserve ensured an appropriate cash flow buffer for timing of capital projects.

However, as there is less than \$2 million in this reserve, there is a limited funding source for cash flow needs. To ensure stable operations and tracking, best practice would be to commit any temporary borrowing against this reserve to account for current funding levels. If this approach is taken, the current level of internal borrowing would greatly exceed the total value of this reserve. In addition, the extent of internal borrowing is so great, there are not sufficient balances in any discretionary reserves to support this. This poses an immediate and unsustainable cash flow risk.

Immediate corrective action is being taken by staff to secure external funding to repay this working capital reserve and to ensure appropriate cash balances are available. Going forward, there is an urgent need for improved cash flow monitoring and reserve accounting which has not been performed in the past. This additional work will require additional resources in finance and a senior financial analyst has been proposed in the 2025 budget.

Provincial and Federal Grants

The graph below outlines the historical changes in senior government grants over the past few years. While some grants such as the CCBF have remained relatively consistent, there have been larger variations in other grants. The OMPF has declined over time which is offset by increases in OCIF grants. The Township is heavily reliant on such grants to fund programs, and this variability in funding can impact predictability and reliability in developing budgets.



Ontario Municipal Partnership Fund (OMPF)

The Township annually receives an unconditional operating grant from the Province called the Ontario Municipal Partnership Fund (OMPF). This grant program is designed to assist northern and rural municipalities. In 2018 the Township's OMPF payment started decreasing by 15% increments every year. The Township's current OMPF allocation of \$236,200 in 2024 is a cumulative \$500,000 decrease since 2017.

As reported to Council in F14-2024 Budget Parameters 2025, Staff expected a further 15% reduction in OMPF funding which would amount to approximately \$35,000. However, on October 30, 2024, the province announced that the Township's OMPF funding would remain consistent at 2024 levels.

Ontario Community Infrastructure Fund (OCIF)

Since 2015, the Township has been receiving annual funding from the Province under the OCIF formula-based funding program. At the start of the grant program the Township received only \$137,620 but that figure increased to \$1,413,990 in 2022. The Township saw a 15% (\$212,098) decrease to \$1,201,892 in 2023 and a further decrease in 2024 to \$1,185,858. In 2025 we will be receiving \$1,363,737. In recent years OCIF has mainly been used as a funding source for the Township's resurfacing and maintenance paving programs.

Canada Community Building Fund (CCBF)

The Township has been receiving CCBF (formally known as the Federal Gas Tax), since 2006. The Township receives federal funding under this program to support the capital budget. This program is currently managed by AMO (Association of Municipalities Ontario). The CCBF program allows municipalities to carry over funds for up to five years which ensures municipalities have the flexibility to direct funding towards desired

projects. The Township is receiving \$848,852 in 2024. The CCBF agreement was extended in 2024 and was presented to Council in June.

Housing Accelerator Fund (HAF)

In February 2024, the Township was advised by the Canadian Mortgage and Housing Corporation that our Housing Accelerator Fund (HAF) application for funding in the amount of \$6.72 million was approved and an initial advance of \$1.68 million was received. The Township is expecting three (3) additional installments over the next 3 years which are conditional on initiatives in the application being achieved and housing targets met. Staff expect we will see an increase in housing unit permits in 2025 and this will result in alignment with our HAF targets. The Township is using the funding provided to complete 10 initiatives required through the program including a significant portion of the funds allocated towards a strategic property purchase in Downtown Elmira to facilitate a mixed-use development with housing units.



Development Charges

The Township adheres to a growth should pay for growth philosophy. Where the financial burden of new growth should not be borne by existing residents where possible. To the extent possible the Township relies on development charges (DC's) to fund the infrastructure needs of growth. In 2024 the Township performed a DC Background Study to update the rates charged for new development.

Anticipated Growth Costs

The table below summarizes the costs and funding included in the 2024 DC Background Study. It is important to note that the DC study's main purpose is to support the calculation of DC charges and does not represent an approved capital plan. The DC

2025 BUDGET

study (and the asset management plan) are important contributing documents to the development of the Township's long term capital plan.

CATEGORY (Excl POA /Emerg)	2023 Closing DC Balances	10 Year Capital Costs	Benefit to Existing	Grants / Other	DC Revenue	Total Anticipated Revenue	Township to Fund Shortfall
DC-FIRE	9,447	13,086,840	4,013,800	-	5,230,303	5,230,303	(7,847,090)
DC-PUBLIC WORKS	5,945,396	142,649,936	40,709,196	-	37,520,924	37,520,924	(99,183,616)
DC-RECREATION	694,843	41,334,510	356,238	5,400,000	11,792,811	17,192,811	(23,446,856)
DC-LIBRARY	131,189	2,523,000	2,523,000	1,438,000	988,848	2,426,848	35,038
DC-SEWER	(1,283,336)	88,229,336	18,433,400	18,433,400	17,733,815	36,167,215	(53,345,456)
DC-STORMSEWER	-	3,000,000	2,250,000	-	670,460	670,460	(2,329,541)
DC-GENERAL GOVERNMENT	388,295	5,873,726	1,500,995	-	2,740,880	2,740,880	(2,744,552)
DC-WATER	(972,908)	33,340,308	33,340,308	2,675,100	10,383,883	13,058,983	(21,254,233)
Total	4,912,928	330,037,655	103,126,937	27,946,500	87,061,923	115,008,423	(210,116,305)

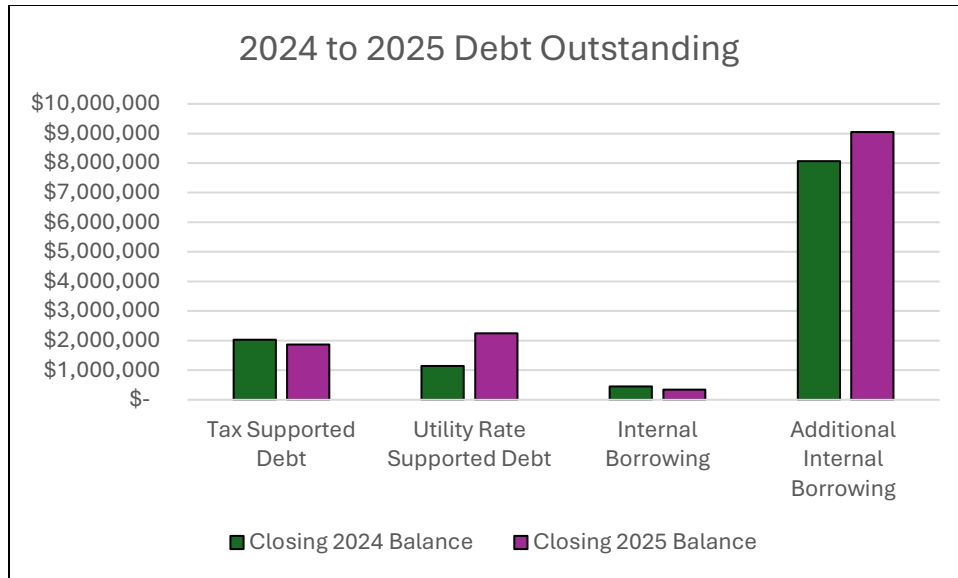
At the end of 2023 the closing balances of DC reserves was a total of \$4.9 million. It is important to note that the utility DC reserves are also in a negative balance of approximately \$2.25 million and are effectively borrowing from the other DC reserves.

Of note, the proposed 10-year growth related capital costs exceed \$330 million. The total anticipated DC and grant revenue over this time horizon is \$115 million which leaves a \$210 million shortfall to be funded from the Township or other funding sources. This level of capital spending simply could not be supported by the Township's existing financial resources meaning the proposed growth capital plan is not financially viable.

Debt Funding

With limited reserves and a hybrid pay as you go approach to capital, the Township will need to issue debt as part of its long-term financing strategy. Debt is an important capital financing tool which can spread out the cost of an asset evenly along its useful life. However, debt is not a substitute for long term planning or maintaining adequate reserves. It is critical to use debt responsibly to protect the fiscal health of the Township. The recently approved debt management policy will ensure more responsible use of debt in the Township.

The graph below outlines the projected debt position at the end of 2024. The full list of outstanding and proposed debt can be found in **Appendix 10 – Debt Overview**:



Tax Supported Debt

As of the end of 2024, the Township has approximately \$2.0M in tax supported debentures. This debt relates to facility upgrades including the construction of the WMC. Tax supported debt means that any repayments must be made through property taxes which may impact future tax rates.

Utility Rate Supported Debt

Utility (rate) supported debt is debt that is funded directly through utility rates. The repayment of this debt is funded by utility rates and needs to be considered when setting future utility rates. Current rate supported debt includes the Elroy Acres Water Extension project (2009), and the Industrial Drive Sewer (2023).

Internal Borrowing

The Township has historically undertaken internal borrowing which is borrowing from reserves which are earmarked for other purposes and repaid back to those reserves.

Internal borrowing is not a common practice in municipalities as it carries a higher amount of risk. This is because the internal borrowing requires sufficient internal cash reserves as opposed to external funding.

To operate a successful internal borrowing program requires high reserve balances and strong long term cash flow / reserve forecasting capabilities. This ensures sufficient funding is available and that cash for ongoing operations can be maintained. The Township has neither of these factors as it has very low reserve balances and limited financial modelling. In these circumstances internal borrowing should not be recommended as a financing option for the capital program.

At the end of 2024 previously approved internal borrowing includes just over \$440k for the LED Streetlight conversion project and the 2021 Hot Mix Resurfacing Program. The identified funding source could not be easily identified at the time of print, so it has been assumed this funding should be committed against the working capital reserve until it is repaid.

Current Temporary Internal Borrowing

The temporary internal borrowing shown in the far-right graph above is an attempt to more clearly illustrate the extent of internal short-term borrowing and reserve offsetting at the end of 2024.

First, the equipment reserve is currently in a negative position of approximately \$1.2 million. While this was anticipated in 2024 a funding source was not identified and was not shown as internal borrowing in the 2024 budget. For transparency, as an offset against other reserves until it is repaid. It is anticipated this reserve will return to a positive balance in 2025 with increased contributions and would no longer be considered temporary borrowing.

Second, both the water and wastewater accounts are running significant operating deficits. The combined utility deficits for 2024 are estimated at close to \$2 million. The 2025 water and sewer capital budgets were drastically reduced to provide time for the utility budgets to recover. It is hoped these reserves will return to a positive balance once the source of the current deficits is identified and utility rates are increased. Finance and Infrastructure Services staff are actively working together to address this issue.

Most importantly to the current reserve position, the Township is internally funding the construction of Breslau Drain #1. This project was identified in in the 2024 budget and subsequent reports to be funded by \$2.7 million in external debenture and \$4 million in developer funding.

However, the 2024 budget report also noted there was uncertainty about the drain project costs being eligible for debenture. It also discussed potential delays in payments for the benefitting properties. The drainage act states construction costs can only be recovered after the construction work is completed.

This effectively means the Township is currently financing the entire project as of December 2024. This amounts to approximately \$5 million spent in 2024 and an additional \$2.6 million anticipated in the 2025 capital budget.

Quite simply, the Township does have the financial capacity for this level of internal borrowing. The Township's very low existing reserves and high levels of internal borrowing exceeds the total current estimate of all available non-restricted reserve balances. This represents a critical cash flow risk and ongoing risk to the current financial stability of the Township until funding is secured.

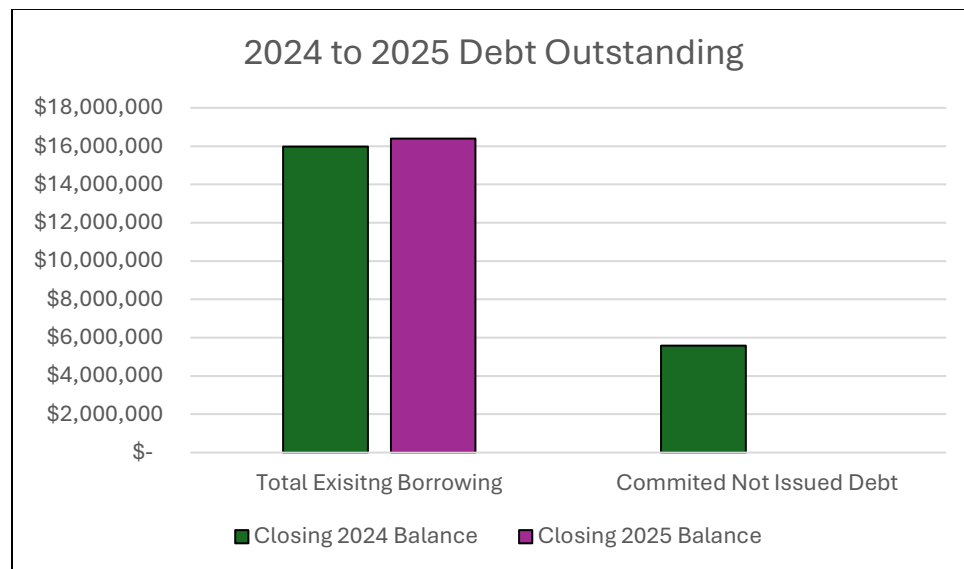
While this is considered a short-term funding issue, staff are currently taking immediate action to secure developer financing for the developer portion of this project which is estimated to be approximately \$2.7 million.

Additionally, staff will be discussing with the Region the potential to debenture finance this project in advance rather than waiting for the usual process of project completion. This would generate an additional \$2.6 million. If these efforts are successful, this will greatly reduce the reliance on internal borrowing and greatly improve the financial stability of the Township.

However, going forward this situation has highlighted a critical need to monitor cash flows more closely which would be performed by the Senior Financial Analyst proposed in the 2025 budget.

Approved but not Issued Debt

As of the end of 2024, the Township will have approximately \$5.7 million in committed but not issued debt. This is a combination of external debentures and further internal borrowing. This committed debt is shown in relation to the existing debt below.



There is a direct relationship between committed and not issued debt and existing borrowing. Once the debt is issued it is no longer committed and added to existing borrowing.

Previously approved utility debt included \$1.1 million for the Elmira North Sanitary Sewer Pumping Station. This will be a 10-year external debenture issued in 2025.

As described above there are an additional \$2.6 million in additional costs for Breslau Drain #1. As there is no current source of external funding, ongoing costs must be internally funded. However, any developer contributions are expected in 2025 to reduce the amount the Township is cash flowing.

An external debenture for this project would reduce internal funding for this project but would still need to be repaid through future budgets. The anticipated cost of this funding is \$344,000 which would represent approximately 2% tax rate increase in 2026 and beyond. These repayment costs have not been included in the 2025 budget as they would be incurred in 2026.

Additionally, there is \$1.95 million in funding required for the Elmira Downtown Core Revitalization plan. While this project was anticipated to be fully funded from the HAF program, there is uncertainty about receiving the last two installment payments in 2026 and 2027. The prudent approach is to assume that this \$1.95 million will need to be externally funded through a line of credit. There is currently a line of credit secured to facilitate the short-term funding of this work and is anticipated to be repaid in 2-3 years once development work is completed and the land is sold. It is anticipated that rental income would offset the interest costs for this line of credit until the land is sold.

Policy Limits

In December 2024 Council approved a debt management policy which outlines the conditions for the use of debt in the Township. This policy will protect the long-term stability of the Township and ensure that debt is used responsibly.

The Debt Management Policy outlines hard and soft limits to understand its current debt capacity limits and the potential risk to the Township. While it was also agreed at that time that policy limits would include any internal borrowing, the extent of internal borrowing described above makes this very difficult as much of this borrowing does not have regular repayments to base the ratio calculations on. Instead, only existing debt will be included in the repayment analysis and internal borrowing will be assumed to be currently funded through the working capital reserve. This would then be reflected in the debt to reserve ratios.

The current debt to policy limits are outlined in more detail below:

Hard Limits

Debt to Own Source Revenue

This ratio is a measure of the principal and interest payable annually as a proportion own source revenue. It should not exceed a target of 10% of the total revenues on line 2610 of schedule 81 of the FIR.

For 2024, the total debt payments are \$692,533. Own source revenues are \$28,192,493. This represents 2.46% of own source revenues and **is within** the policy limits.

Soft Limits

Total Debt to Operating Revenue

This measure identifies the percentage of annual operating revenues that would be required to retire the Township's net debt. It is also a key measure used by Standard

and Poor's when assessing the debt burden of the municipality. A target rate of less than 55% should be maintained.

For 2024, total source revenues are \$28,192,493. Total debt outstanding is \$3.9 million which represents 13% of own source revenues and is well within the policy limits.

However, if current internal borrowing is included, the total debt burden would be \$11.8 million. This represents 42% of own source revenues and is much closer to the S&P limit described above.

Debt Servicing to Discretionary Reserve Ratio

This ratio is used to determine how many years the Township could pay for debt servicing obligations in the absence of new revenue. Having an appropriate mix of debt and reserves is essential for fiscal sustainability. The purpose of this ratio is to ensure that debt is used conjunction with reserve funding and not relied upon as a primary funding source.

- A target of 1:14 annual debt costs / discretionary reserves should be maintained.
 - The Townships debt costs are \$692,533. The estimated discretionary reserve balances are **negative** \$2 million due to the internal borrowing described above which were assumed to be from working capital reserves.
 - This ratio cannot be calculated with negative reserve balances, but it is well below the 1:14 policy limit and the Township is therefore **not within** this policy limit.
- A target of 1:1 of total debt outstanding to discretionary reserves should be maintained.
 - Total debt outstanding is \$3.9 million. As mentioned above, discretionary reserve balances are **negative** \$2 million due to internal borrowing.
 - This ratio cannot be calculated with negative reserve balances. The Township is therefore **not within** this policy limit.
- For DC debt, a target of 1:1 of total debt development charge debt outstanding to development reserves should be maintained.
 - The Township does not have any external DC debt however there is internal borrowing within reserves.
 - A comparison of positive to negative DC reserves can be made to calculate this ratio.
 - The estimated DC interfund borrowing is \$3.8 million as of 2024. The total amount of positive DC balances is approximately \$7.1 million.
 - The ratio is approximately 0.5:1 and **is within** this policy limit.

DEPARTMENT SUMMARIES



Council

Department Overview

Council's role is to develop and evaluate the policies and services provided by the municipality. This requires balancing public representation and the well-being of the municipality. Council's budget includes special events, funding to waive fees and charges and costs related to the Technical Remediation Advisory Committee (TRAC) and the Grand River Accessibility Advisory Committee (GRAAC).

Budget Pressures

Council's budget has relatively few pressures; however, staff are monitoring the fees and charges waiver account which has seen an increase in expenses in the past years as additional fee waiver requests are received. Additional funding in this account would accommodate additional approvals, however a proposed increase has been removed from the budget to limit the tax increase as directed by Council.

2025 Budget Highlights

Staff recommend minor increases to meeting expenses to reflect actual costs of providing both in-person and remote meetings and collaboration initiatives based on expected costs for Region-wide physician recruitment and the Reconciliation Action Partnership initiatives. Council will also notice a shift in expenses with no net impact from miscellaneous to special events which covers initiatives like the State of the Township or the Mayor's Pancake Breakfast.

Chief Administrative Officer

Department Overview

- Office of the CAO
- Climate Action and Sustainability
- Economic Development and Tourism
- Emergency Management
- Fire Services

The Office of the CAO is responsible for the overall administration of the Township and is directly accountable to Council.

Climate Action and Sustainability is responsible for co-ordinating the implementation of climate action across the Township.

Economic Development and Tourism is responsible for supporting local businesses and economic growth through key programs and services. Core services include business retention/expansion and attraction, corporate promotion and partnerships, and visitor services coordination.

Emergency Management is responsible for the development, management and training of our Emergency Plan.

Fire Services is responsible for providing community risk reduction services through its core functions of administration, public education, fire prevention, fire suppression, rescue, and training and development.

Budget Pressures

No significant budget changes in the 2025 Budget can be found in the CAOs Office, or the areas of Economic Development and Tourism, and Climate Action and Sustainability.

Work related to completion of the 10-year Community Strategic Plan is finished and hence the elimination of consultant related costs. As for Economic Development and Tourism, we are transitioning back to one FTE and a seasonal support position, and expenses related to the implementation of the St. Jacobs Brand Audit and Wayfinding Signage Project will be offset by Municipal Accommodation Tax (MAT) funding. In terms of the area of Climate Change & Sustainability, a separate budget section has been created but no major expenses are anticipated as the focus this year is on the development of an Action Plan to implement the TransformWR Strategy.

The Fire Services area pressures relate to the continued implementation of market adjustments for volunteer firefighter positions, the need for a significant increase in the transfer of funding into the Equipment Reserve Fund, the implementation of new software the addition of a Fire Training Officer, the completion of a Fire Master Plan and higher allocations for projected volunteer staffing costs at each of the station levels using a three year average.

2025 Budget Highlights

CAOs Office

- Elimination of Strategic Plan professional services allocation

Economic Development and Tourism

- Transition back to one FTE and seasonal support position
- Implementation of the St. Jacobs Brand Audit and Wayfinding Signage project

Fire Services

- Continued implementation of market adjustments for volunteer firefighters
- Significant increase required for allocation to Equipment Reserve
- Increase in allocation for volunteer firefighter station costs based on 3-year average
- Implementation of new software
- Completion of Fire Master Plan
- The addition of a Fire Training Officer (**Staffing justification and related gap analysis is included in Appendix 7**)
- Increased Firefighter Health and Safety regulations
- Information on the Truck Standard Analysis can be found in **Appendix #11 – Truck Standard Analysis**

Corporate Services

Department Overview

- By-law Enforcement
- Clerks Division
- Communications
- Human Resources
- Information Technology

The Clerks' Division is responsible for providing meeting support to Council and Committees, including orientation and training, while ensuring compliance with legislation as well as Township By-laws. This Division also has responsibility for community grants and corporate communications, including supporting the Township's website, social engagement platform and social media.

Information Technology (IT) is responsible for supporting Township staff on all hardware and software-related needs, from mobile devices, computers, desktop applications to server and networking needs. IT maintains public wireless connections in facilities and is responsible for security of corporate systems. It supports users at the Administration Office, Woolwich Memorial Centre, Breslau Community Centre, Operations Yards, St. Jacobs Arena and six fire stations. As the Township grows, looks to find efficiencies by automating work and provide online services to residents like online payments or self-service portals, IT will continue to play a critical role in helping the Township to modernize.

By-law Enforcement supports our communities by responding to complaints about by-law infractions. The division is also responsible for licencing, the school crossing guard program and the new Administrative Monetary Penalty System that will divert the vast majority of administrative offences out of the court system and make it dispute resolution efficient, effective and customer service focused.

Human Resources (HR) is responsible for providing HR management programs and services consistent with Council policies, Township procedures, and regulatory requirements to enable the Township to meet its business and service goals. This division supports other departments with staff recruitment, onboarding, training, retention and offboarding. HR staff lead the Township's health and safety program.

Budget Pressures

As presented in the 2024 budget, there is an ongoing need for a Manager of Licensing and Enforcement Services. This position has been removed from the budget to limit the tax increase as previously directed by Council. This will limit the work the division can do to support other departments, update regulatory by-laws to fit current needs and community expectations as well as respond to new and emerging issues like homelessness, legal issues and legislative changes. The division will continue to rely on part-time and student officers to respond to a growing number of requests for service in 2025.

2025 BUDGET

As the number of requests for by-law enforcement services grows, staff have included a second by-law enforcement vehicle in the Development Charges background study with the purchase timing in 2024-2025. Staff have selected a compact, hybrid, pickup truck which is the best balance of low purchase price, fuel efficiency, environmental impact and utility. Additional information can be found in **Appendix 12 - Vehicle Request Form - By-law Truck (vehicle)**.

Staff expected a further 15% reduction in provincial operating grant funding, however the province recently announced that the Township's OMPF funding would remain consistent at 2024 levels, so this is not a budget pressure for 2025.

2025 Budget Highlights

Staff previously reported to Council on new requests for Community Grants and Council directed staff to add two new grants to the budget for consideration of the grant amount during budget deliberations: Hearts Open for Everyone (H.O.P.E.) and Shelter Movers South-Western Ontario. To limit the tax increase as directed by Council, the full request of these grant requests could not be accommodated in the budget. The grants budget also includes:

- cost of living increases that were pre-approved for the term of Council
- minor net increases to the Equity, Diversity, Inclusion and Belonging (EDIB) and miscellaneous grant categories

The Clerks portion of the budget includes no net changes for 2025; however, a portion of licensing revenue and legal costs have shifted from Clerks to By-law Enforcement to better reflect the responsible division. The Communications portion of this budget includes the following changes:

- a reduction in part-time salaries by switching the paid summer website student position to an unpaid field placement student in 2025
- increased funding to communicate and engage with residents with a new public engagement platform and professional communications support in emergencies
- a new revenue line capturing predicted revenues from the new digital community sign on Industrial Drive in Elmira

The Information Technology (IT) budget includes two new significant corporate enterprise software costs: a new, integrated Human Resources and Payroll software system to replace a system that only supports payroll. There is also an increase in infrastructure and security services for added costs such as server support contracts to delay capital purchases and maintenance of the Woolwich Memorial Centre audio system.

The By-law Enforcement budget includes a new line for property cleanups to cover costs officers have incurred when folks experiencing homelessness leave their belongings behind. 2025 will be the first full year using the Administrative Monetary Penalty System (AMPS) to bring more simple resolutions for offences out of the Provincial Offences Court, so both expenses and revenues have been updated to reflect projections. The

professional services budget line has also been reduced since one-time costs related to AMPS implementation are no longer required. This division budget does not include new staff, and the new legal and licencing revenue lines have no net impact having been shifted from Clerks as noted above.

The crossing guard budget includes a reduction in part-time salaries for one crossing guard from a location in Breslau as approved by Council. There are no notable changes to the human resources budget. The Corporate Services Division also includes the Corporate Overhead budget, which includes the following minor changes:

- Removal of the general equipment repairs budget line to be combined with IT repairs
- Minor reductions in office supplies, postage and photocopying to reflect lower spending in these accounts
- An increase in minor capital, offset by a transfer from development charges for small by-law enforcement equipment
- An increase of \$107,000 in the water/sewer admin overhead allocation to limit the tax increase as directed by Council, following a high-level, overhead apportionment analysis based on head count
- No reduction to the OMPF grant as noted above

Development Services

Department Overview

- Building Division
- Development Engineering
- Planning

The Building Division is responsible for the administration and enforcement of the Ontario Building Code Act as well as some Municipal By-laws as they relate to new development and construction.

Development Engineering is responsible for providing engineering review, administration and oversight for all development-related applications from commencement (pre-consultation) to implementation (construction) to final completion (deficiency review, certification, and final assumption).

Planning Services is responsible for helping build the Township's future by managing growth and the physical form of the Township. The Planning services division works on developing and implementing policies and regulations to ensure the Township vision is achieved.

Budget Pressures

Development Services has noted a significant change to staff and resource requirements due to Provincial and Regional shifting of responsibilities. Changes to development boundaries and legislated timelines now requires significant long-range comprehensive planning of 25+ years to ensure that the Township is prepared for the infrastructure and soft servicing requirements to meet the housing needs of our residents, along with Provincial housing pressures to build more homes and faster. Our development partners anticipate that 2025 will provide renewed development interest and as economic conditions improve, pressures associated with development will intensify. We have heard this from several local land developers and builders in the last few months as to their feeling of renewed optimism for growth in 2025 and beyond.

To ensure that Development Services has the tools needed to deal with these pressures, cost effective budget options must include consideration for efficiencies through software and evaluation of resources that ensure efficient and timely project approval and optimal consideration of department costs and expenditures.

2025 Budget Highlights

The Township is expecting to see a significant amount of growth in 2025 with the build out of two subdivisions in Breslau and several medium density residential developments. In addition, there will be new planning applications that the Township is expecting to process in 2025 to initiate development on the land within the newly expanded settlement area. The result of these projections is that the Building and

2025 BUDGET

Development Engineering divisions are anticipating that there will be additions to the reserve funds for the respective divisions in 2025.

As of January 1, 2025, the Regional Planning responsibilities are proposed to be removed through the proclamation of Bill 23. This will require the Township Planning staff to take on additional planning review and commenting responsibilities that were previously completed by the Region. The Planning division anticipates this may result in additional work for staff and additional needs in specific expertise areas. The Planning division will assess the impacts with the transition of responsibilities and will report back to council mid 2025. No additional staffing resources are proposed in the 2025 budget at this time, but staff expect a greater budget allocation for peer reviews to fill gaps from the transition.

Major projects in 2025 for the Planning division include the completion of the new Township Official Plan which will incorporate the Breslau Secondary plan work, the Regional Official Plan and the 2024 Provincial Planning Statement. Another major project is the Heritage Study to evaluate heritage properties in the Township for future designation or identification as properties of interest. Several other projects funded through the Housing Accelerator Fund are included in the 2025 budget to develop the planning framework to facilitate future development and provide direct incentives to development which is aligned with our Housing Needs Assessment such as rental housing units. The last major project included in the Planning division budget is the Termite program. The Township committed to a 5-year program for the removal of Termites in key areas. 2025 will be the 5th year of the 5-year program.

The Building division, as a self funded division, has a healthy reserve fund which staff are proposing to draw from in 2025. Staff are proposing two new vehicles for building inspectors at a value of \$50,00 each and the expansion of Building software at a cost of \$65,000. These items are required for the Building division to be efficient, accountable and responsible. The Building division currently uses CityView software which was purchased in 2005. Staff are proposing to expand this software to experience a wider range capabilities of the program. This is expected to result in significant efficiencies within the division with approximately 500 hours of staff time saved. The software will eliminate staff administrative tasks and allow the division to utilize staff time more efficiently thus resulting in delay in hiring additional staff resources. Additional modules through CityView will be evaluated in future years' budgets.

Additional information for the vehicles can be found in **Appendix 13 – Vehicle Request Form – Building**.

Financial Services

Department Overview

- Management and Budget (Financial Planning and Policy)
- Financial Operations and Accounting
- Payroll and Benefits Administration
- Revenue Services

Financial Services is responsible for the processing and administration of property taxes, and full suite administration, oversight, and reporting on all financial matters for the Township.

Management and Budget (which also includes Financial Planning and Policy) is responsible for the overall financial planning and policy development of the Township. This includes coordinating the operating and capital budget, developing long term financial plans, and ensuring appropriate financial policies are in place to reduce risk and ensure the effective financial management of the Township.

Financial Operations and Accounting ensures all daily and regular financial operations are performed. This includes but is not limited to purchasing, accounts payable, journal entries, bank and account reconciliation, regular reporting through monthly and annual financial statements, year-end processes, grant reporting and other government returns.

Payroll and Benefits Administration ensures the timely payment of all employees, regular remittances to CRA and external bodies, registration and administration of the Town's various benefit programs.

Revenue Services provides overall revenue collection and administration for the Township. This includes ensuring the calculation and collection of property taxes, water and wastewater billing, accounts receivable, and related customer service enquiries for these services.

Budget Pressures

With the increased growth and complexity, it has become much more difficult for the finance staff to keep pace with increasing demand. The finance department complement has remained relatively static over the past decade while the size and complexity of the Township budgets has greatly increased. New standards, regulations and legislation have placed additional strain on the limited staff complement. This has resulted in a focus on day-to-day operations with process improvement and long-term financial planning falling behind. Recent absences and turnover have placed further strain on the limited financial resources available.

From a corporate perspective the Township's current financial position is in very poor condition and requires immediate external funding to ensure short term sustainability.

Over the long term, there is a need to fundamentally change the existing budget process and move to more long-term models. There is also a need for improvement in financial

reporting to provide the public with an accurate picture of the organization's financial health. There is also an urgent need to update aging software and processes and a robust cultural shift is needed to improve financial accountability across the organization. It is unlikely these critical tasks can be completed with the existing staff complement. This represents a critical risk to the organization if it is allowed to continue. The budget proposals outlined below will begin to address these issues.

2025 Budget Highlights

New Financial Software

Due to growth in recent years and increased complexity of the Township's operations, the current finance software solution does not meet current needs and is out of date. The shift to more modern technologies offers several benefits, including:

- Efficiency through enhanced workflow and automation
- Improved database integrity
- Greater security and resiliency
- Elevated reporting capabilities
- Better ability to meet the needs of citizens

To ensure successful implementation of the new software, additional staffing resources are required. Financial services currently do not have the bench strength and capacity to dedicate the time required to implement a software of this scale and complexity. It is anticipated that this project will take two-years to implement, which will involve planning, implementation, and post-implementation activities. Critical to the successful implementation this project will be ensuring sufficient staff resources are available. Staff are recommending two contract positions: Project Coordinator/Business Analyst and Financial Specialist.

The estimated total two-year capital project cost is \$613,000.

- \$207,000 for the implementation in 2025
- \$206,000 for contract staff support in 2025
- \$206,000 for contract staff support in 2026

The 2025 capital budget includes \$413,000 for approval which represents the implementation cost and one year of staff support.

Investment Revenue

In 2024 the budget for investment income was \$475,000. As of November 2024, investment income has exceeded budget by approximately \$100,000. Considering the declining interest rate environment and lower than expected cash balances driven by increased internal borrowing (reserve deficits), this amount should be reduced by at least \$100,000 in 2025. This impact may grow in future years. It should be noted that the Township's investments are not managed internally and there has been a growing need for cashflow analysis in recent years.

Investment revenue may continue to decline in 2026 budget. Best practice suggests that investment income remain relatively static to avoid fluctuations in interest rates with fluctuations offset against reserves. However, this approach will need to be addressed in future years with further reserve analysis.

Senior Financial Analyst

The 2025 budget includes a request for a Senior Financial Analyst to assist with important long-term planning and reporting functions. This new position will assist all departments with financial analytical work to improve the improve decision making across the organization and provide long-term value for taxpayers. This report has identified critical areas in reserves, borrowing and cash flows that have put the Township at significant risk. This position is an urgent need to ensure the Townships financial sustainability. More information is available in **Appendix 4 - Senior Financial Analyst**.

Infrastructure Services

Department Overview

- Asset Management
- Engineering
- Operations (Roads, Water and Wastewater)

Asset Management is the responsibility of every department that maintains tangible assets on behalf of the Township. Properly managing assets is crucial to effective and efficient service delivery. In its simplest form this involves understanding what the municipality owns, the condition and then applying the most cost-effective strategy for intervention, renewal, replacement and/or disposal to meet defined service levels and maximize useful life.

Engineering is responsible for Municipal Drains, capital programming associated with water and sewer infrastructure and the Township's transportation network.

Operations is responsible for the day-to-day and long-term preventative and reactive maintenance type activities to ensure reliable and efficient systems, such as water distribution, wastewater collection, stormwater management and transportation networks.

Budget Pressures

There are a number of pressure points in the Operations section that require attention. Road patrol duties are currently performed on a part-time basis in the spring, summer and fall with all winter road patrol being shared by the Manager of Operations, Roads Supervisor and Water/Wastewater Supervisor. Further, on-call duties throughout the year are shared by the same managers and supervisors, which requires each one to be on call 17 weeks of the year. This is not a sustainable solution to this critical responsibility as the workload requirements on these three positions is not permitting the section to adequately manage day-to-day operations nor does it permit them the ability to long range plan as they are continually jumping from one fire to another.

Other areas that are creating challenges are the amount of contracted service projects that occur annually (ditching, culvert replacements, gravel and surface treatment programs, water valves, fleet management). Based on the workload of the Supervisors, there is little ability to manage the number of contracted services projects, which leaves contractors to their own devices. Woolwich is fortunate to have excellent local contractors; however, this is not an ideal situation and is less efficient when contractors need direction or answers to inquiries. Operations struggles to efficiently manage our fleet inventory, which is valued at over \$7 million, as there is not a dedicated person assigned for this task, and it is spread throughout the management group. This translates into performing more reactive maintenance than preventative activities, resulting in unplanned service delivery disruptions and higher costs.

Staff Report IS17-2024 (enclosed) was presented to Council on October 22, 2024 seeking pre-budget approval for a full-time Operations Project Supervisor; however, it was

Council's direction to bring this request forward during budget deliberations for 2025. The report remains accurate, and the position is included as part of the Infrastructure Services 2025 Operating budgets. This new position is crucial in helping to alleviate some of the significant pressures being experienced in the Operations section and will provide a much-needed resource to deal with the legislative area of road patrol, manage contracted services, fleet programming and ensure some resiliency within the department.

The Engineering section is struggling with customer service demands associated with traffic control and corridor management. Currently, there is one position in the organization that deals with all of the permitting associated with driveways, municipal consent approvals for utility works like telecommunications, gas and hydro along with the Township's traffic calming and monitoring programming. Since 2022 there has been an 89% increase in applications received and processed. This has resulted in further delays associated with the Traffic Calming program. Staff appreciate that traffic calming is a high priority for Council and one that many residents voice concern over. It remains a specialty that is lacking in the department and yet the process currently in place is similar to other area municipalities, with Woolwich's procedure recently being adopted by a neighbouring township. This can be construed as Woolwich's approach to traffic calming is appropriate, but the department lacks the staff resources to be able to make a meaningful impact.

The Infrastructure Services Department is seeking an additional staffing resource with a specialty in traffic engineering. The position being requested is a Traffic Engineering Technician and it is included in the 2025 operating budget. The position would also support the current workload associated with corridor management and add much needed help with relatable asset management analytics. Without this additional resource staff will continue to fall further behind leading to more customer frustrations.

Unfortunately, this is yet another difficult budget year as the Township is attempting to manage its growing operations and maintenance obligations and keep up with the much-needed capital investment and renewal programming in the face of fiscal and political uncertainty. A continuing theme that has been noted in previous budget years is that the influx of new levy is insufficient to meet the needs of the community and the challenges to properly plan and implement the infrastructure needed for sustainable growth. It is not this Council that has led the organization to where it is today but many years of fiscal decisions that were intended to provide spending restraint have resulted in unintended fiscal consequences that essentially subsidized rate payers. Now when faced with the stark realities of cost escalations far outpacing typical inflationary numbers, there is no ability to pull from 'rainy day' reserves for the unforeseen challenges that arise, and there is limited ability to strategically plan for the future. These previous decisions to strip operating budgets and hold staffing levels to bare minimums has led to the current state of the organization's fiscal health.

It is not all doom and gloom, as there are many things in Council's control, but it will take a significant course correction and concerted long range thinking to put the Township into the sustainable position that is required. To adequately manage the Township's increasing asset inventory, more predictable and sustainable funding increases and alternate revenue sources are required. While the Infrastructure Reserve Fund was a

visionary implementation in 2012, the amount being generated is not sufficient to build up any form, of a reserve as year over year, what goes in is allocated in that same year. It is significant to note that of the entire 2025 Capital Budget, which is just over \$28.8 million, there is just over \$1.2 million of new levy, equating to 4.4% of the entire budget. Unless a decision is made to become more self-sufficient, the Township will continue to be reliant on other funding sources, which are not reliable in the long term. This year's Infrastructure Services capital budget is \$18,549,500 with a \$6,500,770 contribution coming from the Federal and Provincial governments, this equates to over 35% of the entire budget. In contrast, new levy and the department's share of the infrastructure reserve fund amounts to only 14%.

To help improve the financial position of the organization, efforts were made to minimize capital expenditures from the water and sewer reserve fund with the intent to maintain this approach for two consecutive years. This is a holding strategy and should not solely be relied upon to improve the fiscal position of the reserve accounts as long-term this will only result in much higher maintenance costs and greater service disruptions.

The Township also needs to address the lack of resources and invest in critical positions that can improve the organization's analytical and long-range planning abilities. If not, more drastic measures will need to be implemented until a fiscal sustainable model is achieved. Without appropriate action certain assets will further degrade or be disposed of for the sake of others as there will not be sufficient funding and/or staffing resources to sustain what the Township currently has in its inventory let alone the infrastructure that is already slated to be assumed. There are two staffing requests that are vitally important to both the engineering and operations section of the department this year; however, there is an important vacancy that continues to exist, which is the Manager of Engineering. Tough decisions were needed to be made again this year and unfortunately the Infrastructure Services Department will continue to be the only department without a dedicated back up for the Director.

2025 Budget Highlights

The proposed capital projects for Infrastructure Services in 2025 amount to over \$18 million. Some of the more notable projects that are proposed include:

- Completion of the Breslau Drain #1 construction project;
- \$4.35M associated with the Elmira Downtown Core Revitalization;
- \$3.0M Hot Mix Asphalt program;
- \$2.4M of Bridge and Culvert programming;
- \$1.9M of sewer lining;
- Engineering for water and wastewater servicing for the East Side Lands in Breslau ; and,
- \$1.65M Weigel Stormwater Management Pond clean-out.

The 2025 Capital Hot Mix Paving Program includes the following.

The resurfacing of:

- Chilligo Road between Guelph/Woolwich Townline to Lerch Road;
- Covered Bridge Drive between Line 86 and Hill Street; and,
- Peel Street between Katherine Street and Sunset Drive.

The rehabilitation of:

- Maryhill Road between Side Road 16 and Zingervilla Place; and,
- Side Road 16 between Line 86 and Maryhill Road

The Maintenance Paving Program includes Sunset Drive in Winterbounre between its terminus and Peel Street.

The 2025 Capital Bridge and Culvert Program includes a number of engineering projects with only one reconstruction project, which is related to the expansion of municipal wastewater servicing within the East Side Lands of Breslau. The most notable engineering project is the Low-Level Bridge. This is an important water crossing for the Horse and Buggy Community and it is nearing its useful life. The bridge underwent an emergency repair in 2021 due to significant erosion that compromised its structural integrity. The bridge has been undergoing underwater inspections since and without a long-term solution the water crossing will no longer exist.

This is the first year for the detailed engineering work necessary for the expansion of municipal servicing within the East Side Lands of Breslau. This is an important growth-related project that will establish alignments for both water and wastewater servicing needed for managed and balanced growth to occur. This is a critical piece in realizing the significant opportunity that the East Side Lands in Breslau affords. With a mix of residential and employment lands, coupled with the Region of Waterloo International Airport, the future Metrolinx Go Station, the planned new Highway 7 and proximity to Highway 401, the East Side Lands are one of the most significant and important growth areas in the province and should be embraced as a rare and unique opportunity for the Township of Woolwich to rise to the occasion.

Recreation and Community Services

Department Overview

- Recreation Services
- Operations (Facilities, Parks, Cemeteries, Trails, Environmental)
- Project Management

Recreation Services is responsible for promoting healthy, active lifestyles to improve quality of life, social connections, and physical well-being. The division is dedicated to service provision, revenue generation, and is structured into administration, programming, special events, and community development. This division ensures customer satisfaction, program delivery, and community capacity building.

The Operations area manages the Township's largest departmental operating budget, responsible for the maintenance of 33 Township facilities, 38 parks, 7 cemeteries, sports fields, woodlots, and more, to ensure recreation facilities and amenities, fire stations, and other Township facilities meet the needs of our residents. The environmental area is responsible for trails, working collaboratively with our community and volunteers to protect our natural environment through education, awareness and greening initiatives.

Project Management is responsible overseeing the annual capital plan, focussing on asset renewal, park and facility enhancement, and equipment upgrades and replacements. New to the portfolio, the Project Supervisor is responsible for managing the department's asset management program in coordination with the Asset Coordinator.

2025 Budget Highlights

Factors impacting the 2025 operating budget include:

- Utilities Costs (hydro, water, sewer)
- Carbon Tax increase (natural gas) \$25,000 in 2025 / \$145,000 annually
- Part-time wages (minimum wage increase for 145 part-time and summer staff)
- Aquatic part-time wages (daytime staff recruitment and retention)

New Amenities (park land, park amenities, playgrounds, splash pad Budget Pressures

The department strives to balance community needs and expectations, programs, and service delivery with increased costs for maintenance, service contracts and utilities. Many program costs are offset with revenues generated through user fees from program registrations and ice rentals, aquatics, leases, facility rental permits, advertising, grants and partnerships. The Township also provides subsidies to important affiliated users and sport organizations, community groups and partners to support their operations. Additionally, RCS delivers many programs, events and services to the community which don't generate or aren't fully offset by revenues, but that support health, well-being, social interaction and connectivity. These important community services include:

- Libraries
- Pools and arenas
- Trails & environmental initiatives
- Parks, sport fields, open spaces, and woodlots
- Community events (Canada Day, Family Day etc)
- Playgrounds and splash pads

New Amenities – Subdivisions

Budget challenges will continue to arise through parks and infrastructure inherited by the department through new subdivision development. Challenges to balance community expectations and meet the Parks and Recreation Master Plan identified service levels, funding the timely installation of new amenities when residents move to new neighbourhoods with available park/green space.

As a result of continued growth, the department will acquire 5 acres of new parkland and open space in 2025, along with many kilometers of new trails. This parkland dedication and assumption of undevelopable lands comes with expectations from the community for grass cutting, garbage collection, landscaped areas and new amenities such as playgrounds, multi-use courts and trail systems. The department has added 50 acres of parkland since 2011 and saw the addition of 3 parks added in 2024 with 5 more parks in developments currently in the draft plan approval stage.

The Operations area responsible for maintenance of these assets is comprised of one Supervisor, 11 full-time staff, and temporary summer staff. It's worth noting that despite continued growth, the addition of parklands and amenities, and the expectations to meet service level standards, the department has not seen the addition of full-time frontline staff in more than 10 years. Similar to the challenges in Infrastructure Services, contract management is a significant undertaking that continues to grow with deficient oversight. In addition to managing full-time and part-time staff, the Operations Supervisor oversees contracts for turf, winter maintenance, fire and security, HVAC, refrigeration, fleet and more. The department is not proposing the addition of either frontline or contract supervisory staff in 2025 due to competing corporate priorities and current financial challenges but highlight challenges continue to exist.

Capital

The department's 10-year capital forecast based on priorities, service levels, and asset management data to best present a capital plan that includes new amenities and asset renewal. Pressures in 2025 and beyond lie primarily in the need for predictable capital funding to support large capital projects such as the St. Jacobs Area floor replacement, and also the need for the department to dedicate significant resources annually to ensure we meet our legislated requirements for asset management.

The departments typical annual capital plan fluctuates between \$2 and \$5 million depending on project needs, including asset renewal and new amenities for all Township facilities, parks and trails. This year's capital plan has been reduced significantly to \$1.25

million in recognition of the current funding challenges and the need to fund the proposed facility renewal at the St. Jacobs Arena in 2026, which may require external borrowing or a further reduction in asset renewal to complete.

The department's capital plan has historically been primarily allocated to the repair and replacement of customer facing facilities, with operations facilities and fire stations reaping the challenges. The lack of reliable and sufficient capital funding significantly limits our ability to plan for growth related enhancements and new facilities, such as a fire station or a new recreation complex/wellness facility in Breslau.

Appendices

Appendix 1 – 2024-2034 Strategic Priorities

Appendix 2 - 2025 Budget Engagement Survey

Appendix 3 – Staffing Analysis

Appendix 3b – Payroll Cost to Budget

Appendix 4 – Increase in Staffing Request Form – Senior Financial Analyst

Appendix 5 – Increase in Staffing Request Form – Operations Project Supervisor

Appendix 6 – Increase in Staffing Request Form – Engineering Traffic Technician

Appendix 7 – Increase in Staffing Request Form – Fire Training Officer

Appendix 8 - Tax Rate Comparison

Appendix 9 – Reserve and Reserve Fund Analysis

Appendix 10 – Debt Overview and Forecast

Appendix 11 – Truck Standard Analysis

Appendix 12 - Vehicle Request Form - By-law Truck

Appendix 13 – Vehicle Request Form - Building

2025 BUSINESS PLAN

*Thriving
Together*



WOOLWICH
TOWNSHIP

MISSION

Woolwich Township is committed to providing exceptional public service. We strive to offer customer service that surpasses expectations, promotes community connection, maintains sound financial management and ensures long-term community health and prosperity.

VISION

Create conditions for communities to thrive.

We will provide services and amenities to create an environment where Woolwich communities can flourish. To create condition for communities to thrive, the following key results were identified to help Woolwich Thrive Together:

Key Results	Status
Expand focus to include Community Events and Programs to create a greater sense of belonging and social cohesion among residents and showcase the municipality's unique identity.	Commencing in 2025
Develop Housing Needs Assessment to gain a clear understanding of housing needs and challenges faced by Woolwich community members.	Completed October 2024
Develop Affordable Housing Strategy to build a framework that supports the development, preservation, and accessibility of housing that meets the needs of diverse income groups.	
Implement Current Housing Strategy to ensure that we are addressing known housing needs within the community and maintaining a path towards sustainable growth.	Ongoing
Implement and develop Downtown Revitalization Plans to rejuvenate the economic, social, and cultural vibrancy of Woolwich's downtown cores and transform them into attractive and sustainable urban centres for both residents and businesses.	Ongoing
Complete Transportation Master Plan to address the growing challenges of traffic congestion, mitigate urban sprawl, and provide an efficient and accessible transportation network that aligns with the evolving needs of Woolwich residents.	In progress scheduled to be complete mid 2025
Complete Recreation Master Plan to systematically address the growing demand for recreational activities and promote inclusive, accessible, and sustainable recreational opportunities that contribute to the overall quality of life for residents.	Completed November 2024
Develop Arts and Culture Master Plan to create a roadmap for fostering creativity amongst Woolwich residents and enhancing cultural offerings that celebrate local heritage, artists, attract tourism, and strengthen community engagement.	Commencing in 2025
Implement Active Transportation Plan to create safer, more accessible, and enjoyable environments that encourage residents to choose active modes of transportation and contribute to preserving Woolwich greenspaces.	Ongoing

Our core values will serve as the foundation of our actions and decisions. They will guide our efforts and define how we plan Woolwich's development and interact with residents. We will embed these values into every aspect of our work to reinforce a cohesive and purpose-driven organizational culture that is aligned with our mission and vision.

- Fiscally sustainable
- Transparency
- Community Engagement
- Inclusivity
- Planned Development
- Environmentalism and Sustainability

OUR COMMITMENT TO COMMUNITY CONNECTION

We will use the Play, Live, Work model to guide Woolwich's expansion and ensure that every resident has the opportunity to live a vibrant, fulfilling life. We will continually ask ourselves how we can use services and infrastructure to facilitate social connections that reinforce and expand community ties so that each resident feels like they belong. Woolwich will be more than a place to live and work — it will be a flourishing example of what can be achieved when you prioritize building for community connection.





COUNCIL

Council's role is to develop and evaluate the policies and services provided by the municipality. This requires balancing public representation and the well-being of the municipality. Council's budget includes special events, funding to waive fees and charges and costs related to the Technical Remediation Advisory Committee (TRAC) and the Grand River Accessibility Advisory Committee (GRAAC).



CORPORATE SERVICES

Corporate Services Divisions

- By-law Enforcement
- Clerks Division
- Communications
- Human Resources
- Information Technology

The Clerks' Division is responsible for providing meeting support to Council and Committees, including orientation and training, while ensuring compliance with legislation as well as Township By-laws. This Division also has responsibility for community grants and corporate communications, including supporting the Township's website, social engagement platform and social media.

Information Technology (IT) is responsible for supporting Township staff on all hardware and software-related needs, from mobile devices, computers, desktop applications to server and networking needs. IT maintains public wireless connections in facilities and is responsible for security of corporate systems. It supports users at the Administration Office, Woolwich Memorial Centre, Breslau Community Centre, Operations Yards, St. Jacobs Arena and six fire stations.

By-law Enforcement supports our communities by responding to complaints about by-law infractions. The division is also responsible for the new Administrative Monetary Penalty System, licencing and the school crossing guard program.

Human Resources (HR) is responsible for providing HR management programs and services consistent with Council policies, Township procedures, and regulatory requirements to enable the Township to meet its business and service goals. This division supports other departments with staff recruitment, onboarding, training, retention and offboarding. HR staff lead the Township's health and safety program.



CAO - ADMINISTRATION

CAO - Administration Divisions

- Office of the CAO
- Climate Action and Sustainability
- Economic Development and Tourism
- Emergency Management
- Fire Services

The Office of the CAO is responsible for the overall administration of the Township and is directly accountable to Council.

Climate Action and Sustainability is responsible for co-ordinating the implementation of climate action across the Township.

Economic Development and Tourism is responsible for supporting local businesses and economic growth through key programs and services. Core services include business retention/expansion and attraction, corporate promotion and partnerships, and visitor services coordination.

Emergency Management is responsible for the development, management and training of our Emergency Plan.

Fire Services is responsible for providing community risk reduction services through its core functions of administration, public education, fire prevention, fire suppression, rescue, and training and development.



DEVELOPMENT SERVICES

Development Services Divisions

- Building Division
- Development Engineering
- Planning

The Building Division is responsible for the administration and enforcement of the Ontario Building Code Act as well as some Municipal By-laws as they relate to new development and construction.

Development Engineering is responsible for providing engineering review, administration and oversight for all development-related applications from commencement (pre-consultation) to implementation (construction) to final completion (deficiency review, certification, and final assumption).

Planning Services is responsible for helping build the Township's future by managing growth and the physical form of the Township and developing and implementing policies and regulations to ensure the Township vision is achieved.



FINANCIAL SERVICES

Development Services Divisions

- Management and Budget (Financial Planning and Policy)
- Financial Operations and Accounting
- Payroll and Benefits Administration
- Revenue Services

Financial Services is responsible for the processing and administration of property taxes, and full suite administration, oversight, and reporting on all financial matter for the Township.

Management and Budget (which also includes Financial Planning and Policy) is responsible for the overall financial planning and policy development of the Township. This includes coordinating the operating and capital budget, developing long term financial plans, and ensuring appropriate financial policies are in place to reduce risk and ensure the effective financial management of the Township.

Financial Operations and Accounting ensures all daily and regular financial operations are performed. This includes but is not limited to purchasing, accounts payable, journal entries, bank and account reconciliation, regular reporting through monthly and annual financial statements, year-end processes, grant reporting and other government returns.

Payroll and Benefits Administration ensures the timely payment of all employees, regular remittances to CRA and external bodies, registration and administration of the Town's various benefit programs.

Revenue Services provides overall revenue collection and administration for the Township. This includes ensuring the calculation and collection of property taxes, water and wastewater billing, accounts receivable, and related customer service enquiries for these services.



RECREATION & COMMUNITY SERVICES

Recreation & Community Services Divisions

- Recreation Services
- Operations (Facilities, Parks, Cemeteries, Trails, Environmental)
- Project Management

Recreation Services is responsible for promoting healthy, active lifestyles to improve quality of life, social connections, and physical well-being. The division is dedicated to service provision, revenue generation, and is structured into administration, programming, special events, and community development. This division ensures customer satisfaction, program delivery, and community capacity building.

The Operations area manages the Township's largest departmental operating budget, responsible for the maintenance of 33 Township facilities, 38 parks, 7 cemeteries, sports fields, woodlots, and more, to ensure recreation facilities and amenities, fire stations, and other Township facilities meet the needs of our residents. The environmental area is responsible for trails, working collaboratively with our community and volunteers to protect our natural environment through education, awareness and greening initiatives.

Project Management is responsible overseeing the annual capital plan, focussing on asset renewal, park and facility enhancement, and equipment upgrades and replacements. New to the portfolio, the Project Supervisor is responsible for managing the department's asset management program in coordination with the Asset Coordinator.



INFRASTRUCTURE SERVICES

Infrastructure Services Divisions

- Asset Management
- Engineering
- Operations (Roads, Water and Wastewater)

Asset Management is the responsibility of every department that maintains tangible assets on behalf of the Township. Properly managing assets is crucial to effective and efficient service delivery. In its simplest form this involves understanding what the municipality owns, the condition and then applying the most cost-effective strategy for intervention, renewal, replacement and/or disposal to meet defined service levels and maximize useful life.

Engineering is responsible for Municipal Drains, capital programming associated with water and sewer infrastructure and the Township's transportation network.

Operations is responsible for the day-to-day and long-term preventative and reactive maintenance type activities to ensure reliable and efficient systems, such as water distribution, wastewater collection, stormwater management and transportation networks.



Cultivate long-term prosperity

We will carefully navigate the planning and development of our communities through phased and managed growth that supports environmental sustainability and community well-being.

- Complete Financial Sustainability Plan
- Implement asset management plan
- Develop new reserve fund
- Implement business expansion and retention plan
- Implement WR climate action plans and strategies
- Develop a growth management plan
- Develop master servicing plans
- Develop long-term capital plans
- Strive for 80/20 residential to industrial commercial assets split



Empower communities to be adaptable and engaged

Expand tools and avenues for conversation to bolster inclusivity and community engagement.

- Develop EDI plan and policy
- Implement accessibility plan/strategy implementation
- Expand inclusive public spaces
- Strengthen and leverage volunteer resources



Provide effective and open leadership

Guide with transparency and empathy, fostering a culture of trust and collaboration.

- Improve civic engagement
- Increase advocacy efforts
- Pursue opportunities for partnerships
- Develop a Human Resources strategy
- Continue to offer formal development opportunities
- Development a long-term staff plan
- Continue to engage staff



Maintain an innovative customer service focus

We will be customer-centric in all that we do and continue to push ourselves to find new innovative ways to serve the public.

- Improve volunteer action plan
- Develop IT Strategic Plan
- Engage with Region and Area Municipalities in service delivery review
- Create a long-term soft service and infrastructure plan
- Improve customer service strategies



Cultivate long-term prosperity

Strategic Initiative: Complete financial sustainability plan

	<u>Action Item</u>	<u>Lead Department</u>
1.	Complete finance policy review and update	FIN
2.	Develop reserve and debt forecasts	FIN
3.	Develop investment and treasury forecasts	FIN

Strategic Initiative: Implement asset management plan

	<u>Action Item</u>	<u>Lead Department</u>
1.	Complete Building Condition Assessment and Designated Substance Audits in occupied facilities	RCS
2.	Complete next legislative phase of the Asset Management Plan per O.Reg. 588/17 with an emphasis on Levels of Service and Financial framework	IS
3.	Develop funding strategy to fund infrastructure renewal	FIN



Cultivate long-term prosperity

Strategic Initiative: Develop new reserve fund

	<u>Action Item</u>	<u>Lead Department</u>
1.	Create an HR Reserve Fund and consider funding sources	COR/FIN
2.	Create Reserve Policy and set appropriate targets	FIN
3.	Create new capital and operating reserves in line with best practice	FIN

Strategic Initiative: Implement business expansion and retention plan

	<u>Action Item</u>	<u>Lead Department</u>
1.	Implementation of the Comprehensive Business Retention and Expansion Recovery Initiative Action Plan	CAO/Ec Dev
2.	Completion of the Rural Investment Readiness Strategy (Collaboration between WEDC and the four Townships)	CAO/Ec Dev
3.	Complete and Aerospace and Aviation Community Improvement Plan (Collaboration with Region)	CAO/Ec Dev/DS
4.	Implementation of Phase 1 of the St. Jacobs Brand Audit and Wayfinding Signage Project	CAO/Ec Dev
5.	Review Development Charges and other financial incentives	FIN



Cultivate long-term prosperity

Strategic Initiative: Implement WR climate action plans and strategies

	<u>Action Item</u>	<u>Lead Department</u>
1.	Partnership with area municipalities to create High Performance Development Standards	DS/Climate Action & Sustainability
2.	Implement Pathway to Net Zero Feasibility Study strategies to reduce GHG emissions	RCS/Climate Action & Sustainability
3.	Develop an Action Plan to Implement the TransformWR Strategy and the related Greenhouse Gas Emission Targets	CAO/Climate Action & Sustainability
4.	Develop a costing / funding strategy to understand financial implications	FIN

Strategic Initiative: Develop a growth management plan

	<u>Action Item</u>	<u>Lead Department</u>
1.	Completion of Breslau Servicing EA	IS
2.	Completion of Township Official Plan	DS
3.	Update Staging and Development Plan	DS



Cultivate long-term prosperity

Continued...Strategic Initiative: Develop a growth management plan

	<u>Action Item</u>	<u>Lead Department</u>
4.	Complete Breslau Land use plan/Secondary Plan	DS
5.	Develop a fiscal impact assessment to understand the financial impact of new growth in the Township	FIN
6.	Develop a funding strategy to support growth servicing	FIN

Strategic Initiative: Develop master servicing plans

	<u>Action Item</u>	<u>Lead Department</u>
1.	Initiate new Fire Master Plan process	FIRE
2.	Develop a funding plan to support the servicing plans	FIN

Strategic Initiative: Develop long-term capital plans

	<u>Action Item</u>	<u>Lead Department</u>
1.	Develop long-term capital templates / Budget Approach	FIN
2.	Develop 10-year capital project needs and funding strategy	IS/RCS
	Integrate DC studies and AMP into capital planning	FIN



Cultivate long-term prosperity

Strategic Initiative: Strive for 80/20 residential to industrial commercial assets split		
	<u>Action Item</u>	<u>Lead Department</u>
1.	Look into financial incentive programs TIBG / CIP	FIN/Ec Dev



Empower communities to be adaptable and engaged

Strategic Initiative: Develop EDI plan and policy

	<u>Action Item</u>	<u>Lead Department</u>
1.	Investigate the establishment of a Climate Justice Committee of Council	CAO/Climate Action & Sustainability

Strategic Initiative: Implement accessibility plan/strategy implementation

	<u>Action Item</u>	<u>Lead Department</u>
1.	Complete annual Accessibility Audit	RCS/COR

Strategic Initiative: Expand inclusive public spaces

	<u>Action Item</u>	<u>Lead Department</u>
1.	Implement Action items in Master Plan to active public spaces for inclusivity and expand connectivity	RCS/DS
2.	Develop an Events and Sport Hosting strategy	RCS



Empower communities to be adaptable and engaged

Strategic Initiative: Expand inclusive public spaces		
	Action Item	Lead Department
1.	Implement Action items in Master Plan to active public spaces for inclusivity and expand connectivity	RCS/DS
2.	Develop an Events and Sport Hosting strategy	RCS



Provide effective and open leadership

Strategic Initiative: Improve civic engagement

	<u>Action Item</u>	<u>Lead Department</u>
1.	Enhance public budget engagement for Budget 2026	COR/FIN
2.	Utilize engage Woolwich to provide information on development and infrastructure ongoing projects	DS/IS
3.	Engage public during development of the Woolwich Climate Action Plan	CAO/Climate Action & Sustainability
4.	Housing Needs Public Survey	DS

Strategic Initiative: Increase advocacy efforts

	<u>Action Item</u>	<u>Lead Department</u>
1.	Advocacy to Province and Federal Government for Development-related Infrastructure Funding	CAO/Mayor



Provide effective and open leadership

Strategic Initiative: Pursue opportunities for partnerships

	<u>Action Item</u>	<u>Lead Department</u>
1.	Partnership with Region of Waterloo to develop affordable, attainable housing	DS
2.	Partnership with Area Municipalities to create High Performance Development Standards	DS/CAO/Climate Action & Sustainability
3.	Partnership with Region and Area Municipalities to create Housing and Homelessness Group	DS/CAO

Strategic Initiative: Develop a Human Resources strategy

	<u>Action Item</u>	<u>Lead Department</u>
1.	Implement new Human Resources and Payroll system	COR/FIN
2.	Develop a skills inventory, succession planning program	COR/FIN

Strategic Initiative: Continue to offer formal development opportunities

	<u>Action Item</u>	<u>Lead Department</u>
1.	Develop New Managers and Supervisors Training Package	COR



Provide effective and open leadership

Strategic Initiative: Development a long-term staff plan		
	<u>Action Item</u>	<u>Lead Department</u>
1.	Identify professional development opportunities for staff	All
2.	Develop a Staff Retention Plan	COR



Maintain an innovative customer service focus

Strategic Initiative: Engage with Region and Area Municipalities in service delivery review

	<u>Action Item</u>	<u>Lead Department</u>
1.	Work with the Region and Area Municipalities to develop transition plan for the implementation of the new legislation to remove Regional planning responsibilities	DS
2.	Work with the Region of Waterloo to utilize the Region's new commenting software	DS
3.	Work with the Region and area Township's to create an equitable municipal agreement to define roles and responsibilities and associated funding within Regional road allowances and rights-of-ways.	IS
4.	Work with the Region of Waterloo on library services and programming	RCS

Strategic Initiative: Create a long-term soft service and infrastructure plan

	<u>Action Item</u>	<u>Lead Department</u>
1.	Completion of Breslau Land Use Plan to inform infrastructure and soft service needs for the future build out of the area	DS
2.	Develop new Parkland Dedication By-law to fund new park amenities	RCS/DS
3.	Integrate growth planning into financial models	FIN



Maintain an innovative customer service focus

Strategic Initiative: Improve customer service strategies		
	<u>Action Item</u>	<u>Lead Department</u>
1.	Staff Refresher on the Customer Service Standards and Principles	CAO

2025 Budget Engagement

SURVEY RESPONSE REPORT

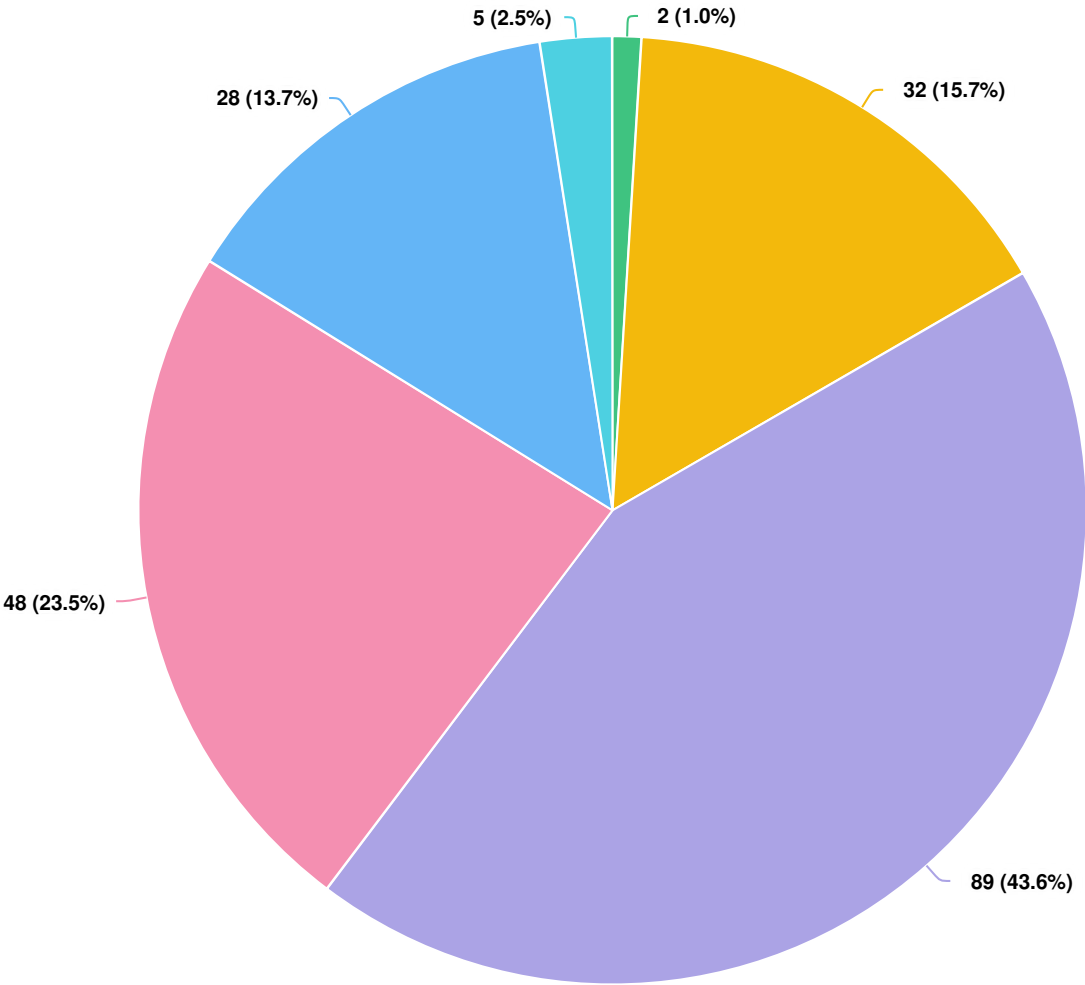
24 September 2024 - 12 November 2024

PROJECT NAME:

2025 Budget and Business Plan

SURVEY QUESTIONS

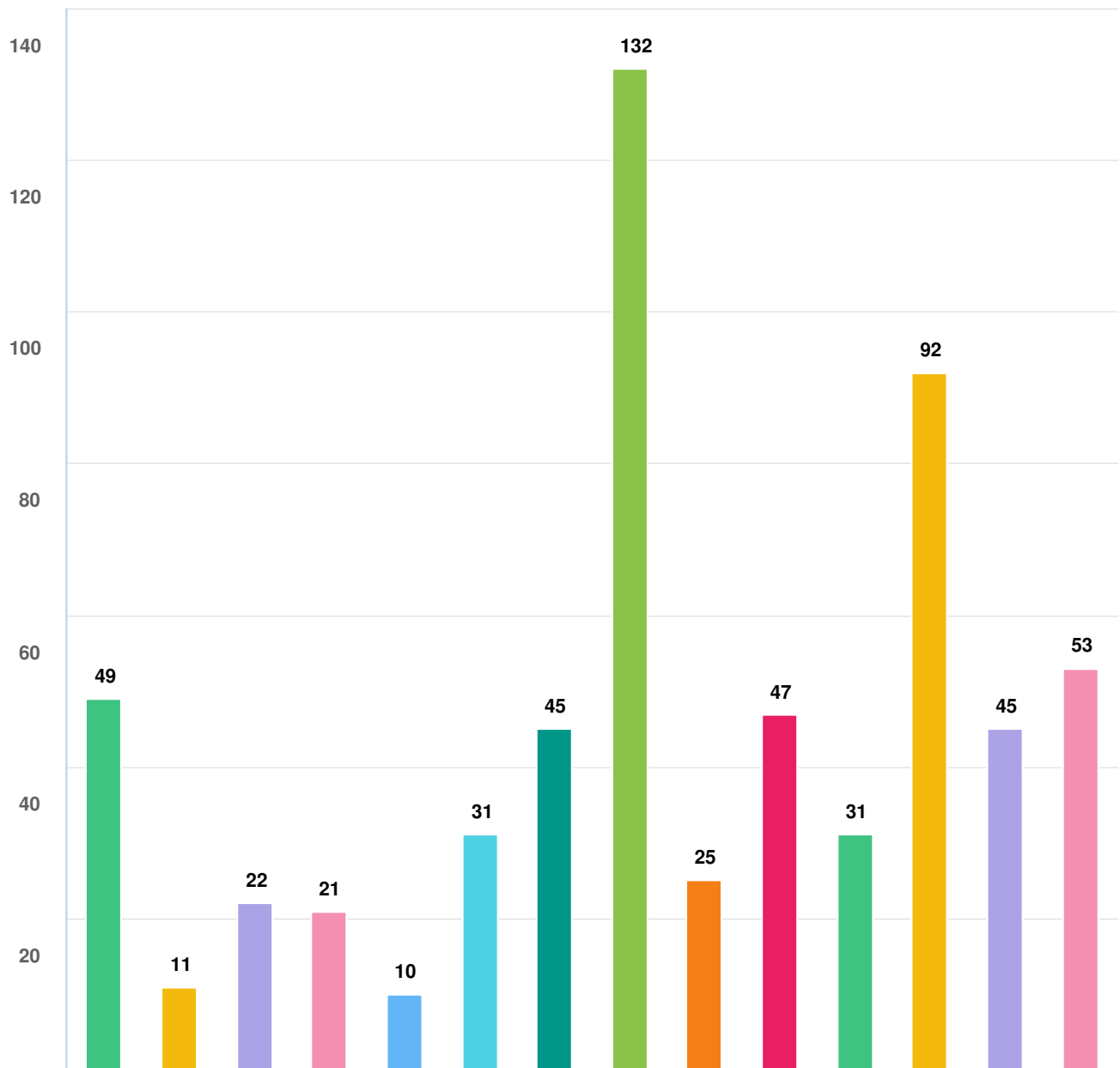
Q1 How would you rate the overall value of services you get for your tax dollars?



Question options

Very Good Good Fair Poor Very Poor Not Sure

Optional question (204 response(s), 3 skipped)
Question type: Radio Button Question

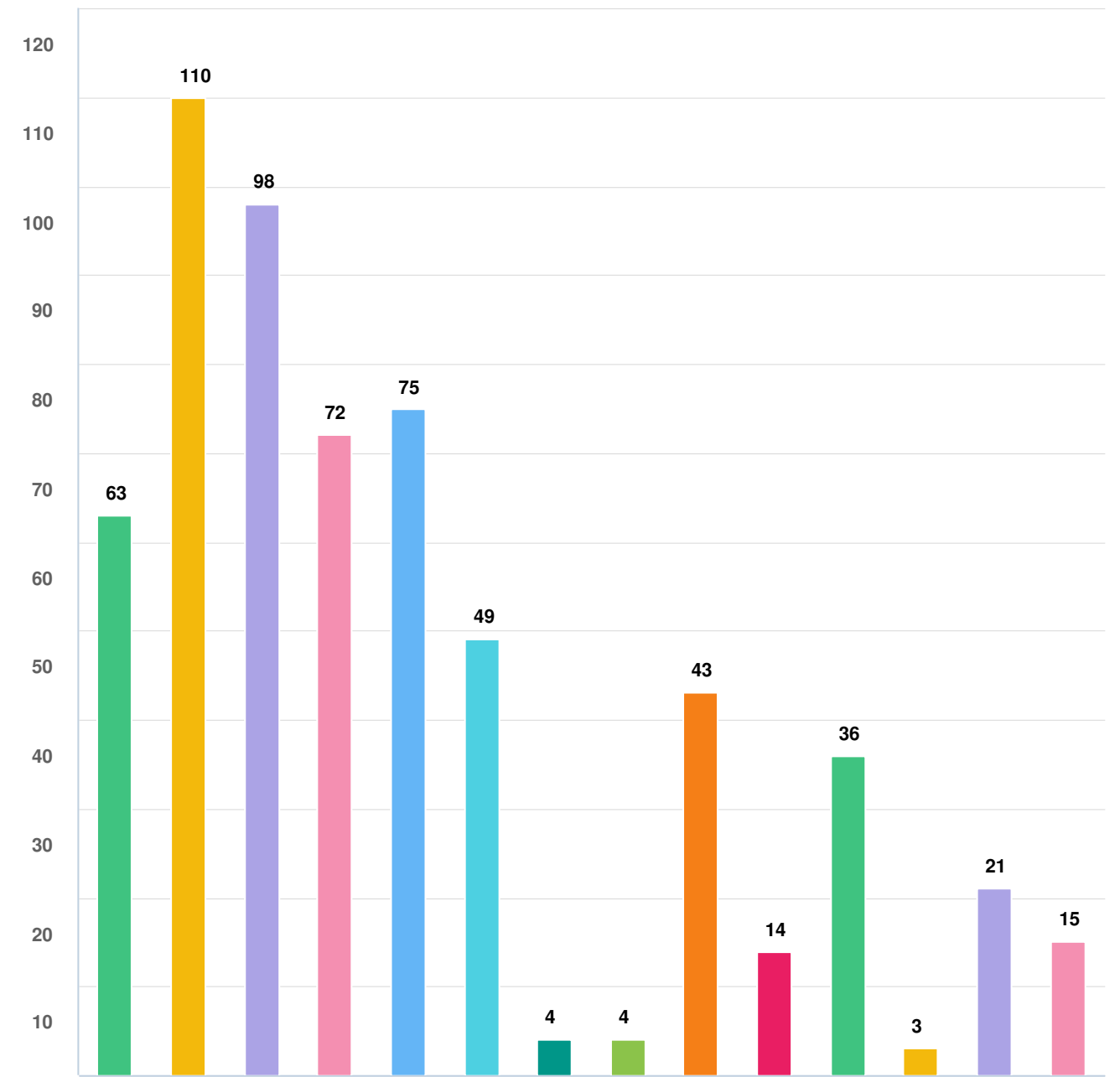
Q2 For the following list, what are your top 3 priorities?**Question options**

- Affordable Housing
 ● Art, Culture and Community Events
 ● By-law and Parking Compliance
- Economic Development and Tourism
- Communication and Customer Service (access to staff, online services, engagement, etc.)
 ● Environment and Sustainability
- Fire Services
 ● Infrastructure (roads, bridges, facilities, playgrounds, etc.)
- Planned Development (planning, zoning, and building)
 ● Parks and Trails
- Recreation Programs (swimming, sports, summer camps, etc.)
 ● Roads and Winter Maintenance
- Traffic, Transportation, and Parking
 ● Water and Wastewater

Optional question (206 response(s), 1 skipped)

Question type: Checkbox Question

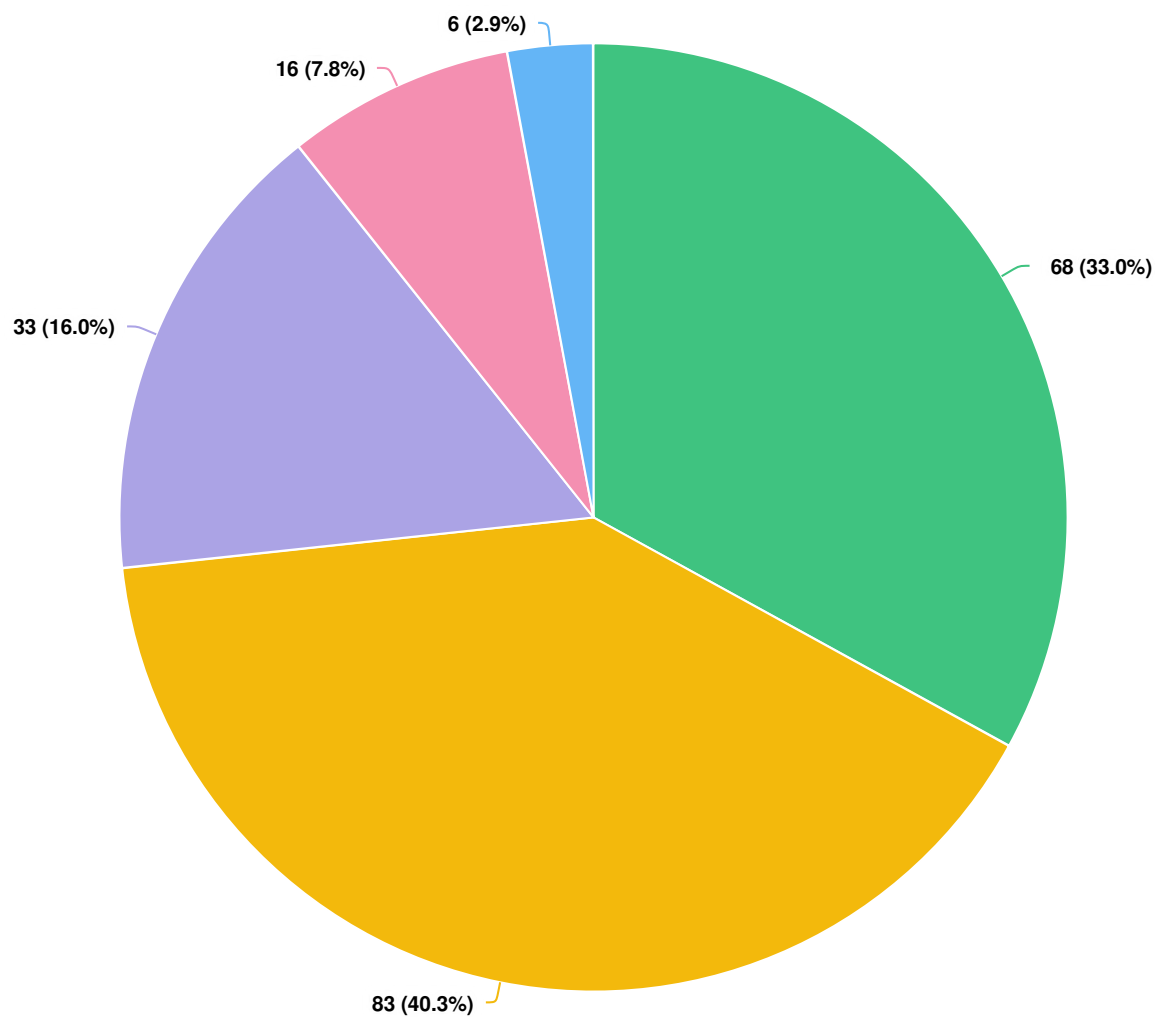
Q6 For the following list, what are your bottom 3 priorities?



- Question options**
- Affordable Housing
 - Art, Culture, and Community Events
 - By-law and Parking Compliance
 - Economic Development and Tourism
 - Communication and Customer Service (access to staff, online services, engagement)
 - Environment and Sustainability
 - Fire Services
 - Infrastructure (roads, bridges, facilities, playgrounds, sotrmwater, etc.)
 - Planned Development (planning, zoning, and building)
 - Parks and Trails
 - Recreation Programs (swimming, sports, summer camps, etc.)
 - Roads and Winter Maintenance
 - Traffic, Transportation and Parking
 - Water and Wastewater

Optional question (204 response(s), 3 skipped)
Question type: Checkbox Question

Q3 | The infrastructure levy was established in 2012 to increase funding for infrastructure like roads, bridges, stormwater, facilities, playgrounds, vehicles, equipment and technology upgrades. How important is it for you to continue putting money away...

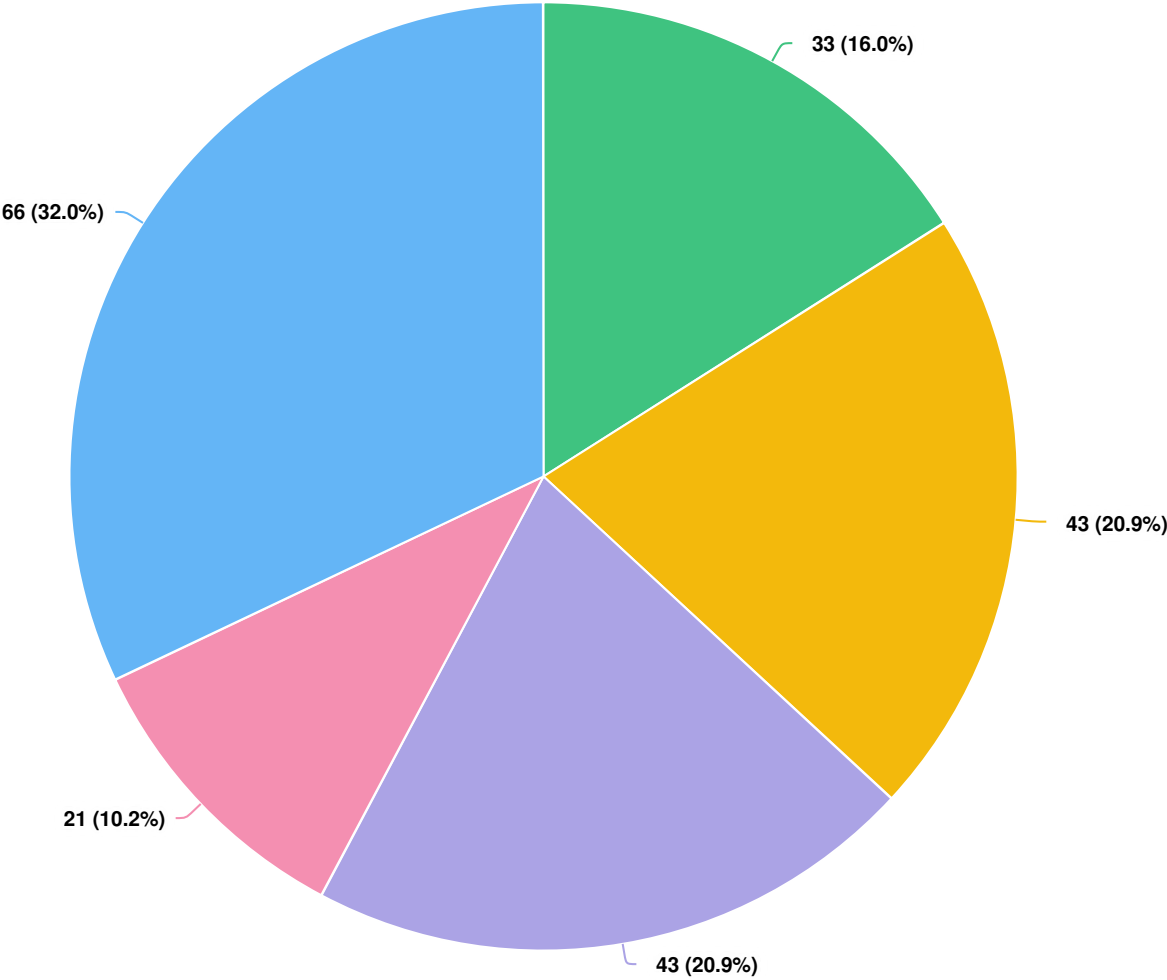
**Question options**

Very Important Important Neutral Somewhat Important Not Important

Optional question (206 response(s), 1 skipped)

Question type: Radio Button Question

Q4 | The Township established a climate action/greening levy in 2019 for initiatives like tree planting, electric vehicle charging, building upgrades, and other sustainability initiatives included in the TransformWR strategy that will make the Township m...



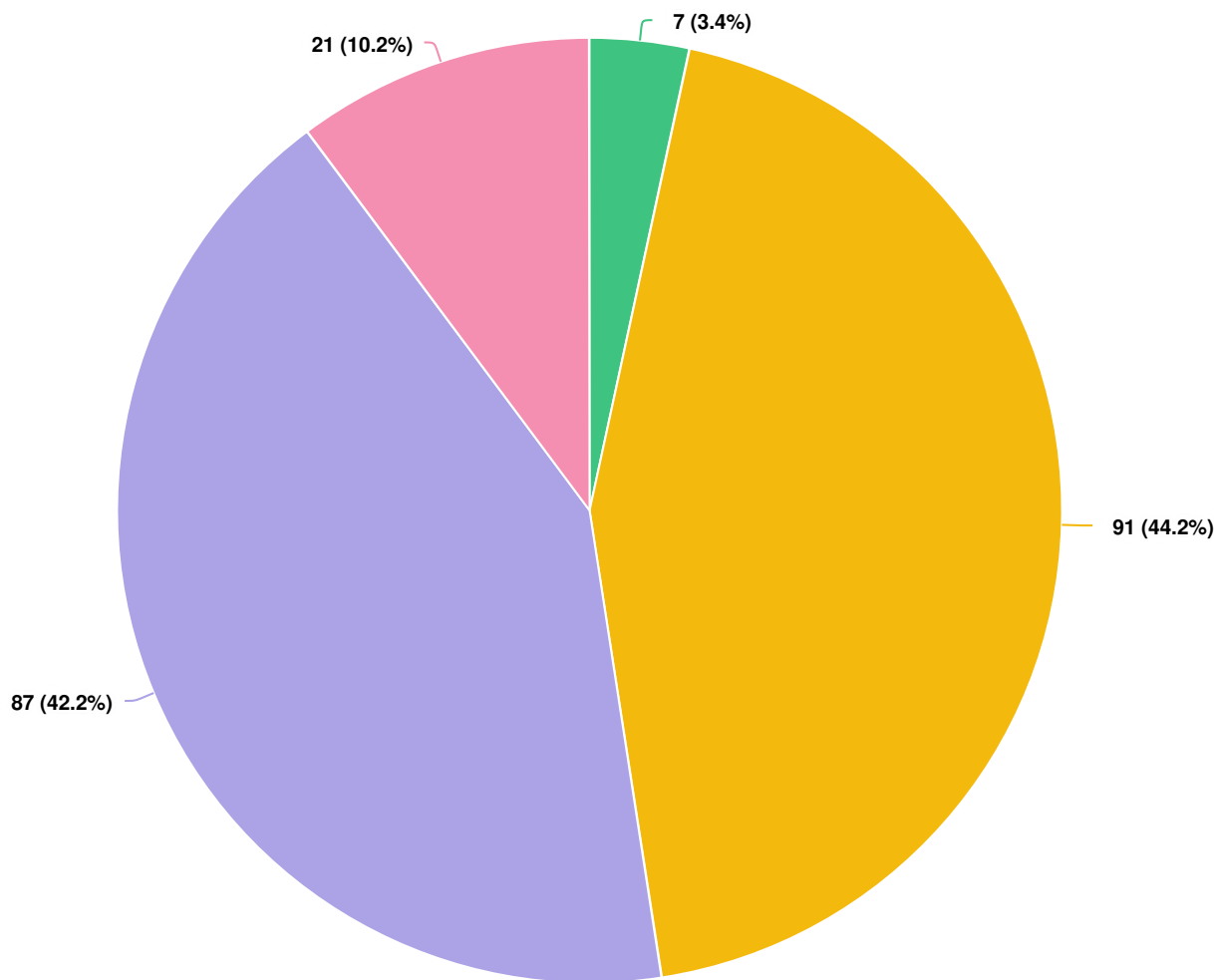
Question options

Very Important Important Neutral Somewhat Important Not Important

Optional question (206 response(s), 1 skipped)

Question type: Radio Button Question

Q5 | The Township charges user fees to keep taxes low and cover the cost of providing some services to residents (swimming fees, room rentals, building permit fees, etc.). How do you feel about user fees and taxes?

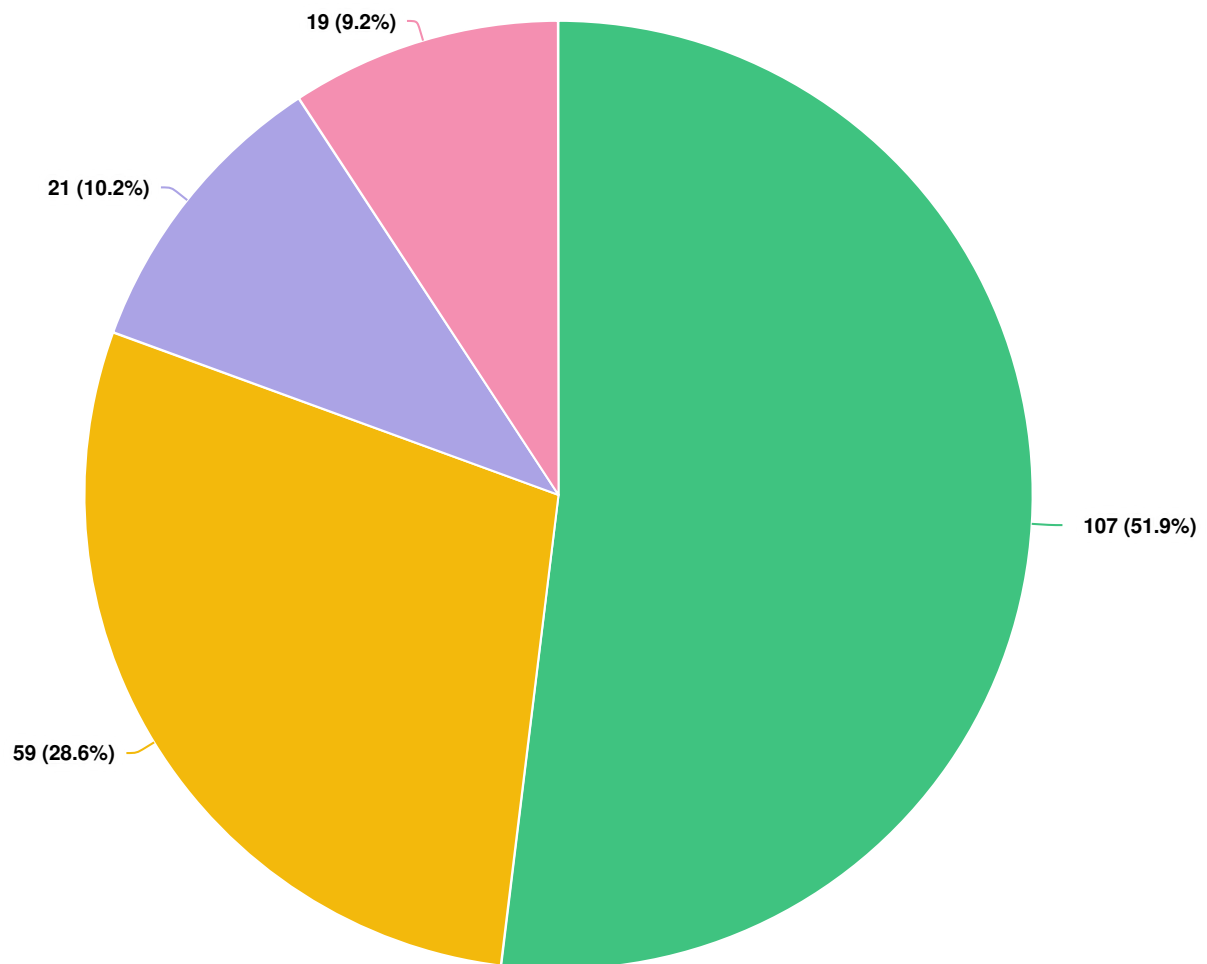


Question options

- Fees are too high, taxes should increase to reduce user fees
- User fees are about right
- Taxes are too high, fees should be increased to reduce taxes
- Not sure

Optional question (206 response(s), 1 skipped)
Question type: Radio Button Question

Q7 | When setting the budget, the Township tries to balance taxes and service levels. How should the Township set the annual tax increase for 2025?



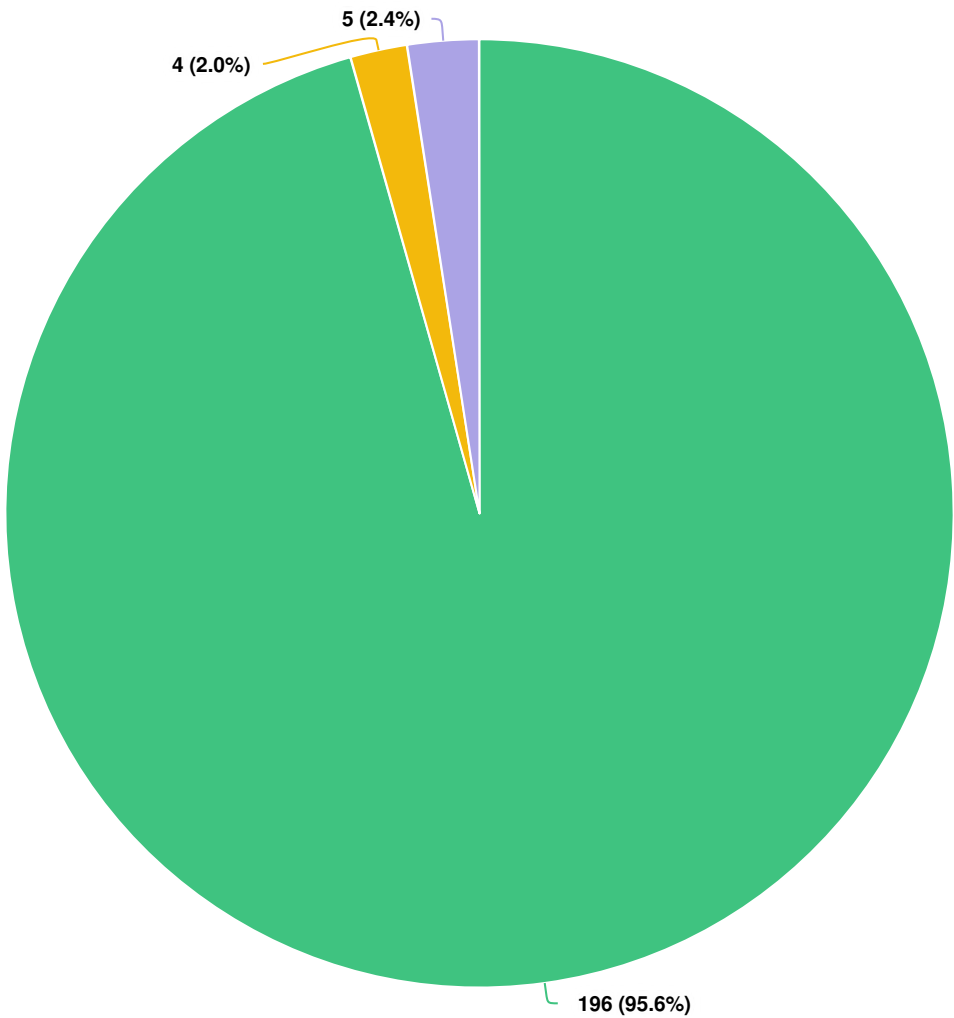
Question options

- Limit the tax rate increase, even if services decline
- Set a tax rate increase that maintains existing services
- Increase taxes to provide more or improved services
- Not sure

Optional question (206 response(s), 1 skipped)

Question type: Radio Button Question

Q8 Which of the following statements describes your relationship to the Township of Woolwich

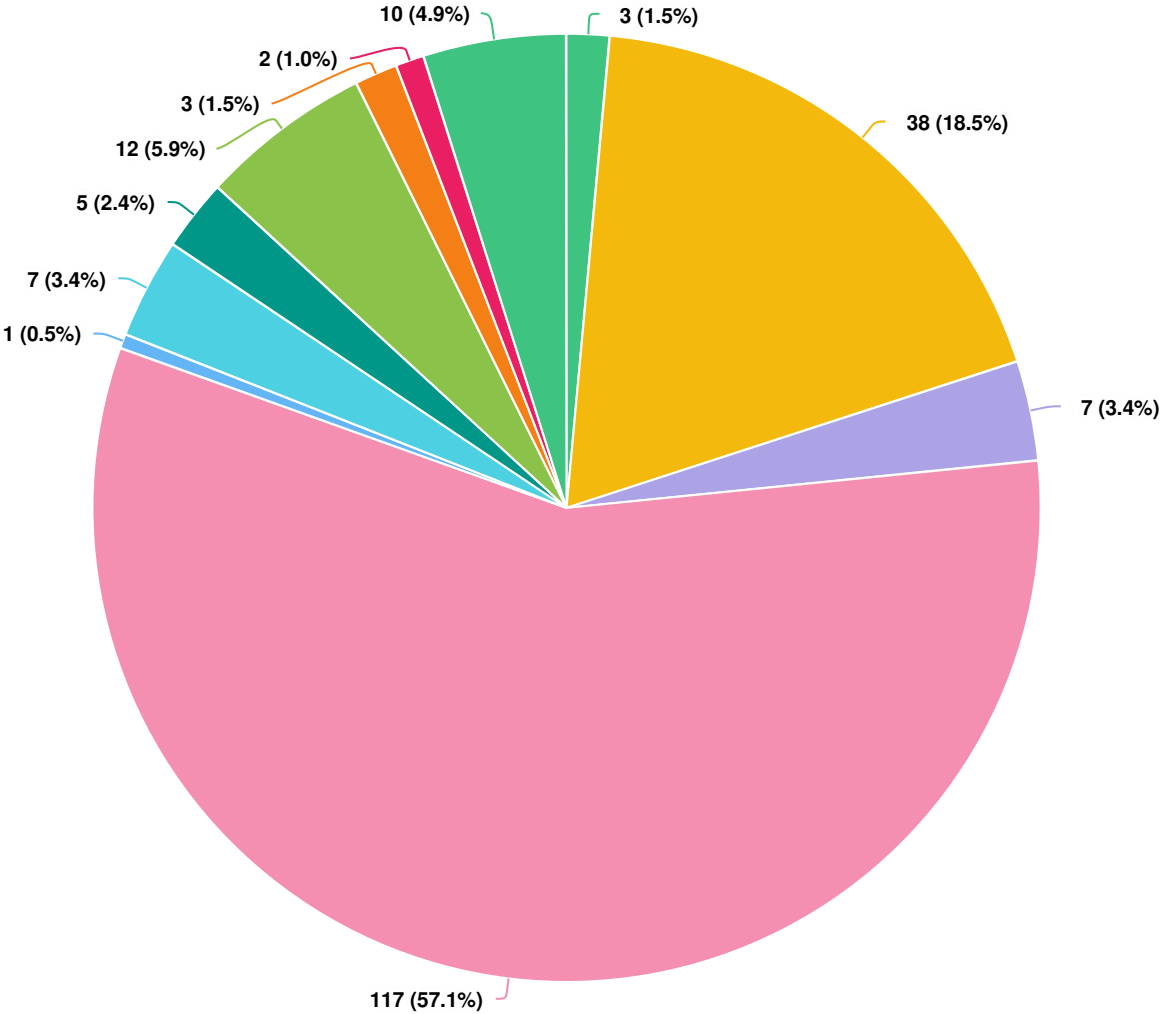


Question options

- Resident ● Operate a business ● Live nearby and use municipal services (e.g. recreation facilities)

Optional question (205 response(s), 2 skipped)
Question type: Radio Button Question

Q9 Which Settlement do you live in?

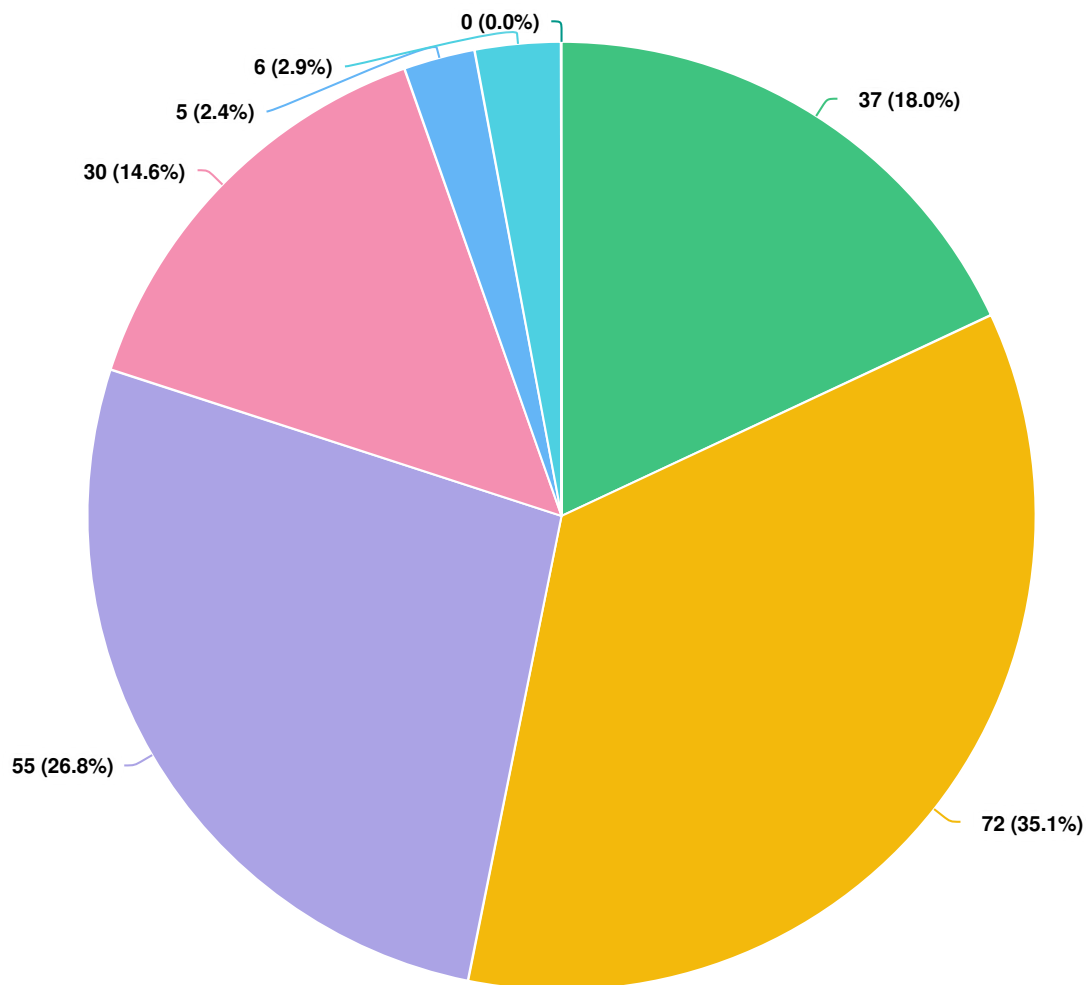


Question options

- Bloomingtondale
- Breslau
- Conestogo
- Elmira
- Floradale
- Heidelberg
- Maryhill
- St. Jacobs
- West Montrose
- Winterbourne
- Rural or other settlement

Optional question (205 response(s), 2 skipped)
Question type: Radio Button Question

Q10 | The Township provides programs and services to all ages. Please indicate your age range.



Question options

- 19-34 years of age 35-49 years of age 50-64 years of age 65-79 years of age 80+ years of age
Prefer not to say Under 18 years of age

Optional question (205 response(s), 2 skipped)
Question type: Radio Button Question

Township of Woolwich - 2025 Draft Budget

Appendix 3 - Full Time Employee (FTE) Changes 2013 to 2025 (proposed)

Year	Total FTE	Increase	Detials
2012	64		
2013	65	1	Added Communications Coordinator/Mayor's Assistant (Contract)
2014	69	4	Added 2 contract positions in CIS (IT Project Co-ordinator & Admin Assistant - made permanant through Reorganization Study (2018)), Eng Technologist, Senior Leadhand RFS
2015	69	0	No change
2016	68	-1	Communications Coordinator/Mayor's Assistant (Contract not renewed)
2017	69	1	Added Asset Management Coordinator (due to Provincial legislative/regulatory changes), Fire Reorg (Added CEMC, Removed Fire Admin Assistant - therefore no net change)
2018	70	1	Added IT Manager (formerly contracted service with external vendor)
2019	72	2	Additional Director (Old EPS was split into IS & DS), Engineering Project Supervisor (both due to Reorganization Study)
2020	74	2	HR Generalist, Roads Supervisor (both due to Reorganization Study)
2021	79	5	GIS Technician, RCS Projects Supervisor & Aquatics Supervisor (both part of the Reorganization Study), IT Systems Administrator (contract to full-time), Customer Service Representative - FIN & CORP (this position was a combination of two part-time positions)
2022	88	9	4 Roads Operators, 2 Building Inspectors & Dev Eng Field Services Coordinator (positions due to growth), Water/Wastewater Operator (due to growth and regulatory changes by Province), Compliance & Admin - Water/Sewer (Provincial regulatory)
2023	90	2	Senior Planner, Engineering Project Supervisor
2024	93	3	Revenue Clerk, Development Engineering Technologist, Climate Action & Sustainability Coordinator
2025 Proposed	97	4	Senior Financial Analyst, Operations Supervisor, Traffic Technician, Fire Training Officer

Township of Woolwich
Payroll Costs to Budget/Actual 2015-2024

Appendix 3b - Payroll Costs to Budget

Description	BUDGET 2025	ACTUAL 2024	ACTUAL 2023	ACTUAL 2022	ACTUAL 2021	ACTUAL 2020	ACTUAL 2019	ACTUAL 2018	ACTUAL 2017	ACTUAL 2016	ACTUAL 2015
Payroll Costs	12,825,231	11,313,820	10,710,665	9,379,849	8,114,548	7,685,281	7,679,750	7,320,867	6,663,058	6,620,418	6,623,991
Operating Expenditure Budget	29,181,714	25,702,950	23,107,801	22,056,475	19,021,105	18,373,015	19,769,314	17,285,494	15,769,538	15,109,496	13,958,086
% of Payroll Costs on Operating Expenditure Budget	43.9%	44.0%	46.4%	42.5%	42.7%	41.8%	38.8%	42.4%	42.3%	43.8%	47.5%
Operating Expenditure Budget	29,181,714	25,702,950	23,107,801	22,056,475	19,021,105	18,373,015	19,769,314	17,285,494	15,769,538	15,109,496	13,958,086
LESS Special Levies	2,704,868	2,188,272	1,829,516	1,636,082	1,242,100	1,242,100	990,238	838,881	662,659	552,453	241,785
	26,476,846	23,514,678	21,278,286	20,420,393	17,779,005	17,130,915	18,779,076	16,446,613	15,106,879	14,557,043	13,716,301
% of Payroll Costs on Operating Expenditure Budget	48.4%	48.1%	50.3%	45.9%	45.6%	44.9%	40.9%	44.5%	44.1%	45.5%	48.3%

INCREASE IN STAFFING REQUEST FORM

DATE OF REQUEST:	December 18, 2024
POSITION TITLE:	Senior Financial Analyst
CLASSIFICATION:	Salary, Non-Union
DIVISION:	Financial Planning and Policy
DEPARTMENT:	Finance
LOCATION:	24 Church Street West, Elmira – Administration Building
REPORTS TO:	Director of Finance
STATUS:	Full-time (35 hours per week)
SUPERVISION:	None

General Purpose:

Reporting to the Director of Finance / Treasurer the Senior Financial Analyst assists with the development of long-term financial plans, models, and policies to ensure the financial sustainability of the Township. This includes assisting budget development and preparation, providing analysis and support to other departments, financial forecasting and understanding the financial implications of various plans in the formulation of the budget (i.e. Asset Management Plan, Master Plans, etc.).

This position would also assist with financial operations as needed including preparing, reviewing, authorizing, and reconciling various financial transactions, and reviewing and making recommendations for improvements to financial policies and strategies. This position would also provide financial support during high volume work periods such as year end and budget development.

Primary Responsibilities:

- Investment and cash flow management. Responsible for managing cash flow, overseeing the current investment portfolio.
- assisting the Treasurer developing long term capital financing plans and identifying funding sources including reserve forecasts and debt models to understand financial capacity limits.
- Assist the treasurer in updating financial policies and identifying and implementing finance process improvements.
- Assist the Treasurer and other departments to in developing department and corporate budgets, including debt and capital funding models and improve the budget development process
- Assist departments to understand the impacts of major capital projects and plans including growth and development.
- Assist departments and finance staff with grant applications and related reporting requirements

- Assist management staff with budget preparation and monitors financial status for assigned projects taking appropriate actions to ensure adherence to the approved budget
- Practices effective public relations to sustain the positive image of the Corporation of the Township of Woolwich
- Perform ongoing budget, revenue and expenditure studies, general ledger and financial analysis, and prepare reports as necessary
- Assist in the year-end accounting processes and analysis and preparation of year-end financial statements and Financial Information Return (FIR)
- Perform other duties as assigned

Knowledge:

- Strong knowledge of business processes and financial management methods
- Understanding of investment practices and ability to manage cash flows
- Good understanding of municipal government, its operations and services
- Good understanding of PSAB and other financial requirements
- Knowledge of financial and reporting software

Education:

- Post secondary degree in accounting or a related field (accounting/ commerce / business administration)
- Completion or near completion of a professional accounting designation (CPA) is required

Experience:

- 5 or more years of experience in financial analysis preferably in a municipal or public sector environment

Skills:

- Sound technical knowledge and understanding of financial matters
- Strong financial and data analysis skills
- Ability to create financial models and deal with complex financial analysis
- Strong interpersonal skills and ability to work in a team environment
- Research, analytical, problem solving and decision-making skills
- Communication skills (listening, writing, verbal)
- Strong policy development and report writing skills
- Must have strong time management and organizational skills

Salary:

2025 Salary Grid Level 5 (35 hour per week)
Range - \$79,189 to \$98,986 (subject to grading and review)

Justification:

There have been many critical financial risks identified for the Township's short and long-term financial sustainability. This includes depleted reserve balances, ongoing utility rate deficits, cash flow constraints, long delays in financial reporting and increased

audit risk. Necessary financial analysis and long term plans have not been updated for decades. Recent leaves and absences in the finance department have stretched limited financial resources beyond the breaking point.

This approach carries high financial risk which has likely cost the Township millions of dollars in losses and unoptimized financial decisions. There is an urgent need to strengthen financial planning and analysis functions to reduce this risk to acceptable levels.

This position would assist with the existing workload of existing finance staff and to improve the quality of financial reporting and analysis that Council and residents expect. Further specific details are included below:

- **Investment and cash flow management.** Monitoring cash flows and investments are a core finance function. Historically, Investments have been managed by an external agent with little integration of an overall Treasury strategy. As the organization proceeds with its growth and infrastructure renewal plans, treasury management and liquidity will become increasingly important. The Township is paying a premium for existing investments to be externally managed which may result in lower overall investment revenue. Bringing these functions in house could improve cash flow management and investment returns.
- **Long-term forecasting and modelling.** The Township has primarily been focused on day-to-day financial operations with limited long-term forecasting and modelling. As a result, decisions can be made without fully understanding the long-term financial implications. The Senior Analyst role would assist finance and other staff in developing long term financing plans including identifying appropriate funding sources.
- **Policy development and process improvement.** Financial policies are the critical to ensure appropriate financial controls are in place and ensure long term financial health. Many of the Townships need to be updated while others financial policies still need to be developed. This position would assist the Township in updating financial policies and identifying and implementing process improvements.
- **Assisting with budget development and capital planning.** Due to limited financial capacity, many of tasks which could be supported by financial staff are often performed by non-finance staff. This includes the annual budget process and reviewing financial implications in Council reports. This position would assist finance and other departments to improve analysis during budget development and assist with the review of financial implications in projects and reports.
- **Reviewing ongoing projects and studies.** There is an ongoing need for financial modelling and other analytical work with the limited finance capacity to assist. This results in an increased reliance on external consultants to perform analytical work which could result in increased costs and loss of in-house knowledge. This position would assist staff to understand the impacts of major capital projects and plans including growth and development.
- **Assisting with grant applications and reporting.** Grant applications are prepared and submitted by departments with limited involvement from finance due to capacity limitations. This position would assist departments to support grant applications and reporting and understand the broader financial implications.

- **Improving the use of data and analytics.** The Township's finance systems, policies and processes have not kept up with best practices. Industry trends include the increased the use of data analysis, data visualization, and key performance indicators to track performance. This position could assist with developing these analytical tools to improve decision making and presentation of information to the public.
- **Assisting the department during peak periods.** This position would support the other members of the finance team during high activity periods such as during the year end closing process, audit and budget development. This would help ensure that critical deadlines are met.

This position would also assist with the timely investigation of negative variances in departments to ensure financial issues and department deficits are identified and addressed in a timely fashion.

INCREASE IN STAFFING REQUEST FORM

DATE OF REQUEST:	December 16, 2024
POSITION TITLE:	Operations Project Supervisor
CLASSIFICATION:	Salary, Non-Union
DIVISION:	Operations
DEPARTMENT:	Infrastructure Services
LOCATION:	69 Union Street – Elmira Public Works Yard
REPORTS TO:	Manager of Operations
STATUS:	Full-time (40 hours per week)
SUPERVISION:	None

General Purpose:

The Operations Project Supervisor's primary role would be to ensure compliance with the Minimum Maintenance Standards for Municipal Highways (MMS) O. Reg 239/02 by creating a digital based patrol program and perform the required patrols of the entire road network. This role would support the department's fleet inventory, procure and oversee contracted services related to road, water and wastewater maintenance activities and assist with managing seasonal work programs, such as winter control operations.

Primary Responsibilities:

- Create a digital based patrol program using the existing Citywide work order management program to meet legislative patrol requirements as established by the MMS O. Reg. 239/02.
- Perform patrols and participate in legislated winter control inspections;
- Manage the department's existing fleet assets, including procurement of capital purchases, scheduling regular maintenance and repairs;
- Procure and oversee contracted services for various roads, water and wastewater programming;
- Respond to emergency call-outs and participation in the Operations Management Standby list; and,
- Other duties as assigned.

Education:

- Diploma or certificate from a recognized College or Technical Institute in a related field. Consideration will be given to candidates with an equivalent combination of education and experience related to Public Works operations.

Certification/Designation:

- Registered with the Ontario Association of Certified Engineering Technicians and Technologists;
- Certified Road Supervisor designation through the Association of Ontario Road Supervisors;
- Accreditation through the Ministry of the Environment, Conservation and Parks Drinking Water and Wastewater Operator Certification Program is an asset;
- A minimum valid Ontario Class G Driver's License with a good driving record. Preference would be to someone holding a Class D with Z endorsement Ontario Driver's License;

Experience/Skills:

- 3-5 years experience in the maintenance of highways, preferably in a municipal environment;
- Demonstrates a good work ethic and respect for supervisors and peers;
- Excellent oral and written communication skills. Able to work independently, as well as part of a team;
- Courtesy, diplomacy and professionalism in dealing with the public, agencies, service providers, Council and staff;
- Proficient in conducting field work and site inspections;
- Ability to operate various equipment including: backhoes, loaders, graders, sweepers and tandem dump trucks/snow plow combinations, grass trimmers, chain saws, packers etc.; and,
- Physically able to perform the required duties.

Salary:

2025 Salary Grid Level 5 (40 hour per week)
Range - \$90,501 to \$113,127

Justification:

The addition of an Operations Project Supervisor, within the Operations Division, will improve the Township's ability to meet current legislated obligations and the increased demand being placed on the Public Works section by customers, Council and agency/stakeholders.

The Municipal Act, specifically Section 44, which deals with maintenance of public highways and Ontario Regulation (O.Reg.) 239/02 Minimum Maintenance Standards for Municipal Highways are the overarching requirements that establish the standard of care for which municipalities in Ontario are held to regarding the maintenance and operations of a public road allowance and right-of-way. This legislation sets a predetermined number of times a year that each road classification requires a physical

inspection. This is currently performed by a part-time contracted position soon to retire. This position will perform these inspections.

Currently, the winter patrol requirement is performed by the Operations Management staff in addition to their regularly scheduled 40 hours of work and generates significant overtime for these individuals. To help improve their work-life balance, this position would perform the winter patrol on a scheduled winter shift for normal salary pay. The current management is also required to participate in a stand-by rotation of every one in three weeks which equals a minimum of 17 weeks a year on stand-by. Adding this position will reduce the frequency of stand-by to one in four weeks.

With the increase of frontline staff in 2022, without the increase in supervisory staff, the ability to manage contracted services has become challenging. This position will be responsible for the management of contracted services handled by the Operations group.

Fleet asset maintenance is currently reliant on frontline staff reporting when the vehicles they are using have reached the kilometer threshold for servicing. With many of the vehicles within Operations being used by different operators, this threshold is often missed. Having a dedicated person to track usage of fleet assets will allow for appropriate preventative maintenance being performed to extend the life of vehicles.

INCREASE IN STAFFING REQUEST FORM

DATE OF REQUEST:	December 14, 2024
POSITION TITLE:	Engineering Traffic Technician
CLASSIFICATION:	Salary, Non-Union
DIVISION:	Engineering
DEPARTMENT:	Infrastructure Services
LOCATION:	24 Church Street West, Elmira – Administration Building
REPORTS TO:	Manager of Engineering (Vacant)
STATUS:	Full-time (35 hours per week)
SUPERVISION:	None

General Purpose:

The Engineering Traffic Technician's primary role would be to oversee and manage the Township's traffic planning database and the implementation of various traffic calming measures and other warranted controls with an emphasis on pedestrian safety. This role would support the department's engineering section with various annual procurements, field inspections and data acquisition to support the department's asset management inventory.

Primary Responsibilities:

- Performs various warrant studies, including speed controls, pedestrian crossovers, intersection controls, etc.;
- Procures contracted services related to traffic data acquisition and various annual programming;
- Reviews various engineering and traffic related studies;
- Evaluate proposed changes to traffic control practices and policies;
- Gathers and verifies data for maintaining and updating Township infrastructure records associated with the road allowance using AutoCAD and ESRI;
- Assists with municipal consent approvals and other corridor related permitting;
- Supports the department's asset management inventory, through data input and traffic management analytics;
- Performs various inspections related to construction activities; and,
- Other duties as assigned.

Education:

- A diploma in Transportation or Civil Engineering from a recognized Community College

Certification/Designation:

- Registration with OACETT as a Certified Engineering Technologist or Technician
- A minimum valid Ontario Class G Driver's License with a good driving record and use of a vehicle.

Experience/Skills:

- A minimum of 2 years experience in municipal service related to traffic engineering;
- Knowledgeable in the Ontario Traffic Manual Books, including pedestrian crossover warrant studies and implementation guidelines;
- A strong aptitude for figures and attention to detail;
- Superior written and oral communication skills.
- Ability to work independently and with little supervision;
- Courtesy, diplomacy and professionalism in dealing with the public, agencies, service providers, Council and staff;
- Above average competence in computer skills including MS Windows, AutoCAD and ESRI;
- Ability to conduct field reconnaissance and perform various warrant studies; and,
- Physically able to perform the required duties.

Salary:

2025 Salary Grid Level 4 (35 hour per week)
Range - \$71,767 to \$89,709

Justification:

The addition of an Engineering Traffic Technician, within the Engineering Division, will improve the Township's ability to meet public agency and Council demand for services related to traffic and corridor management. Since 2022 there has been a significant increase (89%) in permitting requests, making it untenable for the current Engineering Technician position to continue managing traffic calming and traffic related inquiries.

In addition, the volume of traffic calming requests is continually increasing. These requests range from concerns about speeding, pedestrian safety, and parking, to more complex initiatives involving road design and infrastructure upgrades. As a result, the workload has become unsustainable, impacting both the effectiveness and timeliness of our response to these important community needs. The growing complexity and volume of traffic related concerns have reached a point where it is evident that additional resources are needed to maintain the required level of service. The demands placed on the existing Engineering Technician and Director have stretched beyond reasonable capacity, leading to delays in addressing urgent issues and the long-term planning of traffic management. This is exemplified in the Department's inability to provide an annual Traffic Calming report to Council for the past few years.

Traffic engineering is a discipline that requires continual adaptation to find different ways to alter driver behaviour, in order to ensure road safety for all and eliminate catastrophic injuries and fatalities. This requires constant attention and a dedicated resource in the organization to effect change in this important area and help prevent traffic related concerns from becoming a larger issue for the community. By addressing this need now, we can continue to improve safety and quality of life for all residents.

INCREASE IN STAFFING REQUEST FORM

DATE OF REQUEST:	2025 Budget
POSITION TITLE:	Training Officer
CLASSIFICATION:	Non-Union
DIVISION:	CAO
DEPARTMENT:	Fire
LOCATION:	St. Jacobs Fire Hall
REPORTS TO:	Deputy Fire Chief
STATUS:	Full-time (35 hours per week)
SUPERVISION:	Station Training Officers

General Purpose:

This position assumes responsibility for coordinating all training activities within the fire department and stations. Duties include the development of instruction plans, training materials, and evaluation methodologies. The Training Officer oversees a broad spectrum of training areas, encompassing driver training, pumper operations, firefighter and recruit training, fire officer, fire inspector, fire investigator, public education and prevention, vehicle rescue and extrication, emergency first aid, hazardous materials response, industrial firefighting programs, and other specialty courses. Additionally, the role involves ensuring compliance with Mandatory Firefighter Certification regulations, acting as a Certified Incident Safety Officer during large-scale incidents, delivering corporate training to other departments, and serving as the Designated Officer for the department.

Primary Responsibilities:

1. Develop, coordinate, and lead the training programs of the Fire Suppression Division. Create and assist Station Trainers with lesson plan development and delivery of all training.
2. Maintain the training schedule created by the Fire Chiefs office and Station Chiefs
3. Develop and deliver training programs, manuals, lesson plans, guide sheets and training syllabus.
4. Under the direction of the Deputy Fire Chief leads department committees, creates and revises Standard Operating Guidelines (SOG) and lesson plans with the help of committee members.
5. Prepare and provide training in compliance with Regulation O. Reg 343/22 Firefighter Certification.
6. Assist the Deputy Fire Chief with maintaining comprehensive training

records for all personnel, and ensuring their entry into a records management system.

7. Make recommendations to the Deputy Fire Chief on new equipment purchases and advise on any technological changes.
8. Responsible for facilitating annual fire apparatus hose testing and documentation.
9. Responsible for conducting firefighter Bi-Annual SCBA Fit Testing
10. Maintain inventory of supplies, equipment and apparatus assigned to the Training Department.
11. Conduct required classification / promotional examinations for members of the department, conduct instructor evaluations and reports results to the Deputy Fire Chief or designate.
12. Visit fire stations and attend emergencies to evaluate operations and to ascertain training quality. Ensures emergencies are handled in accordance with the training given and departmental operational guidelines and policies.
13. Act as an Incident Safety Officer (ISO) as required.
14. Research technological changes in operations and recommend programs and procedures.
15. Recommend candidates to attend both internal and external courses and technology programs.
16. Assist in recruitment and hiring of new volunteer fire fighters.
17. Attend, conduct, or assist with training of all volunteer fire fighters on evenings and on weekends, as required.
18. Perform firefighting duties, as required.
19. Perform other duties, as assigned.

Knowledge: Must possess an excellent working knowledge of the Ontario Fire Protection and Prevention Act, applicable National Fire Protection Association standards, and the Occupational Health and Safety Act.

Education: Post-secondary education in Public Administration, Adult Education, Business Administration, or a related technical subject.

Certification/Designation:

- Certification in Adult Education is an asset
- Certification of Firefighter I and II, NFPA 1001
- Certification as Fire Officer II, NFPA 1021
- Certification of Fire Instructor I and II, NFPA 1041
- Certification of Incident Safety Officer, NFPA 1521
- Five (5) years Fire Officer Experience

Skills:

1. Thorough knowledge of NFPA programs and firefighter certification, relevant regulatory standards, fire apparatus and equipment operation, safety practices, and training techniques.
2. Competency in emergency response operations, including apparatus, equipment, and fire suppression techniques.
3. Highly organized with the ability to coordinate multiple training opportunities and apply adult learning principles effectively.
4. Advanced interpersonal, oral, and written communication skills, including proficiency in computer applications.

Salary: Level 5 \$75,227 - \$94,034 Plus Benefits

Justification:

The addition of a full time Firefighter Training Officer position within Woolwich Fire Department is crucial. This request is rooted in the recognition of the increasingly critical role that ongoing training plays in enhancing and maintaining the capabilities of our firefighting team and ensuring the safety of both our personnel and the communities we serve.

Current Challenges:

1. **Evolution of Firefighting Techniques:** Firefighting is a dynamic job, with constant advancements and changes to building construction, automobile technology and other external factors. The techniques, equipment, and technologies we employ to carry out our duties have to stay in step. A dedicated training officer is essential to staying abreast of these developments and ensuring that our firefighters are armed with the latest skills and knowledge.
2. **Compliance and Certification:** Maintaining compliance with current legislation and ever evolving safety standards and certifications is crucial. A Training Officer can streamline the certification process, ensuring that our firefighters meet and exceed provincial, federal and industry requirements, reducing liability for the corporation and enhancing our department's public image and reputation.
3. **Specialized Training Needs:** Firefighters often encounter diverse and complex scenarios. A Training Officer can identify and address specific training needs, such as electric vehicle fires, ice/water rescue emergencies, hazardous materials response, search and rescue, and advanced medical interventions, ensuring our team is well-prepared for any situation.

Benefits of a Firefighter Training Officer:

1. **Continuous Professional Development:** A dedicated Training Officer will facilitate ongoing professional development, ensuring that our firefighters and officers are not only well-prepared for their current roles but also equipped to take on future leadership positions within the department.
2. **Consistency and Standardization:** Standardized training programs will be developed and implemented, ensuring consistency in skills and procedures across all members and stations within the department. This will enhance collaboration, effectiveness, and safety during emergency response situations.
3. **Cost-Efficiency:** While the initial investment in a Training Officer may seem significant, the long-term cost savings are substantial. Well-trained firefighters are more efficient, reducing the likelihood of injuries and equipment damage. Additionally, a well-trained team is more likely to prevent and mitigate emergencies, ultimately saving lives and property.
4. **Reduction of Liability:** With an increase in training related injuries while attending third party training organizations. Investigation into these accidents often results in a forensic analysis of the organizations training records and practices. If fault is found the offending party could be liable for personal and property damages. The current fines are set at 1.5 million for employers.
5. **Enhanced Community Safety:** A highly trained firefighting force instills confidence in the community. By having a Training Officer, we can demonstrate our commitment to excellence in emergency response, fostering trust and support from the public we serve.

Conclusion:

The addition of a Firefighter Training Officer is a strategic investment in the future effectiveness and safety of our firefighters and the department as whole. It not only addresses current legislated challenges, but also positions our team as leaders in the field, capable of responding to the evolving demands of operating a safe and effective emergency service. I am confident that this addition will have a positive and lasting impact on the capabilities and reputation of our department.

Appendix A

Training Gap Analysis Report

1. Introduction

As per a request from Council, this gap analysis evaluates the current state of training within the Woolwich Fire Department, identifies key deficiencies, and proposes the establishment of a full-time Fire Training Officer (FTO) position as a solution. The goal is to address legislative, operational, and safety challenges while improving overall department readiness and efficiency.

2. Current State and Challenges

2.1 Organizational Structure and Complexity

- Woolwich Fire Department operates six fire stations with 160 volunteer members.
- Training coordination and delivery under the current part-time model is increasingly challenging due to the department's geographic spread and operational demands.
- Collaborative training with neighboring municipalities is impractical due to unique department-specific requirements.
 - This includes differences in operating procedures, equipment, and community-specific needs, which limit the effectiveness of joint training sessions.

2.2 Training Demands and Compliance

- The introduction of O.Reg 343/22 - Mandatory Firefighter Certification has significantly increased training requirements.
- Training hours have risen by an average of 15% annually, with 15,000 hours projected in 2025 to meet certification and maintenance requirements.
 - In 2024, the department delivered 12,840 hours of training, reflecting a 17.8% increase from the previous year. (Fig. 1.1)
 - This upward trend is expected to continue as certification deadlines approach.
- Deadlines for certification (2026 for general certifications, 2028 for technical disciplines) amplify these demands, placing additional strain on the department's current training resources.

Fig 1.1

Year	Training Hours	% Increase
2024	12840	17.8
2023	10897	11.8
2022	9747	25.2
	Mandatory Certification Introduced	
2021	7785	5.6
2020	7371	

2.3 Limited Resources and Capabilities

- Training responsibilities are shared among senior staff, the part-time Training Officer, and volunteers, leading to inefficiencies and inconsistencies.
 - Senior staff often struggle to balance their primary responsibilities with training coordination.
 - Volunteer trainers may lack the time and resources needed to deliver comprehensive programs.
- Current training resources are insufficient to address:
 - Advanced technical training (e.g., hazardous materials response, drone operations).
 - Development of new training programs to meet evolving needs, such as electric vehicle fire response and industrial firefighting.

2.4 Risk and Safety Concerns

- Limited capacity for safety-focused training and regular drills.
 - Firefighters may not receive adequate instruction on critical safety measures, such as cancer prevention protocols or decontamination procedures.
 - Inconsistent enforcement of safety measures increases health risks for firefighters.
 - The absence of regular evaluations and standardized safety training leaves gaps in operational readiness and compliance with best practices.
-

3. Gap Analysis

Key Area	Current State	Identified Gaps
Training Program Delivery	Part-time officer and shared responsibilities.	Lack of consistency, specialization, and time to deliver effective programs.
Scheduling and Collaboration	Offset schedules, inconsistent opportunities to collaborate	Slow, inefficient workflows. Difficulty communicating effectively.
Compliance	Partial adherence to NFPA and O.Reg 343/22 standards.	High risk of non-compliance in some disciplines, legal penalties, and reduced service quality.
Training Hours	15% annual growth; 15,000 hours forecasted.	Existing structure cannot meet growing demands and certification deadlines.
Safety and Risk Management	Safety measures inconsistently applied.	Increased risk to firefighter health and safety.
Resource Utilization	Shared responsibilities causing staff burnout, and possible retention issues	Absence of consistent focused oversight leads to inefficiencies and duplication of effort.
Advanced Training Needs	Limited access to specialized programs.	Insufficient preparation time for complex scenarios, reducing operational readiness.
Records Management/ Performance Tracking	Paper-based records stored across multiple locations, with inconsistent formatting. Performance assessments are incomplete, and no centralized Records Management System (RMS) is in place.	Missed opportunities for improvement, certification requirements not being met, and ineffective data analysis.

4. Proposed Solution: Full-Time Fire Training Officer

4.1 General Purpose

The Fire Training Officer (FTO) assumes responsibility for coordinating all training activities within the fire department and stations. The FTO oversees a broad spectrum of training areas, including:

- Driver training, pumper operations, firefighter and recruit training, and fire officer development.
- Specialty programs such as vehicle rescue, hazardous materials response, emergency first aid, and public education.
- Compliance with Mandatory Firefighter Certification regulations (O.Reg 343/22).
- Acting as a Certified Incident Safety Officer during large-scale incidents.
- Delivering corporate health and safety related training to other departments.

4.2 Primary Responsibilities

- Develop, coordinate, and lead training programs for the Fire Suppression Division, including the creation of lesson plans, training manuals, and evaluation methodologies.
- Maintain training schedules and records in compliance with O.Reg 343/22.
- Conduct firefighter SCBA Fit Testing, fire apparatus hose testing, and promotional examinations.
- Evaluate operations during emergencies to ensure adherence to training and operational guidelines.
- Research technological advancements in firefighting and recommend new programs and equipment.
- Assist in recruitment and training of new volunteer firefighters, including evening and weekend sessions.

4.3 Benefits of the FTO

Benefit	Description
Legislative Compliance	Ensures adherence to O.Reg 343/22 and NFPA standards, reducing liability and enhancing reputation.
Safety Improvement	Proactive safety training reduces risks to firefighter health and operational incidents.
Efficiency Gains	Centralized Training Division management optimizes scheduling and resource use. Allows for data gathering and analysis which can aid future training decisions.

Enhanced Readiness	Advanced training programs prepare firefighters for evolving and complex emergencies.
Cost Savings	Reduces dependency on third-party training, minimizing long-term expenses.

4.4 Cost Implications

- **Initial Investment:** Salary and benefits for the FTO (Level 5: \$75,227 - \$94,034 plus benefits).
 - Additional costs may include one-time expenditures for training materials and equipment.
- **Long-Term Savings:**
 - Reduced reliance on expensive external training providers.
 - Lower injury rates and associated costs due to improved safety measures.
 - Enhanced efficiency in training delivery and resource allocation.

5. Conclusion

The Woolwich Fire Department's current part-time training model is insufficient to meet increasing demands, comply with legislation, and ensure firefighter safety and readiness. Establishing a full-time Fire Training Officer will:

- Address critical gaps in training delivery and compliance.
- Enhance safety and operational effectiveness.
- Position the department as a leader in emergency service readiness.

6. Recommendation

It is recommended that the Woolwich Fire Department create and fund a full-time Fire Training Officer position to:

- Deliver standardized, high-quality training across all stations.
- Ensure compliance with NFPA and provincial standards.
- Foster a safety-first culture.
- Prepare firefighters to meet current and future challenges effectively.

By implementing this recommendation, Woolwich will secure the resources needed to provide exceptional service and safeguard the community and its personnel.

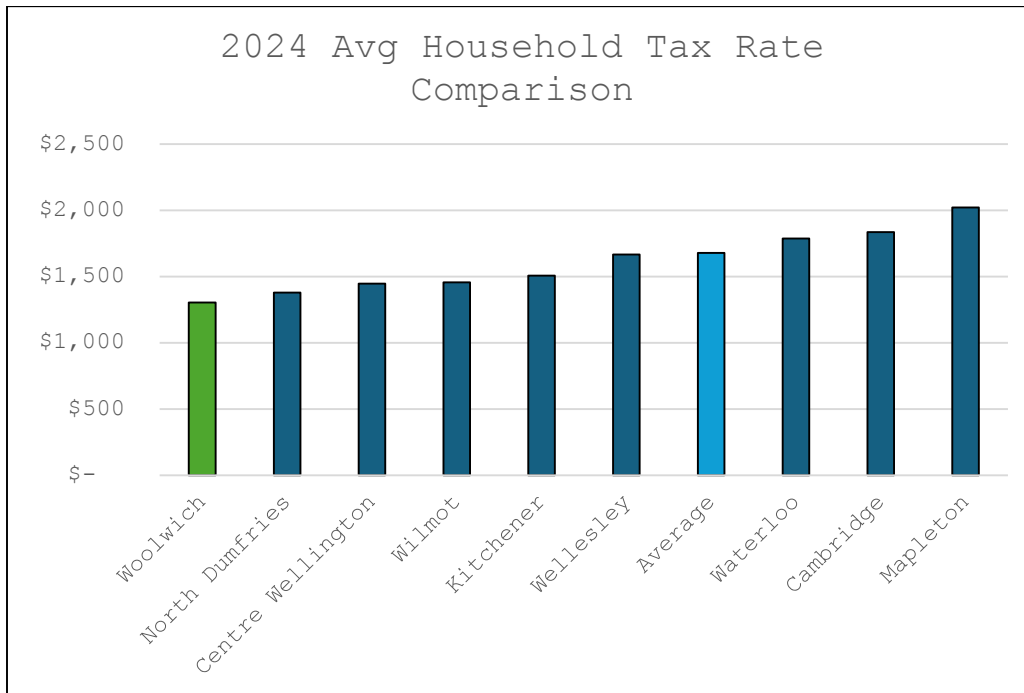
Appendix: NFPA Standards Referenced

- NFPA 1001: Firefighter Professional Qualifications.
- NFPA 1002: Fire Apparatus Driver/Operator Qualifications.
- NFPA 1006: Technical Rescuer Qualifications.
- NFPA 1021: Fire Officer Professional Qualifications.
- NFPA 1031: Fire Inspector and Plan Examiner Qualifications.
- NFPA 1033: Fire Investigator Qualifications.
- NFPA 1041: Fire Service Instructor Qualifications.
- NFPA 1072: Hazardous Materials Emergency Response.
- NFPA 1521: Fire Department Safety Officer Qualifications.

Appendix 8 - Tax Rate Comparison

The following table illustrates the comparative residential tax rate for local comparators.

	2024 Rate	2023 Rate	Average Assessment	2024 Rate per Avg Household
Woolwich	0.2774%	0.2558%	\$ 470,000	\$ 1,304
North Dumfries	0.2808%	0.2695%	\$ 491,000	\$ 1,379
Centre Wellington	0.3430%	0.3475%	\$ 422,000	\$ 1,448
Wilmot	0.3181%	0.2870%	\$ 458,000	\$ 1,457
Kitchener	0.3873%	0.3728%	\$ 389,000	\$ 1,507
Wellesley	0.3652%	0.3524%	\$ 456,000	\$ 1,665
Average	0.3860%	0.3693%	\$ 434,889	\$ 1,679
Waterloo	0.3870%	0.3649%	\$ 462,000	\$ 1,788
Cambridge	0.4973%	0.4683%	\$ 369,000	\$ 1,835
Mapleton	0.5093%	0.4921%	\$ 397,000	\$ 2,022



Township of Woolwich - 2025 Draft Budget

Appendix 9 - Projected 2024 /2025 Reserve & Reserve Fund Balances

Reserve Description	2023 YE Balance	Amounts Proposed to be Transferred into Fund in 2024	Amounts Proposed to be Used in 2024	Budget 2024 Balance	2024 In Year Adjustments	Capital not spent (may be committed)	2024 YE Revised Balance	Amounts Proposed to be Transferred into Fund in 2025	Amounts Proposed to be Used in 2025	
Discretionary Reserves										
Operating Contingency Reserve	\$ 588,912		\$ (224,000)	\$ 364,912	\$ 518,624	YE surplus and Enova Dividend	\$ 883,536			
Working Capital	\$ 1,927,806		\$ -	\$ 1,927,806	\$ (5,445,943)		\$ (3,518,137)	4,100,000	\$ (3,000,000)	\$ (2,418,137)
Insurance	\$ 152,992	\$ 412,955	\$ (412,175)	\$ 153,772			\$ 153,772	\$ 445,617	\$ (445,617)	\$ 153,772
Capital Contingency	\$ 192,411		\$ (43,800)	\$ 148,611		Breslau Drain 1 internally financed. \$5M estimated by year end from working capital	\$ 148,611			\$ 148,611
OMB Legal	\$ 162,245		\$ -	\$ 162,245			\$ 162,245			\$ 162,245
Winter Stabalization	\$ 20,428		\$ -	\$ 20,428			\$ 20,428	\$ 50,000	\$ (50,000)	\$ 20,428
Special Circumstances Fund	\$ 310,486	\$ 25,000	\$ (244,000)	\$ 91,486			\$ 91,486			\$ 91,486
Sub-total Discretionary Reserves	\$ 3,355,279	\$ 437,955	\$ (923,975)	\$ 2,869,259	\$ (4,927,319)	\$ -	\$ (2,058,060)	\$ 4,595,617	\$ (3,495,617)	\$ (958,060)
Non Restricted Reserve Funds										
Climate Action/Green Infrastructure	\$ 300,562	\$ 336,143	\$ (196,104)	\$ 440,601		-Delayed purchase of platform arial \$1M	\$ 440,601	\$ 336,143	\$ (280,000)	\$ 496,744
Parking Lot	\$ 15,114		\$ -	\$ 15,114		-Delayed purchased of Elmira rescue \$700k	\$ 15,114			\$ 15,114
Infrastructure Investment	\$ 1,276,060	\$ 1,968,725	\$ (2,873,185)	\$ 371,600		-Moved up purchase of pumper \$1.5M	\$ 371,600	\$ 2,200,000	\$ (2,234,019)	\$ 337,581
Recreation Fitness Centre	\$ 24,982		\$ -	\$ 24,982			\$ 24,982			\$ 24,982
Recreation Facilities	\$ 95,812		\$ -	\$ 95,812			\$ 95,812			\$ 95,812
Property Building	\$ 198,136	\$ 441,447	\$ (485,840)	\$ 153,742			\$ 153,742	\$ 170,000	\$ (170,000)	\$ 153,742
Equipment Replacement	\$ 842,403	\$ 1,271,581	\$ (3,473,291)	\$ (1,359,307)	\$ 150,000		\$ (1,209,307)	\$ 1,656,679	\$ (800,000)	\$ (352,628)
Sub-total Other Reserve Funds	\$ 2,753,068	\$ 4,017,896	\$ (7,028,420)	\$ (257,456)	\$ 150,000	\$ -	\$ (107,456)	\$ 4,362,822	\$ (3,484,019)	\$ 771,347
Development Administration	\$ 78,004	\$ 432,673	\$ -	\$ 510,677	\$ 889,665	higher revenue received in 2024	\$ 1,400,343			\$ 1,400,343
Water	\$ 1,551,923	\$ 1,560,000	\$ (3,098,600)	\$ 13,323	\$ (465,000)	\$85k surplus in 2023 \$550k deficit in 2024	\$ (451,677)	\$ 1,200,000	\$ -	\$ 748,323
Wastewater	\$ 998,237	\$ 1,151,000	\$ (1,866,100)	\$ 283,137	\$ (1,486,000)	\$486k deficit in 2023 \$1M deficit in 2024	\$ (1,202,863)	\$ 1,151,000	\$ (860,500)	\$ (912,363)
Sub-total Utility Reserve Funds	\$ 2,550,160	\$ 2,711,000	\$ (4,964,700)	\$ 296,460	\$ (1,951,000)		\$ (1,654,540)	\$ 2,351,000	\$ (860,500)	\$ (164,040)
Sub-total Utility and Tax Non Restricted Reserv	\$ 5,381,233	\$ 7,161,569	\$ (11,993,120)	\$ 549,682	\$ (911,335)	\$ -	\$ (361,653)	\$ 6,713,822	\$ (4,344,519)	\$ 2,007,650
Restricted Reserve Funds										
Development Charges	\$ 4,912,928	\$ 1,600,000	\$ (3,910,750)	\$ 2,602,178	\$ (1,550,000)	moved forward DC funded pumper	\$ 1,052,178	\$ 3,200,000	\$ (1,718,521)	\$ 2,533,657
Canada Community Building Fund	\$ 17,398	\$ 848,852	\$ (848,765)	\$ 17,485			\$ 17,485	\$ 848,852	\$ (848,765)	\$ 17,572
Park Fund	\$ (45,033)	\$ 274,600	\$ (185,000)	\$ 44,567			\$ 44,567			\$ 44,567
Building Administration	\$ 877,975		\$ (296,229)	\$ 581,746	\$ (153,771)	Additional MAT revenue in 2024	\$ 427,975			\$ 427,975
Transient Accomodation Tax	\$ 767,038		\$ (10,000)	\$ 757,038	\$ 240,060		\$ 997,097	\$ 200,000	\$ (150,000)	\$ 1,047,097
Housing Accelerator Fund	\$ -		\$ -	\$ -	\$ 1,600,000	\$ (1,600,000)	\$ -	\$ 1,600,000	\$ (1,600,000)	\$ -
Walter Bean Trail	\$ 312,985		\$ (50,000)	\$ 262,985			\$ 262,985			\$ 262,985
Sub-total Obligatory and Restricted Reserve F	\$ 6,843,291	\$ 2,723,452	\$ (5,300,744)	\$ 4,265,999	\$ 136,289	\$ (1,600,000)	\$ 2,802,288	\$ 5,848,852	\$ (4,317,286)	\$ 4,333,854
Sub-total all Reserve Funds	\$ 12,224,524	\$ 9,885,021	\$ (17,293,864)	\$ 4,815,681	\$ (775,046)	\$ (1,600,000)	\$ 2,440,634	\$ 12,562,674	\$ (8,661,805)	\$ 6,341,504
Total Reserve & Reserve Fund	\$ 15,579,803	\$ 10,322,976	\$ (18,217,839)	\$ 7,684,939	\$ (5,702,365)	\$ (1,600,000)	\$ 382,574	\$ 17,158,291	\$ (12,157,422)	\$ 5,383,444

Breslau Drain 1 completion Oct 2025. Unsure external debenture

\$ 883,536

\$ (2,418,137)

\$ 153,772

\$ 148,611

\$ 162,245

\$ 20,428

\$ 91,486

\$ (958,060)

\$ 496,744

\$ 15,114

\$ 337,581

\$ 24,982

\$ 95,812

\$ 153,742

\$ (352,628)

\$ 771,347

\$ 1,400,343

\$ 748,323

\$ (912,363)

\$ (164,040)

\$ 2,007,650

\$ 2,533,657

\$ 17,572

\$ 44,567

\$ 427,975

\$ 1,047,097

\$ -

\$ 262,985

\$ 4,333,854

\$ 6,341,504

\$ 5,383,444

Obligatory

Obligatory

Obligatory

Obligatory

Restricted

Obligatory

Restricted

Township of Woolwich - 2025 Budget - Appendix 10

Debt Overview and Forecast

Description	2024 Opening Balance	2024 Activity	Closing 2024 Balance	Proposed 2025	Closing 2025 Balance	Funding Source
Tax Supported Debt						
WMC Facility	1,521,750	- 107,787	1,413,962	- 113,048	1,300,915	External Debenture
Admin Facility	513,353	- 36,361	476,992	- 38,136	438,856	External Debenture
Floradale Fire Facility	144,742	- 10,252	134,489	- 10,753	123,737	External Debenture
Breslau Drain # 1 Township			-	2,639,728	2,639,728	External Debenture?
Total Tax Supported Debt	\$ 2,179,845	-\$ 154,401	\$ 2,025,444	\$2,477,792	\$ 4,503,236	
Utility Rate Supported Debt						
Elroy Acres	43,924	- 43,924	-	-	-	External Debenture
Industrial Drive (Sewer)	1,190,000	- 47,479	1,142,521	- 49,747	1,092,774	External Debenture
Elmira North Sanitary Sewer Pumping Stn (completion 25/26)			-	1,147,900	1,147,900	External Debenture
Total Utility Rate Supported Debt	\$ 1,233,924	-\$ 91,403	\$ 1,142,521	\$1,098,153	\$ 2,240,674	
Total External Borrowing	\$ 3,413,769	-\$ 245,804	\$ 3,167,965	\$3,575,945	\$ 6,743,910	
Internal Borrowing						
2021 Hot Mix	356,012	- 42,591	313,421	- 43,123	270,298	Working Capital*
Street Lighting (no interest paid)	193,522	- 61,000	132,522	- 61,000	71,522	Working Capital*
Previously Reported Internal Borrowing	\$ 549,534	-\$ 103,591	\$ 445,943	-\$ 104,123	\$ 341,820	
Equipment Reserve*		1,209,307	1,209,307	- 856,679	352,628	Equipment Reserve
Breslau Drain # 1 Township	-	2,299,985	2,299,985	- 1,492,269	807,715	Working Capital*
Breslau Drain # 1 Developer		2,700,015	2,700,015	- 2,700,015	-	Developer*
Water Operating Deficit	- 85,261	550,000	464,739	- 750,000	-	Water Capital Reserve
Wastewater Operating Deficit	486,346	1,000,000	1,486,346	-	1,486,346	WW Capital Reserve
Elmira Downtown Township 2025	-		-	1,949,500	1,949,500	External Line of Credit
Additional Temporary Borrowing	\$ 401,085	\$7,759,307	\$ 8,160,392	-\$3,849,464	\$ 4,596,189	

Description	2024 Opening Balance	2024 Activity	Closing 2024 Balance	Proposed 2025	Closing 2025 Balance	Funding Source
Total Existing Borrowing (excl DC)	\$ 4,364,388	\$7,409,912	\$11,774,300	-\$ 377,642	\$11,681,919	
DC Supported Debt						
Water DC Reserve	\$ 972,908	\$ 151,986	\$ 1,124,894	\$ 189,983	\$ 1,314,877	Public Works DC
Wastewater DC Reserve	\$ 1,283,336	\$ 167,473	\$ 1,450,808	\$ 209,341	\$ 1,660,149	Public Works DC
Fire DC Reserve	\$ 1,540,553	\$ 85,397	\$ 1,625,950	\$ 106,746	\$ 1,732,696	Public Works DC
Total DC Supported Debt	\$ 3,796,796	\$ 404,856	\$ 4,201,652	\$ 506,070	\$ 4,707,722	
DC debt above is not externally financed but financed through other DC reserve funds which is permitted by the Development Charges Act						
Total Existing Borrowing (including DC interfund borrowing)	\$ 8,161,184	\$7,814,768	\$15,975,952	\$ 128,428	\$16,389,641	
Committed / Not Issued Debt (as of 2024) - For Information						
Elmira North Sanitary Sewer Pumping Stn (completion 25/26)	-	1,147,900	1,147,900	- 1,147,900	-	External Debenture
Breslau Drain # 1 Township 2025	-	1,147,459	1,147,459	- 1,147,459	-	Working Capital / External Debenture
Breslau Drain # 1 Developer 2025	-	1,347,033	1,347,033	- 1,347,033	-	Developer*
Elmira Downtown Township 2025	-	1,949,500	1,949,500	- 1,949,500	-	External Line of Credit
Total Committed Not Issued Debt	\$ -	\$5,591,892	\$ 5,591,892	-\$5,591,892	\$ -	



Fire Services Memo

To: Council
From: Dennis Aldous
Subject: Truck Analysis
eDocs or File ID: File ID
Meeting Date: [Click here to enter a date.](#)

Purpose: This memo is to provide information to Council on impact of extending the replacement schedule beyond 20 years for fire trucks.

Background: In 2016 a Fleet Management Policy that has the useful Life of Fire Vehicles at 20 years was established after looking at Fire Service best practices, the Fire Underwriters Survey and the policies and practices of other local Fire Departments. The Fire Underwriters Survey accredits First-line duty fire trucks to 20 years for Small Communities and Rural Areas, this is the classification that Woolwich falls under. Fire Underwriters also looks at our tankers, aerials, certified tanker shuttle accreditation and fire related infrastructure to get our insurance rating. Currently Woolwich has a 3A/3Bs insurance rating, the best we can achieve beyond adding composite or full-time firefighters, and that rating will be reduced: if we extend the life of our first-line duty trucks beyond 20 years, do not achieve certified tanker accreditation or our infrastructure declines to below the standard needed to efficiently fight fires.

Comments: Staff reached out to Fire Underwriters for some insight into the idea of keeping first-line duty fire truck's past 20 years with no response. Staff was able to find information on recertifying older trucks, but there is no guarantee they will accept or give full credit rating for the truck. Staff consulted the Waterloo Region Municipalities Insurance Pool for some insight into Fire Underwriters and they were able to provide the following information.

"If this is referring to the same topic that I think it is, we have had this inquiry before from other municipalities. It has to do with the age of their mainline pumper and the FUS rating it gets. From what we have been told by other fire departments if I understand correctly, particularly volunteer department it seems, is that personal and commercial lines insurers may use the rating by FUS and costs may go up for homeowners, etc. if the age of the truck is beyond a certain threshold. But as you have mentioned, it would seem unfair to do so if the truck is properly maintained and more than reliable to respond to a fire, however that is not up to either of us unfortunately.

The decision to replace a fire truck due to its age is completely on the municipality, though I would imagine this scenario can place pressure on the municipality by local residents if

they are being told by their insurance companies that premiums are going up because of a fire truck's age.

From our rating perspective, the age of the main line pumper does not have an effect on premiums on liability or property insured under the Pool, and replacement cost is provided up to 20 years of age, and for fire trucks over 20 years but not exceeding 25 years, the actual price paid by the municipality for the automobile and its equipment or actual cash value whichever is greater." Fire Underwriters seems to hold all the cards in the insurance industry as if a municipality gets Certified Tanker Accreditation from anyone other than Fire Underwriters, some insurance companies will not except it.

Staff have also been experiencing costly repairs to our current fleet as it gets older. There is body corrosion around some windows in a 5-year-old pumper/tanker, starting to see corrosion on some welded seams on a 10-year-old rescue, had to replace rear step bumper on a 15-year-old tanker, raised a rescue body on a 10-year-old rescue to repair corrosion from dissimilar metals oxidizing. Staff have had to repair a poly tank in a pumper/tanker, get custom parts made to fix various components on our fire trucks because the part needed is no longer manufactured, air brake system problems while responding or unable to respond and pumps failing at a fire scene while fighting a fire. These are repairs that are made quickly and sparing no cost as staff need the trucks to respond to the next emergency.

Through past budget years and looking into the future, staff will be exploring options for acquiring good condition used trucks when available, looking at changing the vehicles staff use to respond to medicals to be more cost effective and looking at what truck would best suit the fire department at time of replacement. Staff believe that this approach achieves a good balance of obtaining quality vehicles and achieving overall cost effectiveness. It will also help to improve that state of the Equipment Reserve.

This year staff did an analysis showing the required contribution to the equipment reserve fund based on 2024 costs:

20-Year Replacement of First-line Duty trucks and 25 years for rest = \$ 1,256,299

20-year Replacement of all trucks = \$ 1,335,679

25-years Replacement all trucks = \$ 1,097,539

VEHICLE REQUEST FORM

DATE OF REQUEST:	2025
CLASSIFICATION:	Compact, Hybrid Pickup Truck
DIVISION:	By-law Enforcement
DEPARTMENT:	Corporate Services
LOCATION:	Administration Office

General Purpose:

As the By-law Enforcement Division continues to see an increase in public requests for services there is a need for a second vehicle.

Background:

The Township currently has between two and four By-law Enforcement Officers on shift during the workday with some scheduled evening and weekend shifts. During the winter, Officers adjust their shifts to enforce winter parking rules between 4 am and 9 am. While Officers can occasionally use their personal vehicles for work, having a marked Township vehicle with the necessary safety lights is required for most of their work. With the increase in complaints, officers have a need for a second Township vehicle.

During the 2023/2024 and 2024/2025 winters, Recreation and Community Services was able to let Officers use a pickup truck, but this truck is not available during their busy summers.

Justification:

The proposed vehicle is a new addition to the Enforcement Services fleet, currently comprised of one small, hybrid SUV. In alignment with our commitment to environmental sustainability and operational efficiency, staff have undertaken a comprehensive assessment of available vehicle options to support our fleet needs. This review prioritized cost-effectiveness, environmental impact and operational needs, leading to the identification of the Ford Maverick Hybrid as the optimal choice. As the only vehicle in it's class, the Ford Maverick Hybrid was selected based on the following criteria:

- **Lowest Purchase Cost:** The Ford Maverick Hybrid is in a unique class as a compact pickup truck which presented the most competitive purchase price among the alternatives, making it a fiscally responsible choice for our fleet.
- **Best Fuel Economy:** With a combined fuel economy of 6 liters per 100 km, the Ford Maverick Hybrid significantly outperforms other options in terms of fuel efficiency, which will contribute to long-term operational savings.
- **Utility:** A compact pickup truck would allow for more versatility for picking up smelly, dirty or bulky items without the need wait for or disrupt other departments by borrowing their vehicles during busy seasons.

- **Environmental Impact:** This hybrid vehicle has the potential to substantially lower our corporate greenhouse gas (GHG) emissions. Compared to a gas-powered vehicle of similar size, the Ford Maverick Hybrid is projected to reduce CO2 emissions by approximately 1.7 tons annually. This would directly support the Township's commitment to reduce our carbon footprint and reaching the Region's 80x50 and 50x30 climate commitments.

Financial Implications:

This vehicle was included in the Development Charges background study for purchase in 2024 or 2025. As such, funding of \$45,000 will be allocated from the Development Charges Reserve Fund.

VEHICLE REQUEST FORM

DATE OF REQUEST:	2025
CLASSIFICATION:	Hybrid, AWD SUV
DIVISION:	Building Division
DEPARTMENT:	Development Services
LOCATION:	Administration Office

General Purpose:

To justify the purchase of two Building Department vehicles as part of a capital item within the proposed 2025 Building Department Budget.

Background:

The Building Department has an obligation under the Building Code Act (B.C.A.) and The Ontario Building Code (O.B.C.) to conduct inspections for issued building permits. Each issued building permit contains a variety of prescribed inspections, required to be inspected at each stage of work. For example, a typical building permit for a single-family house contains approximately ten separate inspections from beginning to end of construction. Larger commercial and industrial buildings can require more inspections. The Building Department also conducts inspections of projects that do not have building permits, for the purpose of enforcement under the B.C.A. Typical examples of these inspections include those that have started construction without a building permit, where orders under the B.C.A. may need to be issued.

The Building Department has three dedicated inspectors with the Chief Building Official (C.B.O) to assist with overflow. During the Department's busiest times with an influx of permits, it is likely that all three inspectors, with the C.B.O. being the fourth, will be travelling for inspections.

Historically, the Building Department has operated with staff driving their personal vehicles to both prescribed inspections and to conduct enforcement. The Township has been paying staff at a rate of \$0.55 per kilometer as compensation of fuel and vehicle wear. Staff record their milage and submit their expense sheets for approval.

The chart below shows the historical Building Department operations in permit volume, milage, and costs for the last 5 years as it relates to personal vehicles being operated for inspections and enforcement:

Year	# - Permits	# of Inspections	Actual Mileage Cost (.55/km)	Actual Mileage (km)
2019	801	4,103	\$14,294	25,989
2020	662	4,314	\$15,850	28,818
2021	732	3,820	\$14,180	25,782
2022	633	4,460	\$16,412	29,840
2023	558	2,269	\$ 15,852	28,822
AVERAGES:	677	3,793	\$15,318	27,850

Note: Data taken from Building Department Software and Finance Department.

Justification:

There are several important qualitative reasons why the Building Department is proposing vehicles. These rationales include but are not limited to the following:

Safety of Staff:

The Ministry of Municipal Affairs and Housing deem inspectors enforcing the Building Code Act as Provincial Offences Officers. There are times where a routine inspection for a Building Permit may become a volatile. When inspectors “fail” inspections or enforce costly requirements from the O.B.C. onto an owner, confrontation can occur. In addition to routine inspections, there are many times where inspectors visit properties for the purposes of enforcement. In these situations, an inspector is automatically placed in a position where confrontation is anticipated, as illegal building has occurred and must be enforced through the B.C.A. When staff use their own vehicle, they invite their personal life onto a construction site; Damage to vehicles can occur and personal information may be obtained through license plates, breaching the privacy of staff information and addresses. The use of a Township vehicle allows a buffer between work and personal life and further mitigates the risk of personal property being damaged and personal information being obtained.

Recruitment and Retention of Staff:

The Township of Woolwich Building Department predominantly recruits new building officials from local municipalities within The Region of Waterloo and The County of Wellington. It is common within our area that building officials migrate between Building Departments, as there is a small supply of qualified individuals. Within The Region of Waterloo and The County of Wellington, no other Building Department requires their staff to use personal vehicles for routine inspections and enforcement. This places The Township at a strong recruitment disadvantage as personal vehicles are not always equipped to drive on rough construction terrain.

Efficiency in Delivering Customer Service:

Using unmarked vehicles for routine inspections contributes to a lack of communication on a construction site; it is difficult for customers with scheduled inspections to know that the inspector has arrived. Often, inspectors go unnoticed when attending a site while customers are looking out for the inspector to be present. This commonly occurs within new subdivisions, where site supervisors are occupied with other trades, but keeping an

“eye out” for the inspector’s vehicle. With an unmarked vehicle, the inspector often gets missed and the site supervisor misses the opportunity to be present during the inspection. This means that site supervisors must wait for their report instead of knowing the results immediately with the inspector during the inspection. Site supervisors also miss the opportunity to discuss the inspection or ask questions to prepare for future inspections.

Dedicated Building Department vehicles will always contain the tools to conduct inspections. Inspectors require specific safety equipment, electronic devices, and supplies to carry out their daily tasks, which are typically stored in personal vehicles. There are situations when staff must use alternate vehicles (family, rentals) which are not equipped with the tools for successful inspections. Inspection tool kits will be created with the intent that these kits always remain in the Township vehicles for daily use.

Personal vehicle maintenance causes disruption when booking inspectors. Routine or unexpected vehicle repairs mean inspectors are unable to use their personal vehicles for a period of time. They may utilize family member’s or rental vehicles to arrive at the office, however they do not feel comfortable taking these vehicles on inspections. With a dedicated Building Department fleet, the maintenance of vehicles can be managed on a schedule that does not disturb daily operations.

Providing a Presence within our Community:

Currently, there is no Township Building Department presence within the community when conducting inspections or enforcement, as the Building Department has no marked vehicles. When Building staff respond to complaints, community members look for enforcement of illegal activity within their neighbourhood. Staff have experienced situations where community members have placed multiple complaints because they have not seen a response; however, an enforcement visit has already been conducted. With marked vehicles, the community sees a presence by the Building Department and feel their concerns are heard.

Financial Implications:

The Building Department is self-funded through building permit revenue and no taxation is used to fund this department. The purchases of any proposed vehicles will be funded through the Building Department reserve fund. Currently, the Building Department reserve fund is healthy and can support this proposal. Although the Building Department is looking to draw from its reserves to cover operating costs for the 2024 fiscal year, the Building Department is expected to make a substantial contribution to its reserves in 2025, as per the 2025 proposed operating budget.

The Building Department is proposing to start a vehicle fleet in 2025 with 2 vehicles at a proposed cost of \$100,000 (\$50,000 per vehicle). The needs of the department are between 3 and 4 vehicles; however, it would be financially irresponsible for the department to propose and purchase all vehicles in one year. Spreading out the purchase of vehicles is important, as vehicle replacement policies are typically between 8 and 10 years or 180,000 kilometers (whichever is reached first). Purchasing all vehicles in the same fiscal year results in simultaneous future replacements, placing financial strain on the Building Department.

By proposing two initial vehicles, the future needs of the Building Department can be evaluated while managing the operating budget. With the proposed purchase of two

vehicles, the Building Department saves approximately \$8000 over a period of 10 years compared to solely paying staff mileage (see “attachment #1”). To save costs on paying out mileage, the proposed two vehicles will always be a priority for use for inspections and enforcement.

Attachments:

1. Estimated Cost of Vehicle Replacement on a 10-year cycle
2. Letter from Ministry of Municipal Affairs and Housing (MMAH) – Inspectors designated as Provincial Offences Officers.

Attachment #1: Estimated Cost of Vehicle Replacement on a 10-year Cycle:**Vehicle Replacement of 10 year cycle with 2 vehicle fleet**

ESTIMATED COST	
<u>Total Cost with Mileage at the current CRA rate for 10 years:</u>	
\$0.64/km	
28,000 km (yearly average milage) x \$0.64/km =	\$178,241.16
<i>*The yearly average milage for the last 5 years is about 28,000 km.</i>	
<u>Total Cost of 2 Vehicles in 10 years:</u>	
Upfront Cost (\$50,000 x 2) =	\$100,000.00
Milage Budget 2025 of \$3500 x10 years (may still need a milage budget for contingency) =	\$35,000.00
Total 10-year cost on maintenance and fuel at \$4,500 per year =	\$45,000.00
	<u>\$180,000.00</u>
Salvage value after 10-year cycle (\$5000 x2 vehicles)	\$10,000.00
TOTAL COST FOR TWO VEHICLES OVER 10 YEARS	<u>\$170,000.00</u>
<u>Building Department Savings in 10-year cycle:</u>	
Building Department Cost at CRA milage rate:	\$178,241.16
Building Department Cost with 2 vehicle fleet:	<u>\$170,000.00</u>
Building Department Savings over 10-years:	\$8,241.16

LETTER FROM THE MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Ministry of
Municipal Affairs
and Housing

Office of the Minister

777 Bay Street
Toronto ON M5G 2E5
(416) 585-7000

Ministère des
Affaires municipales
et du Logement

Bureau du ministre

777 rue Bay
Toronto ON M5G 2E5
(416) 585-7000



Pursuant to section 1(3) of the *Provincial Offences Act*, I hereby designate all persons who are employed by:

- a city, town, village, township, county, board of health or conservation authority,
- a county, district or regional municipality deemed to be a county for the purposes of the *Building Code Act, 1992*, or
- a regional municipality deemed to be a municipality for the purposes of the *Building Code Act, 1992*,

whose duties include the enforcement of the *Building Code Act, 1992* and the regulations and by-laws thereunder, as provincial offences officers for the purposes of all offences under the *Building Code Act, 1992* and the regulations thereunder.

A handwritten signature in ink, appearing to be 'J. S. ...', written over a horizontal line.

Minister of Municipal Affairs and Housing

Dated at Toronto this 8th day of August, 1999.

TOWNSHIP OF WOOLWICH
2025 BUDGET

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<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>OPERATING EXPENDITURES:</u>							
CHIEF ADMINISTRATIVE OFFICER	\$ 661,983	\$ 601,994	\$ 694,603	\$ 595,073	\$ 779,484	\$ -	\$ 779,484
CORPORATE SERVICES	\$ 1,815,264	\$ 1,841,919	\$ 2,042,276	\$ 1,668,671	\$ 2,311,453	\$ (80,133)	\$ 2,231,320
COUNCIL/COMMITTEE	\$ 253,345	\$ 275,979	\$ 303,374	\$ 270,416	\$ 316,604	\$ (2,500)	\$ 314,104
DEVELOPMENT SERVICES	\$ 2,509,610	\$ 2,778,043	\$ 3,604,119	\$ 3,843,801	\$ 4,635,391	\$ (106,000)	\$ 4,529,391
FINANCIAL SERVICES	\$ 3,109,405	\$ 3,628,568	\$ 3,610,286	\$ 3,140,291	\$ 4,263,400	\$ (44,025)	\$ 4,219,375
FIRE SERVICES	\$ 2,440,564	\$ 2,717,195	\$ 2,926,454	\$ 2,408,874	\$ 3,753,695	\$ (100,000)	\$ 3,653,695
INFRASTRUCTURE SERVICES	\$ 5,213,652	\$ 5,364,986	\$ 5,678,872	\$ 4,835,282	\$ 6,217,058	\$ (336,279)	\$ 5,880,779
RECREATION & COMMUNITY SERVICE	\$ 6,049,652	\$ 6,943,868	\$ 6,841,016	\$ 6,251,124	\$ 7,595,566	\$ (22,000)	\$ 7,573,566
Total Operating Expenditures	\$ 22,053,475	\$ 24,152,552	\$ 25,701,000	\$ 23,013,531	\$ 29,872,651	\$ (690,937)	\$ 29,181,714
<u>OPERATING REVENUE:</u>							
CHIEF ADMINISTRATIVE OFFICER	\$ 178,797	\$ 71,229	\$ 122,604	\$ 86,874	\$ 215,146	\$ 63,219	\$ 278,365
CORPORATE SERVICES	\$ 795,945	\$ 664,878	\$ 589,150	\$ 330,078	\$ 637,087	\$ 107,000	\$ 744,087
COUNCIL/COMMITTEE	\$ 40,406	\$ 49,703	\$ 56,000	\$ 36,271	\$ 58,000	\$ -	\$ 58,000
DEVELOPMENT SERVICES	\$ 2,676,927	\$ 2,646,600	\$ 3,367,593	\$ 3,118,120	\$ 4,284,447	\$ -	\$ 4,284,447
FINANCIAL SERVICES	\$ 2,759,110	\$ 3,498,076	\$ 2,695,623	\$ 3,494,031	\$ 2,721,980	\$ (100,000)	\$ 2,621,980
FIRE SERVICES	\$ 229,690	\$ 224,224	\$ 234,684	\$ 72,574	\$ 441,420	\$ (75,000)	\$ 366,420
INFRASTRUCTURE SERVICES	\$ 506,605	\$ 597,241	\$ 480,550	\$ 304,916	\$ 418,205	\$ -	\$ 418,205
RECREATION & COMMUNITY SERVICE	\$ 2,939,220	\$ 3,482,377	\$ 3,351,077	\$ 3,340,782	\$ 3,662,847	\$ 28,000	\$ 3,690,847
Total Operating Revenue	\$ 10,126,701	\$ 11,234,329	\$ 10,897,281	\$ 10,783,648	\$ 12,439,132	\$ 23,219	\$ 12,462,351
NET OPERATING	\$ 11,926,774	\$ 12,918,222	\$ 14,803,719	\$ 12,229,884	\$ 17,433,520	\$ (714,156)	\$ 16,719,364

TOWNSHIP OF WOOLWICH
2025 BUDGET

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<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>CAPITAL EXPENDITURES:</u>							
INFORMATION TECHNOLOGY	\$ 157,684	\$ 159,779	\$ 337,800	\$ -	\$ 667,000	\$ -	\$ 667,000
INFRASTRUCTURE SERVICES	\$ 13,408,800	\$ 8,521,286	\$ 23,263,000	\$ -	\$ 18,499,500	\$ -	\$ 18,499,500
FIRE DEPARTMENT	\$ 106,968	\$ 233,790	\$ 190,000	\$ -	\$ 320,659	\$ -	\$ 320,659
EQUIPMENT REPLACEMENT	\$ 783,676	\$ 1,925,705	\$ 3,528,291	\$ -	\$ 945,000	\$ -	\$ 945,000
PARKS	\$ 398,753	\$ 485,669	\$ 785,308	\$ -	\$ 545,000	\$ -	\$ 545,000
FACILITIES	\$ 952,041	\$ 4,065,478	\$ 996,000	\$ -	\$ 849,461	\$ -	\$ 849,461
Total Capital Expenditures	\$ 15,807,922	\$ 15,391,707	\$ 29,100,399	\$ -	\$ 21,826,620	\$ -	\$ 21,826,620
<u>CAPITAL REVENUE:</u>							
INFORMATION TECHNOLOGY	\$ 88,684	\$ 107,551	\$ 243,800	\$ -	\$ 469,000	\$ -	\$ 469,000
INFRASTRUCTURE SERVICES	\$ 12,656,877	\$ 7,858,771	\$ 22,358,587	\$ -	\$ 17,558,910	\$ -	\$ 17,558,910
FIRE DEPARTMENT	\$ -	\$ 43,790	\$ -	\$ -	\$ 160,659	\$ -	\$ 160,659
EQUIPMENT REPLACEMENT	\$ 783,676	\$ 1,925,705	\$ 3,528,291	\$ -	\$ 945,000	\$ -	\$ 945,000
PARKS	\$ 398,753	\$ 485,669	\$ 775,308	\$ -	\$ 545,000	\$ -	\$ 545,000
FACILITIES	\$ 952,041	\$ 4,065,478	\$ 996,000	\$ -	\$ 834,461	\$ -	\$ 834,461
Total Capital Revenue	\$ 14,880,031	\$ 14,486,964	\$ 27,901,986	\$ -	\$ 20,513,030	\$ -	\$ 20,513,030
NET CAPITAL	\$ 927,891	\$ 904,743	\$ 1,198,413	\$ -	\$ 1,313,590	\$ -	\$ 1,313,590
NET CAPITAL SURPLUS							
NET EXPENDITURES	\$ 12,854,665	\$ 13,822,965	\$ 16,002,132	\$ 12,229,884	\$ 18,747,110	\$ (714,156)	\$ 18,032,954

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM CORPORATE OPERATING SUMMARY

CORPORATE - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	\$ 9,379,849	\$ 10,724,657	\$ 11,313,820	\$ 10,129,454	\$ 13,029,668	\$ (204,437)	\$ 12,825,231
Equipment Costs	\$ 2,064,629	\$ 2,442,041	\$ 2,508,704	\$ 2,356,851	\$ 2,915,764	\$ (25,000)	\$ 2,890,764
Facility Costs	\$ 1,261,946	\$ 1,294,328	\$ 1,293,291	\$ 1,112,494	\$ 1,430,029	\$ (14,000)	\$ 1,416,029
Operating/Material Costs	\$ 2,219,577	\$ 2,306,291	\$ 2,395,182	\$ 1,998,756	\$ 2,552,200	\$ (72,500)	\$ 2,479,700
External Contracts	\$ 2,726,893	\$ 2,524,858	\$ 3,062,088	\$ 2,481,648	\$ 3,352,863	\$ (252,000)	\$ 3,100,863
Other costs	\$ 4,400,580	\$ 4,860,377	\$ 5,127,915	\$ 4,934,328	\$ 6,592,129	\$ (123,000)	\$ 6,469,129
TOTAL -Expenditures	\$ 22,053,475	\$ 24,152,552	\$ 25,701,000	\$ 23,013,531	\$ 29,872,651	\$ (690,937)	\$ 29,181,714

CORPORATE - REVENUE

Inter fund Transfer	\$ 1,378,620	\$ 2,198,179	\$ 1,941,538	\$ 868,190	\$ 1,720,535	\$ 95,219	\$ 1,815,754
Fees and Charges	\$ 4,790,189	\$ 4,729,093	\$ 5,733,536	\$ 5,876,143	\$ 7,281,873	\$ 25,000	\$ 7,306,873
Provincial Grants	\$ 723,307	\$ 580,021	\$ 384,250	\$ 77,924	\$ 358,100	\$ -	\$ 358,100
Other Revenue	\$ 3,234,586	\$ 3,727,037	\$ 2,837,957	\$ 3,961,391	\$ 3,078,624	\$ (97,000)	\$ 2,981,624
TOTAL - Revenue	\$ 10,126,701	\$ 11,234,329	\$ 10,897,281	\$ 10,783,648	\$ 12,439,132	\$ 23,219	\$ 12,462,351
NET LEVY	\$ 11,926,774	\$ 12,918,222	\$ 14,803,719	\$ 12,229,884	\$ 17,433,520	\$ (714,156)	\$ 16,719,364

TOWNSHIP OF WOOLWICH
2025 BUDGET

**DEPARTMENT
PROGRAM**

**CHIEF ADMINISTRATIVE OFFICER
Function Summary**

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Administration	338,349	345,472	433,515	347,862	346,272	-	346,272
Climate Action & Sustainability	-	-	-	-	148,646	-	148,646
Economic Initiatives	220,717	220,953	225,788	211,180	203,438	-	203,438
Tourism & Marketing	102,917	35,568	35,300	36,031	81,128	-	81,128
TOTAL EXPENDITURES	661,983	601,994	694,603	595,073	779,484	0	779,484

OPERATING REVENUE

Administration	51,882	38,334	109,604	59,963	4,000	-	4,000
Climate Action & Sustainability	-	-	-	-	148,646	-	148,646
Economic Initiatives	41,448	17,248	3,000	1,111	2,500	63,219	65,719
Tourism & Marketing	85,468	15,647	10,000	25,800	60,000	-	60,000
TOTAL REVENUE	178,797	71,229	122,604	86,874	215,146	63,219	278,365
NET TOTAL	483,186	530,765	571,999	508,199	564,338	-63,219	501,119

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT
PROGRAM

CHIEF ADMINISTRATIVE OFFICER
Department Summary

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Staff Costs	428,470	428,281	521,576	450,614	579,718	-	579,718
Equipment Costs	-	-	-	-	-	-	-
Facility Costs	7,854	5,718	6,377	5,846	6,966	-	6,966
Operating Costs	88,442	86,748	92,650	74,040	107,300	-	107,300
External Contracts	57,810	55,810	49,000	28,672	25,500	-	25,500
Other Operating	79,407	25,437	25,000	35,902	60,000	-	60,000
TOTAL EXPENDITURES	661,983	601,994	694,603	595,073	779,484	0	779,484

OPERATING REVENUE

Interfund Transfers	21,162	48,334	119,604	85,763	182,646	63,219	245,865
Fees and Charges	2,850	4,500	3,000	1,111	2,500	0	2,500
Provincial Grants	54,088	4,576	0	0	0	0	0
Other Revenues	100,698	13,819	0	0	30,000	0	30,000
TOTAL REVENUE	178,797	71,229	122,604	86,874	215,146	63,219	278,365
NET TOTAL	483,186	530,765	571,999	508,199	564,338	-63,219	501,119

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Administration

2024 Full-time Equivalent 2.60
 2025 Full-time Equivalent 1.60

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
Staff Costs	270,327	281,884	375,788	310,911	311,306	0	311,306
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	7,854	5,718	6,377	5,846	6,966	0	6,966
Operating costs	2,359	2,060	2,350	2,434	2,500	0	2,500
External Contracts	57,810	55,810	49,000	28,672	25,500	0	25,500
Other Cost	-	-	-	-	0	0	0
TOTAL -Expenditures	338,349	345,472	433,515	347,862	346,272	0	346,272
<u>PROGRAM - REVENUE</u>							
Interfund Transfers	11,162	38,334	109,604	59,963	4,000	0	4,000
Fees & Charges	-	-	-	-	0	0	0
Provincial Grants	40,720	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	51,882	38,334	109,604	59,963	4,000	0	4,000
NET	286,467	307,138	323,911	287,899	342,272	0	342,272

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Administration

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0115 - 010 - 001	Full time salaries	209,158	216,853	283,626	235,385	239,428		239,428
1 - 6 - 0115 - 020 - 021	CPP	5,561	5,878	9,419	8,075	6,700		6,700
1 - 6 - 0115 - 020 - 022	EI	1,910	1,970	3,298	2,752	2,350		2,350
1 - 6 - 0115 - 020 - 023	Group Benefits	16,929	17,493	28,181	21,205	18,017		18,017
1 - 6 - 0115 - 020 - 025	OMERS	23,761	24,911	32,644	27,521	28,819		28,819
1 - 6 - 0115 - 020 - 026	EHT	3,975	4,118	5,531	4,622	4,669		4,669
1 - 6 - 0115 - 020 - 027	WSIB	4,242	4,871	6,689	5,665	4,923		4,923
1 - 6 - 0115 - 040 - 041	Mileage	826	1,330	2,000	316	2,000		2,000
1 - 6 - 0115 - 040 - 044	Staff membership fees	755	1,325	1,400	1,243	1,400		1,400
1 - 6 - 0115 - 040 - 046	Training and development	3,211	3,134	3,000	4,127	3,000		3,000
	Staff Cost	270,327	281,884	375,788	310,911	311,306	-	311,306
<u>Equipment Costs</u>								
		-	-	-	-	0	0	0
<u>Facility Costs</u>								
1 - 6 - 115 - 170 - 175	Facility Cost Allocation	7,854	5,718	6,377	5,846	6,966	0	6,966
	Sub total	7,854	5,718	6,377	5,846	6,966	0	6,966
<u>Oper/Maint. Costs</u>								
1 - 6 - 0115 - 200 - 203	Meeting Expense	283	646	600	1,274	750		750
1 - 6 - 0115 - 270 - 271	Office Supplies	157	337	400	222	400		400
1 - 6 - 0115 - 270 - 277	Photocopying	490	306	350	26	350		350
1 - 6 - 0115 - 270 - 276	Telephone	1,429	771	1,000	912	1,000		1,000
	Oper/Maint. Costs	2,359	2,060	2,350	2,434	2,500	0	2,500
<u>External Contracts</u>								
1 - 6 - 0115 - 250 - 253	Emergency Management	4,968	10,537	10,500	6,622	10,500		10,500
1 - 6 - 0115 - 200 - 519	Emergency Operations (COVID19)	40,720	0	0	0	0		0
1 - 6 - 0115 - 250 - 255	Other Professional Fees	0	33,151	23,500	16,048	-		0
1 - 6 - 0115 - 270 - 300	Miscellaneous	12,122	12,121	15,000	6,002	15,000		15,000
	External Contracts	57,810	55,810	49,000	28,672	25,500	0	25,500
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL -Expenditures	338,349	345,472	433,515	347,862	346,272	0	346,272

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - REVENUE

Other Revenues												
1 -	5 -	0115 -	190 -	948	Contribution from Reserves	7,500	33,151	23,500	16,048	-	0	
1 -	5 -	0115 -	190 -	949	Contribution from Reserves Fund	-	-	82,104	40,085	-	0	
1 -	5 -	0115 -	870 -	200	Miscellaneous Revenue	3,662	5,183	4,000	3,831	4,000	4,000	
1 -	5 -	0115 -	870 -	831	Donations	0	0	-	0		0	
						11,162	38,334	109,604	59,963	4,000	0	4,000
Fees & Charges												
						-	-	-	-	0	0	0
1 -	5 -	0115 -	870 -	812	Provincial Grants	40,720	-	-	-	0		0
Other Revenues												
						-	-	-	-	0	0	0
TOTAL - Revenue						51,882	38,334	109,604	59,963	4,000	-	4,000
NET						286,467	307,138	323,911	287,899	342,272	0	342,272

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Climate Action & Sustainability

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 1.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
Staff Costs	-	-	-	-	130,946	0	130,946
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating costs	-	-	-	-	17,700	0	17,700
External Contracts	-	-	-	-	0	0	0
Other Cost	-	-	-	-	0	0	0
TOTAL -Expenditures	-	-	-	-	148,646	0	148,646
<u>PROGRAM - REVENUE</u>							
Interfund Transfers	-	-	-	-	148,646	0	148,646
Fees & Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	148,646	0	148,646
NET	-	-	-	-	0	0	0

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Climate Action & Sustainability

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0117 - 010 - 001	Full time salaries	0	0	0	0	91,067		91,067
1 - 6 - 0117 - 020 - 021	CPP	0	0	-	0	4,208		4,208
1 - 6 - 0117 - 020 - 022	EI	0	0	-	0	1,469		1,469
1 - 6 - 0117 - 020 - 023	Group Benefits	0	0	-	0	10,652		10,652
1 - 6 - 0117 - 020 - 025	OMERS	0	0	-	0	9,460		9,460
1 - 6 - 0117 - 020 - 026	EHT	0	0	-	0	1,776		1,776
1 - 6 - 0117 - 020 - 027	WSIB	0	0	-	0	2,814		2,814
1 - 6 - 0117 - 040 - 041	Mileage	0	0	-	0	500		500
1 - 6 - 0117 - 040 - 044	Staff membership fees	0	0	-	0	7,000		7,000
1 - 6 - 0117 - 040 - 046	Training and development	0	0	-	0	2,000		2,000
	Staff Cost	-	-	-	-	130,946	-	130,946
<u>Equipment Costs</u>								
		-	-	-	-	0	0	0
<u>Facility Costs</u>								
1 - 6 - 0117 - 170 - 175	Facility Cost Allocation	0	0	-	0	0	0	0
	Sub total	-	-	-	-	0	0	0
<u>Oper/Maint. Costs</u>								
1 - 6 - 0117 - 100 - 109	Greening/Climate	0	0	-	0	17,500		17,500
1 - 6 - 0117 - 270 - 271	Office Supplies	0	0	-	0	100		100
1 - 6 - 0117 - 270 - 277	Photocopying	0	0	-	0	100		100
1 - 6 - 0117 - 270 - 276	Telephone	0	0	-	0	0		0
	Oper/Maint. Costs	-	-	-	-	17,700	0	17,700
<u>External Contracts</u>								
1 - 6 - 0117 - 270 - 300	Miscellaneous	-	-	0	0	-		0
	External Contracts	-	-	-	-	-	0	-
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL -Expenditures	-	-	-	-	148,646	0	148,646
<u>PROGRAM - REVENUE</u>								
<u>Interfund Transfers</u>								
1 - 5 - 0117 - 190 - 948	Contribution from Reserves	-	-	-	-	-		0
1 - 5 - 0117 - 190 - 949	Contribution from Reserves Fund	-	-	-	-	148,646		148,646
		-	-	-	-	148,646	0	148,646
<u>Fees & Charges</u>								
		-	-	-	-	0	0	0
<u>Provincial Grants</u>								
		-	-	-	-	0		0
<u>Other Revenues</u>								
		-	-	-	-	0	0	0
	TOTAL - Revenue	-	-	-	-	148,646	-	148,646
	NET	-	-	-	-	0	0	0

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Economic Initiatives

2024 Full-time Equivalent 1.00
 2025 Full-time Equivalent 1.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	147,465	146,397	145,788	139,703	126,438	0	126,438
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	73,252	74,556	80,000	71,477	77,000	0	77,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	220,717	220,953	225,788	211,180	203,438	0	203,438

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	63,219	63,219
Fees and Charges	2,850	4,500	3,000	1,111	2,500	0	2,500
Provincial Grants	13,368	4,576	-	-	0	0	0
Other Revenue	25,230	8,172	-	-	0	0	0
TOTAL - Revenue	41,448	17,248	3,000	1,111	2,500	63,219	65,719
NET	179,269	203,705	222,788	210,069	200,938	-63,219	137,719

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **CHIEF ADMINISTRATIVE OFFICER**
PROGRAM **Economic Initiatives**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 4200 - 010 - 001	Full Time Salaries	89,443	98,615	112,760	94,163	91,067		91,067
1 - 6 - 4200 - 010 - 002	Part Time Salaries	21,843	8,453	-	0	-		0
1 - 6 - 4200 - 020 - 021	CPP	4,773	5,879	5,344	4,984	4,208		4,208
1 - 6 - 4200 - 020 - 022	EI	1,746	2,116	1,871	1,803	1,469		1,469
1 - 6 - 4200 - 020 - 023	Group Benefits	10,043	12,530	11,593	19,276	10,744		10,744
1 - 6 - 4200 - 020 - 025	OMERS	8,949	9,787	3,434	9,619	9,460		9,460
1 - 6 - 4200 - 020 - 026	EHT	2,176	2,037	2,199	1,854	1,776		1,776
1 - 6 - 4200 - 020 - 027	WSIB	3,364	3,413	3,687	2,937	2,814		2,814
1 - 6 - 4200 - 040 - 041	Mileage	918	1,009	750	901	750		750
1 - 6 - 4200 - 040 - 044	Memberships	1,566	1,609	1,500	1,603	1,500		1,500
1 - 6 - 4200 - 040 - 046	Training and development	2,644	949	2,650	2,563	2,650		2,650
	Staff Costs	147,465	146,397	145,788	139,703	126,438	0	126,438
<u>Equipment Costs</u>								
1 - 6 - 4200 - 090 - 300	Equipment Repairs/Maintenance	-	-	-	-	0	0	0
	Equipment Costs	-	-	-	-	0	0	0
<u>Facility Costs</u>								
	Facility Costs	-	-	-	-	0	0	0
<u>Operating/Material Costs</u>								
1 - 6 - 4200 - 270 - 271	Office Supplies	-	-	-	-	-		0
1 - 6 - 4200 - 270 - 276	Telephone	837	1,492	1,000	490	1,000		1,000
1 - 6 - 4200 - 270 - 256	General Promotion	4,947	3,507	7,500	1,192	5,000		5,000
1 - 6 - 4200 - 270 - 207	Regional Partnerships	50,000	50,000	50,000	50,000	50,000		50,000
1 - 6 - 4200 - 270 - 208	Business Retention & Expansion	983	3,547	7,500	2,544	6,000		6,000
1 - 6 - 4200 - 270 - 209	Agricultural Initiatives	6,634	0	2,000	6,424	5,000		5,000
1 - 6 - 4200 - 270 - 300	Miscellaneous	9,851	16,010	12,000	10,827	10,000		10,000
	Operating/Material Costs	73,252	74,556	80,000	71,477	77,000	0	77,000
<u>External Contract</u>								
	External Contract	-	-	-	-	0	0	0
<u>Other Costs</u>								
	Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures		220,717	220,953	225,788	211,180	203,438	0	203,438

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Economic Initiatives

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
								MAT offset
1 - 5 - 4200 - 975 - 948	Contribution from Reserves	-	-	-	-	-	-	-
1 - 5 - 4200 - 975 - 949	Contribution from Reserves Fund	-	-	-	-	-	63,219	63,219
1		-	-	-	-	-	63,219	63,219
	<u>Fees & Charges</u>							
1 - 5 - 4200 - 870 - 954	Co-operative Advertising/Sponsorships	2,850	4,500	3,000	1,111	2,500		2,500
	Fees & Charges	2,850	4,500	3,000	1,111	2,500	0	2,500
	<u>Provincial Grants</u>							
1 - 5 - 4200 - 870 - 812	Provincial Grants	13,368	4,576	-	0	0	0	0
	Provincial Grants	13,368	4,576	-	-	-	-	-
	<u>Other Revenues</u>							
1 - 5 - 4200 - 820 - 300	Specific Grants	-	-	-	-	0		0
1 - 5 - 4200 - 870 - 300	Other Revenues	25,230	8,172	-	-	0		0
	Other Revenues	25,230	8,172	-	-	0	0	0
	TOTAL - Revenue	41,448	17,248	3,000	1,111	2,500	63,219	65,719
	NET	179,269	203,705	222,788	210,069	200,938	-63,219	137,719

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **CHIEF ADMINISTRATIVE OFFICER**
PROGRAM **Tourism & Marketing**

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	10,678	-	-	-	11,028	0	11,028
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	12,832	10,131	10,300	129	10,100	0	10,100
External Contracts	-	-	-	-	0	0	0
Other Costs	79,407	25,437	25,000	35,902	60,000	0	60,000
TOTAL - Expenditures	102,917	35,568	35,300	36,031	81,128	0	81,128

PROGRAM - REVENUE

Interfund Transfers	10,000	10,000	10,000	25,800	30,000	0	30,000
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	75,468	5,647	-	-	30,000	0	30,000
TOTAL - Revenue	85,468	15,647	10,000	25,800	60,000	0	60,000
NET	17,450	19,922	25,300	10,231	21,128	0	21,128

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CHIEF ADMINISTRATIVE OFFICER
PROGRAM Tourism & Marketing

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	<u>Staff Costs</u>							
1 - 6 - 4210 - 010 - 001	Full Time Salaries	-	-	-	-	-		0
1 - 6 - 4210 - 010 - 002	Part Time Salaries	9,509	-	-	-	9,593		9,593
1 - 6 - 4210 - 020 - 021	CPP	486	-	-	-	751		751
1 - 6 - 4210 - 020 - 022	EI	211	-	-	-	201		201
1 - 6 - 4210 - 020 - 023	Group Benefits	-	-	-	-	-		0
1 - 6 - 4210 - 020 - 025	OMERS	-	-	-	-	-		0
1 - 6 - 4210 - 020 - 026	EHT	186	-	-	-	187		187
1 - 6 - 4210 - 020 - 027	WSIB	287	-	-	-	296		296
1 - 6 - 4210 - 040 - 041	Mileage	-	-	-	-	-		0
1 - 6 - 4210 - 040 - 044	Memberships	-	-	-	-	-		0
1 - 6 - 4210 - 040 - 046	Training and development	-	-	-	-	-		0
	Staff Costs	10,678	-	-	-	11,028	0	11,028
	<u>Equipment Costs</u>							
1 - 6 - 4210 - 090 - 300	Equipment Repairs/Maintenance	-	-	-	-	0	0	0
	Equipment Costs	-	-	-	-	0	0	0
	<u>Facility Costs</u>							
	Facility Costs	-	-	-	-	0	0	0
	<u>Operating/Material Costs</u>							
1 - 6 - 4210 - 270 - 271	Office Supplies	332	131	300	129	100		100
1 - 6 - 4210 - 270 - 274	Postage	0	0	-	0	0		0
1 - 6 - 4210 - 270 - 276	Telephone	0	0	-	0	0		0
1 - 6 - 4210 - 270 - 265	Tour Companies	0	0	-	0	0		0
- 6 - 4210 - 270 - 266	Tour Guides	0	0	-	0	0		0
1 - 6 - 4210 - 270 - 207	Regional Partnerships	12,500	10,000	10,000	0	10,000	Explore Waterloo Region	10,000
	Operating/Material Costs	12,832	10,131	10,300	129	10,100		10,100
	<u>External Contract</u>							
	External Contract	-	-	-	-	0	0	0
	<u>Other Costs</u>							
1 - 6 - 4210 - 270 - 300	Miscellaneous/Economic Initiatives	79,407	25,437	25,000	35,902	60,000	St. Jacobs Wayfinding - to be offset by RTO4 grant and MAT fund transfer (50/50)	60,000
	Other Costs	79,407	25,437	25,000	35,902	60,000		60,000
	TOTAL - Expenditures	102,917	35,568	35,300	36,031	81,128		81,128

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **CHIEF ADMINISTRATIVE OFFICER**
PROGRAM **Tourism & Marketing**

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 4210 - 190 - 948	Interfund Transfer	10,000.00	10,000	10,000	25,800	30,000	From MAT for St. Jacobs Wayfinding (to match RTO4 grant)	30,000
	<u>Fees & Charges</u>							
1 - 5 - 4210 - 870 - 953	Step-on bus tours	0	0	-	0	0		0
1 - 5 - 4210 - 870 - 273	Community Guide Advertising Sales			-	-	0	0	0
	<u>Fees & Charges</u>	-	-	-	-	0	0	0
1 - 5 - 4210 - 870 - 811	Federal Grants	-	-	-	-	0	0	0
	<u>Other Revenues</u>							
1 - 5 - 4210 - 820 - 300	Specific Grants	8,229	30	-	-	0	0	0
1 - 5 - 4210 - 870 - 300	Other Revenues	67,239	5,617	-	-	30,000	RTO4 contribution towards St. Jacobs Wayfinding (50/50 match)	30,000
	<u>Other Revenues</u>	75,468	5,647	-	-	30,000		30,000
	TOTAL - Revenue	85,468	15,647	10,000	25,800	60,000		60,000
	NET	17,450	19,922	25,300	10,231	21,128	0	21,128

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT: COUNCIL & COMMITTEE
 PROGRAM: Council / Committee

2024 Full-time Equivalent 0.20
 2025 Full-time Equivalent 0.20

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Council/Staff Costs	179,491	183,236	207,809	181,308	215,222	0	215,222
Equipment Costs	-	-	-	-	0	0	0
Facility costs	-	-	-	-	0	0	0
Operating/Material Costs	73,854	92,743	95,565	89,108	101,382	-2,500	98,882
External contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL -Expenditures	253,345	275,979	303,374	270,416	316,604	-2,500	314,104

PROGRAM - REVENUE

Inter fund transfer	-	-	10,000	-	10,000	0	10,000
Provincial Grants	930	7,302	6,000	7,868	8,000	0	8,000
Fees and Charges	-	-	-	-	0	0	0
Other fees	39,476	42,401	40,000	28,404	40,000	0	40,000
TOTAL - Revenue	40,406	49,703	56,000	36,271	58,000	0	58,000
Net Levy Impact	212,939	226,276	247,374	234,144	258,604	-2,500	256,104

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT COUNCIL & INFORMATION SERVICES
PROGRAM Council / Committee

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Council/Staff Costs</u>								
1 - 6 - 0110 - 010 - 002	Stipend	141,832	144,979	147,966	133,707	152,404		152,404
1 - 6 - 0110 - 010 - 001	Full Time Wages	10,222	10,245	14,524	12,939	15,610		15,610
1 - 6 - 0110 - 020 - 021	CPP	6,526	7,085	9,484	8,481	10,977		10,977
1 - 6 - 0110 - 020 - 022	EI	180	258	281	258	294		294
1 - 6 - 0110 - 020 - 023	Group Benefits	1,403	1,468	2,165	1,884	2,067		2,067
1 - 6 - 0110 - 020 - 025	OMERS	914	1,104	1,375	1,244	1,512		1,512
1 - 6 - 0110 - 020 - 026	EHT	2,967	3,059	3,169	2,865	3,276		3,276
1 - 6 - 0110 - 020 - 027	WSIB	392	394	475	270	482		482
1 - 6 - 0110 - 040 - 041	Mileage	1,275	2,124	1,500	1,639	1,800		1,800
1 - 6 - 0110 - 040 - 044	Membership Fees	7,427	8,370	8,370	8,247	8,300		8,300
1 - 6 - 0110 - 040 - 046	Training & Development	6,352	4,152	18,500	9,773	18,500		18,500
	Council/Staff Costs	179,491	183,236	207,809	181,308	215,222	0	215,222
	Equipment Costs	-	-	-	-	0	0	0
	Facility costs	-	-	-	-	0	0	0
<u>Oper/Mat. Costs</u>								
1 - 6 - 0110 - 190 - 962	Trsf to Insurance Reserve	1,463	1,533	1,765	1,618	1,882		1,882
1 - 6 - 0110 - 200 - 203	Meeting expenses	7,108	7,533	5,500	7,886	7,500		7,500
1 - 6 - 0110 - 250 - 251	Legal	-	-	-	-	0		0
1 - 6 - 0110 - 270 - 219	Special Events	1,252	10,195	10,000	15,199	25,000		25,000
1 - 6 - 0110 - 270 - 267	Collaboration Initiatives	-	-	4,300	-	5,250		5,250
1 - 6 - 0110 - 270 - 271	Office Supplies	975	428	500	687	500		500
1 - 6 - 0110 - 270 - 276	Telephone	4,288	3,179	2,500	1,458	2,500		2,500
1 - 6 - 0110 - 270 - 277	Photocopying	7	339	250	61	250		250
1 - 6 - 0110 - 270 - 242	Fees & Charges Waiver	2,632	4,171	5,000	4,519	7,500	-2,500	5,000
1 - 6 - 0110 - 270 - 300	Miscellaneous	16,311	22,623	15,000	14,445	500		500
1 - 6 - 0110 - 270 - 826	TRAC	39,476	42,401	50,000	42,893	50,000		50,000
1 - 6 - 0110 - 270 - 862	Accessibility Committee	342	342	750	342	500		500
	Oper/Mat. Costs	73,854	92,743	95,565	89,108	101,382	-2,500	98,882
	External Contracts	-	-	-	-	0	0	0
	Other Costs	-	-	-	-	0	0	0
	TOTAL -Expenditures	253,345	275,979	303,374	270,416	316,604	-2,500	314,104
<u>PROGRAM - REVENUE</u>								
1 - 5 - 0110 - 190 - 948	Contribution from Reserves	-	-	10,000	-	10,000		10,000
	Inter fund Transfer	-	-	10,000	-	10,000	-	10,000
1 - 5 - 0110 - 870 - 300	Miscellaneous	930	7,302	6,000	7,868	8,000		8,000
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenues							
1 - 5 - 0110 - 870 - 826	Lanxess (RAC/TAG)	39,476	42,401	40,000	28,404	40,000		40,000
	TOTAL - Revenue	40,406	49,703	56,000	36,271	58,000	0	58,000
	NET	212,939	226,276	247,374	234,144	258,604	-2,500	256,104

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Function Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Grants	85,219	65,006	69,365	74,156	84,684	-8,000	76,684
Clerk's Division	544,506	460,891	505,414	405,058	538,828	0	538,828
Information Technology (IT)	486,540	516,347	570,338	496,271	677,209	0	677,209
Enforcement	291,836	339,741	391,661	306,615	470,593	-66,077	404,516
Crossing Guards	53,812	55,947	57,458	37,272	62,281	-6,056	56,225
Human Resources	155,778	223,083	248,606	188,202	260,932	0	260,932
Corporate Overhead	197,573	180,904	199,435	161,096	216,927	0	216,927
TOTAL -Expenditures	1,815,264	1,841,919	2,042,276	1,668,671	2,311,453	-80,133	2,231,320

PROGRAM - REVENUE

Grants	33,613	5,000	2,000	3,500	0	0	0
Clerk's Division	148,666	62,421	60,150	56,912	36,400	0	36,400
Information Technology (IT)	250	-	500	864	500	0	500
Enforcement	86,616	119,406	90,300	85,469	135,420	0	135,420
Crossing Guards	-	-	-	-	0	0	0
Human Resources	-	251	-	-	-	-	-
Corporate Overhead	526,800	477,800	436,200	183,333	464,767	107,000	571,767
TOTAL - Revenue	795,945	664,878	589,150	330,078	637,087	107,000	744,087
NET	1,019,319	1,177,040	1,453,126	1,338,592	1,674,366	-187,133	1,487,233

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Department Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff/Committee Costs	1,117,596	1,222,020	1,382,007	1,042,769	1,535,474	(79,633)	1,455,841
Equipment Costs	216,163	221,096	230,619	244,847	320,209	-	320,209
Facility Costs	54,975	40,024	44,640	40,920	48,764	-	48,764
Operating/Material Costs	165,683	166,892	173,933	155,359	201,117	-	201,117
External Contracts	59,575	83,789	104,250	66,853	82,243	7,500	89,743
Other costs	201,272	108,097	106,827	117,922	123,647	(8,000)	115,647
TOTAL -Expenditures	1,815,264	1,841,919	2,042,276	1,668,671	2,311,453	-80,133	2,231,320

PROGRAM - REVENUE

Inter fund Transfer	291,286	206,856	207,000	184,117	235,567	107,000	342,567
Fees and Charges	135,476	160,667	134,900	133,460	150,820	-	150,820
Provincial Grants	326,800	277,800	236,200	-	238,800	0	238,800
Other Revenue	42,383	19,556	11,050	12,501	11,900	-	11,900
TOTAL - Revenue	795,945	664,878	589,150	330,078	637,087	107,000	744,087
NET LEVY	1,019,319	1,177,040	1,453,126	1,338,592	1,674,366	-187,133	1,487,233

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **CORPORATE SERVICES**
PROGRAM **Grants**

PROGRAM - EXPENDITURES

		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMEN	ADJUSTMENTS	2025 BUDGET
Annual Grants								
1-6-3100-220-248	Woolwich Community Services (WCS)	11,363		-	-	-		0
1-6-3100-220-248	WCS - Youth Centre	11,363	14,000	14,420	14,420	14,781		14,781
1-6-3100-220-248	Community Care Concepts of Woolwich	11,363	11,590	11,938	11,938	12,236		12,236
1-6-3100-220-248	Woolwich Counseling Services	9,105	14,000	14,420	14,420	14,781		14,781
1-6-3100-220-248	School Safety Patrol	-	1,637	1,637	1,637	1,637		1,637
1-6-3100-220-248	St. Boniface & Maryhill Historical Society Inc.	1,800		1,800	-	-		0
1-6-3100-220-248	Horticultural Society	1,500	1,500	1,500	1,500	1,500		1,500
1-6-3100-220-248	Woolwich Seniors Association	10,000	10,000	10,000	10,000	10,000		10,000
1-6-3100-220-248	Three Sisters Cultural Centre	10,000		-	-	-		0
1-6-3100-220-248	HopeSpring Cancer Support Centre	7,500		-	-	-		0
1-6-3100-220-248	Mennonite Central Committee (Ukraine Relie	10,000		-	-	-		0
1-6-3100-220-248	Hearts Open For Everyone (HOPE)		3,000	-	-	15,000	-7,000	8,000
1-6-3100-220-248	Shelter Movers Southwestern Ontario			3,150	3,150	5,000	-1,000	4,000
Non-Annual Grants								
1-6-3100-220-246	EDI Grants			6,000	10,516	5,000		5,000
1-6-3100-220-247	Arts and Culture			3,000	5,500	3,000		3,000
1-6-3100-220-300	Miscellaneous (including travel assistance)	1,225	9,279	1,500	1,075	1,750		1,750
TOTAL Expenses		85,219	65,006	69,365	74,156	84,684	-8,000	76,684
<u>PROGRAM - REVENUE</u>								
1-5-3100-870-300	Miscellaneous	-	-	-	3,500	0		
1-5-3100-190-948	Transfer from Reserves	23,613	-	2,000	-	0		
1-5-3100-190-949	Transfer from Reserve Funds	10,000	5,000	-	-	0		0
TOTAL - Revenue		33,613	5,000	2,000	3,500	-	-	-
NET		51,606	60,006	67,365	70,656	84,684	-8,000	76,684

Requested
\$15k, reduced
to meet levy
target

Requested
\$5k, reduced
to meet levy
target

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Clerks Division

2024 Full-time Equivalent 3.50
 2025 Full-time Equivalent 3.50

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Costs	389,882	372,725	426,514	330,883	448,060	0	448,060
	Equipment Costs	-	-	-	-	0	0	0
	Facility Costs	-	-	-	-	0	0	0
	Operating/Material Costs	39,444	45,272	39,300	39,826	61,668	0	61,668
	External Contracts	8,666	15,275	14,600	11,433	4,100	0	4,100
	Other costs	106,515	27,619	25,000	22,917	25,000	0	25,000
	TOTAL Expenditures	544,506	460,891	505,414	405,058	538,828	0	538,828

PROGRAM - REVENUE

Interfund Transfers	91,286	6,856	5,000	-	5,000	0	5,000
Fees and Charges	50,481	43,458	48,150	49,229	21,500	0	21,500
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	6,900	12,107	7,000	7,683	9,900	0	9,900
TOTAL - Revenue	148,666	62,421	60,150	56,912	36,400	0	36,400
NET	395,839	398,470	445,264	348,146	502,428	0	502,428

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **CORPORATE SERVICES**
PROGRAM **Clerks Division**

PROGRAM EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0120 - 010 - 001	Full Time Salaries	266,935	267,541	302,602	201,215	326,520		326,520
1 - 6 - 0120 - 010 - 002	Part Time Salaries	26,884	13,900	20,756	25,823	16,522		16,522
1 - 6 - 0120 - 020 - 021	CPP	12,851	12,478	13,852	13,869	14,215		14,215
1 - 6 - 0120 - 020 - 022	EI	4,661	4,423	5,006	4,912	4,913		4,913
1 - 6 - 0120 - 020 - 023	Group Benefits	28,938	23,506	27,205	32,104	26,596		26,596
1 - 6 - 0120 - 020 - 025	OMERS	28,980	27,455	32,765	29,942	34,751		34,751
1 - 6 - 0120 - 020 - 026	EHT	5,798	5,496	6,110	5,836	6,367		6,367
1 - 6 - 0120 - 020 - 027	WSIB	8,858	9,136	9,618	9,073	9,576		9,576
1 - 6 - 0120 - 040 - 041	Mileage	590	131	250	582	250		250
1 - 6 - 0120 - 040 - 044	Staff Membership Fees	1,350	997	1,350	915	1,350		1,350
1 - 6 - 0120 - 040 - 046	Training and Development	4,037	7,663	7,000	6,611	7,000		7,000
Staff Costs		389,882	372,725	426,514	330,883	448,060	0	448,060
Equipment Costs		-	-	-	-	0	0	0
Facility Costs		-	-	-	-	0	0	0
<u>Operating/Material Costs</u>								
1 - 6 - 0120 - 200 - 202	Records Management	2,339	2,037	2,500	1,711	2,100		2,100
1 - 6 - 0120 - 200 - 203	Meeting Expenses	939	838	250	391	300		300
1 - 6 - 0120 - 270 - 276	Telephone	576	314	200	257	200		200
1 - 6 - 0120 - 270 - 282	Marriage Licence Forms	3,840	3,840	3,850	1,920	3,850		3,850
1 - 6 - 0120 - 270 - 864	Accessibility - General	0	901	1,000	901	1,000		1,000
1 - 6 - 0120 - 270 - 867	Marriage Ceremonies	4,025	2,525	1,200	3,040	1,550		1,550
Operating/Material Costs		11,720	10,454	9,000	8,219	9,000	-	9,000
<u>External Contracts</u>								
1 - 6 - 0120 - 250 - 251	Legal	8,666	15,275	14,500	11,433	4,100		4,100
1 - 6 - 0120 - 200 - 251	Legal Title Searches	0	0	100	0	0		0
External Contracts		8,666	15,275	14,600	11,433	4,100	0	4,100
<u>Communications Operating</u>								
1 - 6 - 0190 - 200 - 451	Website Maintenance	17,999	23,432	20,000	17,247	27,500		27,500
1 - 6 - 0120 - 270 - 273	Advertising/Promotion	6,821	8,325	6,500	6,024	6,500		6,500
1 - 6 - 0120 - 270 - 283	Social Media	470.61	929.43	1,800	3,146	3,200		3,200
1 - 6 - 0120 - 250 - 255	Professional Services	2434.61	2131.77	2000	5,190	15,468		15,468
Communications		27,724	34,818	30,300	31,607	52,668	0	52,668
<u>Other Costs</u>								
1 - 6 - 0120 - 190 - 961	Transfer to Election Reserve	20,000	22,500	25,000	22,917	25,000		25,000
1 - 6 - 0120 - 200 - 201	Municipal Elections	86,515	5,119	-	-	0		0
Other Costs		106,515	27,619	25,000	22,917	25,000	0	25,000
TOTAL Expenditures		544,506	460,891	505,414	405,058	538,828	0	538,828

Summer website student changed to unpaid field placement student

Legal costs split between Clerks and By-law Enforcement to reflect responsible division

New pre-approved public engagement platform

Professional emergency communications support

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **CORPORATE SERVICES**
PROGRAM **Clerks Division**

PROGRAM REVENUES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 0120 - 975 - 948	Interfund Transfers	91,286	6,856	5,000	-	5,000	-	5,000
	<u>Fees & Charges</u>							
1 - 5 - 0120 - 830 - 282	Licences - Marriage	13,920	10,895	12,500	8,700	11,000		11,000
1 - 5 - 0120 - 830 - 835	Licenses - Trailers	14,080	14,352	15,000	15,072	0		0
1 - 5 - 0120 - 870 - 834	Licenses - Plumbing	435	0	-	243	0		0
1 - 5 - 0120 - 870 - 866	Marriage Ceremonies	9,524	7,656	7,000	9,566	7,500		7,500
1 - 5 - 0120 - 870 - 871	Licenses - Lottery	2,651	372	3,000	5,044	3,000		3,000
1 - 5 - 0120 - 870 - 878	Licenses - Sales	9,261	9,643	10,000	10,430	0		0
1 - 5 - 0120 - 870 - 868	Licences - Fireworks	610	540	650	175	0		0
	Fees & Charges	50,481	43,458	48,150	49,229	21,500	0	21,500
	<u>Provincial Grants</u>							
	Provincial Grants	-	-	-	-	-	-	-
	<u>Other Revenue</u>							
1 - 5 - 0120 - 870 - XXX	Communications - Digital Sign	0	0	0	0	2,500		2,500
1 - 5 - 0120 - 870 - 300	Miscellaneous	6,900	12,107	7,000	7,683	7,400		7,400
	Other Revenue	6,900	12,107	7,000	7,683	9,900	-	9,900
	TOTAL - Revenue	148,666	62,421	60,150	56,912	36,400	0	36,400
	NET	395,839	398,470	445,264	348,146	502,428	0	502,428

Licensing revenue transferred to By-law Enforcement to reflect responsible division

Estimated new digital community sign revenue. Field placement student will help with design and marketing.

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Information Technology (IT) Services

2024 Full-time Equivalent 3.10
2025 Full-time Equivalent 3.10

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Costs	252,525	276,376	317,231	232,326	335,224	0	335,224
	Equipment Costs	210,501	216,943	227,719	243,831	317,959	0	317,959
	Facility Costs	-	-	-	-	0	0	0
	Operating/Material Costs	23,515	23,028	23,388	20,114	23,526	0	23,526
	External Contracts	-	-	2,000	-	500	0	500
	Other Costs	-	-	-	-	0	0	0
	TOTAL - Expenditures	486,540	516,347	570,338	496,271	677,209	0	677,209

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	250	-	500	864	500	0	500
TOTAL - Revenue	250	-	500	864	500	0	500
NET	486,290	516,347	569,838	495,408	676,709	0	676,709

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **CORPORATE SERVICES**
PROGRAM **Information Technology (IT) Services**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0190 - 010 - 001	Full Time Salaries	189,941	206,052	228,559	153,373	244,666		244,666
1 - 6 - 0190 - 020 - 021	CPP	9,107	10,185	11,699	10,832	12,436		12,436
1 - 6 - 0190 - 020 - 022	EI	3,494	3,649	4,090	3,841	4,316		4,316
1 - 6 - 0190 - 020 - 023	Group Benefits	26,216	25,606	33,537	29,016	32,100		32,100
1 - 6 - 0190 - 020 - 025	OMERS	12,835	15,228	22,415	20,975	24,375		24,375
1 - 6 - 0190 - 020 - 026	EHT	3,683	3,972	4,457	4,036	4,771		4,771
1 - 6 - 0190 - 020 - 027	WSIB	5,690	6,653	7,474	6,396	7,560		7,560
1 - 6 - 0190 - 040 - 041	Mileage	225	571	500	299	500		500
1 - 6 - 0190 - 040 - 044	Membership	454	463	500	463	500		500
1 - 6 - 0190 - 040 - 046	Training & Development	881	3,996	4,000	3,097	4,000		4,000
	Staff Costs	252,525	276,376	317,231	232,326	335,224	0	335,224
<u>Equipment Costs</u>								
1 - 6 - 0190 - 200 - 287	Corporate Enterprise Software	123,126	123,761	122,719	119,698	155,473		155,473
1 - 6 - 0190 - 200 - 362	Staff Licences	29,047	30,041	30,000	33,321	34,212		34,212
1 - 6 - 0190 - 200 - 377	Infrastructure and Security	50,761	59,171	64,000	87,577	117,274		117,274
1 - 6 - 0190 - 758 - 300	Minor capital	2,735	1,503	2,500	218	2,500		2,500
1 - 6 - 0190 - 090 - 098	Repairs	4,831	2,467	8,500	3,017	8,500		8,500
	Equipment Costs	210,501	216,943	227,719	243,831	317,959	0	317,959
<u>Facility Costs</u>								
		-	-	-	-	0	0	0
<u>Oper/Mat. Costs</u>								
1 - 6 - 0190 - 190 - 962	Trsf to Insurance Reserve	1,731	1,814	2,088	1,914	2,226		2,226
1 - 6 - 0190 - 200 - 272	Supplies	341	271	1,000	338	1,000		1,000
1 - 6 - 0190 - 200 - 261	Fibre Connection Maint.	21,175	20,771	20,000	17,862	20,000		20,000
1 - 6 - 0190 - 270 - 276	Telephone	268	172	300	0	300		300
	Oper/Mat. Costs	23,515	23,028	23,388	20,114	23,526	0	23,526
<u>External Contracts</u>								
1 - 6 - 0190 - 010 - 121	Systems Administrator	-	-	2,000	-	500		500
	External Contracts	-	-	2,000	-	500	0	500
	TOTAL - Expenditures	486,540	516,347	570,338	496,271	677,209	0	677,209
<u>PROGRAM - REVENUE</u>								
1 - 5 - 0190 - 190 - 949	Interfund Transfers	-	-	-	-	0	0	0
	Fees & charges	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
1 - 5 - 0190 - 870 - 300	Other Revenue	250	-	500	864	500		500
	TOTAL - Revenue	250	-	500	864	500	0	500
	NET	486,290	516,347	569,838	495,408	676,709	0	676,709

Includes new
Human Resources
and Payroll
software system

Infrastructure and
Security
improvements
including:
- Infrastructure
support contracts
- WMC Audio
maintenance/
support

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES

PROGRAM By-Law Enforcement (combined with Animal Control)

2024 Full-time Equivalent 3.20

2025 Full-time Equivalent 3.20

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	242,271	288,656	314,398	243,505	400,587	-73,577	327,010
Equipment Costs	5,662	4,154	2,500	916	2,250	0	2,250
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs Costs	2,568	2,109	3,550	2,348	6,550	0	6,550
External Contracts	33,025	34,914	62,250	41,792	52,243	7,500	59,743
Other Costs	8,310	9,909	8,963	18,054	8,963	0	8,963
TOTAL - Expenditures	291,836	339,741	391,661	306,615	470,593	-66,077	404,516

PROGRAM - REVENUE

Interfund Transfers	-	-	2,000	784	2,000	0	2,000
Fees and Charges	84,996	117,209	86,750	84,230	129,320	0	129,320
Provincial Grants	-	-	-	-	2,600	0	2,600
Other revenues	1,620	2,198	1,550	455	1,500	0	1,500
TOTAL - Revenue	86,616	119,406	90,300	85,469	135,420	0	135,420
NET	205,220	220,335	301,361	221,146	335,173	-66,077	269,096

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM By-Law Enforcement (combined with Animal Control)

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0520 - 010 - 001	Salaries	123,759	154,235	182,835	119,272	279,329	-86,800	192,529
1 - 6 - 0520 - 010 - 002	Part Time Salaries	57,581	57,538	53,336	43,999	14,585	45,268	59,853
1 - 6 - 0520 - 020 - 021	CPP	9,063	11,402	11,563	10,595	13,359	-4,208	9,151
1 - 6 - 0520 - 020 - 022	EI	3,460	4,242	4,041	3,820	4,653	-1,469	3,184
1 - 6 - 0520 - 020 - 023	Group Benefits	21,202	22,007	24,721	21,453	36,152	-11,441	24,711
1 - 6 - 0520 - 020 - 025	OMERS	12,097	22,050	17,746	25,882	29,891	-10,112	19,779
1 - 6 - 0520 - 020 - 026	EHT	3,566	4,231	4,503	4,013	5,617	-1,863	3,754
1 - 6 - 0520 - 020 - 027	WSIB	5,521	7,086	7,552	6,359	8,901	-2,952	5,949
1 - 6 - 0520 - 040 - 041	Mileage	2,244	1,419	2,250	2,622	1,600		1,600
1 - 6 - 0520 - 040 - 044	Membership fees	490	548	550	819	800		800
1 - 6 - 0520 - 040 - 046	Training and Development	2,407	2,678	4,000	3,980	4,200		4,200
1 - 6 - 0520 - 040 - 048	Uniforms	881	1,220	1,300	690	1,500		1,500
Staff Costs		242,271	288,656	314,398	243,505	400,587	-73,577	327,010
<u>Equipment Costs</u>								
1 - 6 - 0520 - 080 - 081	Fuel	2,227	1,432	1,500	906	1,500		1,500
1 - 6 - 0520 - 080 - 082	External Repairs	3,195	2,722	1,000	10	750		750
1 - 6 - 0520 - 080 - 362	License Fee	240	0	-	0	0		0
Equipment Costs		5,662	4,154	2,500	916	2,250	0	2,250
<u>Operating Costs</u>								
1 - 6 - 0520 - 200 - 213	Compensation/animal kill	200	0	200	0	200		200
1 - 6 - 0520 - 200 - 214	Animal/Wildlife Control	-	-	-	0	0		0
1 - 6 - 0520 - 200 - XXX	Property Cleanups	-	-	-	0	2,000		2,000
1 - 6 - 0520 - 200 - 224	Appeal Committee Expenses	297	-	500	0	400		400
1 - 6 - 0520 - 200 - 272	Other supplies	1,918	1,314	500	1,654	500		500
1 - 6 - 0520 - 270 - 276	Telephone	153	795	750	694	750		750
1 - 6 - 0520 - 270 - 297	Ministry of Transportation Fees			600	0	1,200		1,200
1 - 6 - 0520 - 270 - 298	Administrative Monetary Penalty							
1 - 6 - 0520 - 270 - 298	System Hearing Costs	0	0	1,000	0	1,500		1,500
Operating Costs		2,568	2,109	3,550	2,348	6,550	0	6,550

Removed
proposed new
Manager position
to limit the tax
increase, net
reductino of
\$66,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM By-Law Enforcement (combined with Animal Control)

External Contracts									
1 - 6 - 0520 - 200 - 223	Vet/boarding charges	17,981	19,074	23,205	23,192	23,623		23,623	
1 - 6 - 0520 - 200 - 515	Animal Control Contract	9,682	10,498	12,495	12,488	12,720		12,720	
1 - 6 - 0520 - 200 - 227	DocuPet Contract			3,600	3,518	3,800		3,800	
1 - 6 - 0520 - 200 - 255	Professional Services	5,363	5,342	22,950	2,595	1,600	7,500	9,100	
1 - 6 - 0520 - 250 - 251	Legal	-	-	-	-	10,500		10,500	
External Contracts		33,025	34,914	62,250	41,792	52,243	7,500	59,743	
Other Costs									
1 - 6 - 0520 - 190 - 965	Transfer to Equipment Reserve Fu	4,375	4,375	4,813	4,412	4,813		4,813	
1 - 6 - 0520 - 200 - 300	Miscellaneous	1,390	2,857	1,450	3,548	1,450		1,450	
1 - 6 - 0520 - 200 - 301	Enforcement Tickets	1,170	-	1,200	1,286	1,200		1,200	
1 - 6 - 0520 - 200 - 303	Enforcement Charges	1,376	2,677	1,500	8,808	1,500		1,500	
Other Costs		8,310	9,909	8,963	18,054	8,963	0	8,963	
TOTAL - Expenditures		291,836	339,741	391,661	306,615	470,593	-66,077	404,516	

Consultant fees
increase without
manager position

Reduction in
consulting services
following the
implementation of
the Administrative
Monetary Penalty
System (AMPS)

PROGRAM - REVENUE

1 - 5 - 0520 - 190 - 949	Interfund Transfers	-	-	2,000	784	2000		2,000	
1 - 5 - 0520 - 870 - 872	Parking Fines	35,984	45,270	33,150	50,686	46,750		46,750	
1 - 5 - 0520 - 870 - 873	Fines	675	-	750	475	1,000		1,000	
1 - 5 - 0520 - 870 - 898	By-law Exemption Fees	1,635	1,925	1,500	630	1,500		1,500	
1 - 5 - 0520 - 870 - 899	Appeal Committee Fees	250	0	250	0	250		250	
1 - 5 - 0520 - 870 - 883	Kennel Fees	10,790	13,085	13,500	13,740	13,750		13,750	
1 - 5 - 0520 - 870 - 880	Animal Control Fees	35,662	56,929	37,600	18,700	38,500		38,500	
1 - 5 - 0520 - 830 - 835	Licenses - Trailers	0	0	0	0	15,000		15,000	
1 - 5 - 0520 - 870 - 834	Licenses - Plumbing	0	0	0	0	250		250	
1 - 5 - 0520 - 870 - 878	Licenses - Sales	0	0	0	0	12,070		12,070	
1 - 5 - 0520 - 870 - 868	Licences - Fireworks	0	0	0	0	250		250	
Fees & Charges		84,996	117,209	86,750	84,230	129,320	-	129,320	
1 - 5 - 0520 - 820 - 812	Student Grant	-	0	-	0	2,600	0	2,600	
Provincial Grants		-	-	-	-	2,600	0	2,600	
1 - 5 - 0520 - 870 - 200	Miscellaneous Recoverable	1,620	2,198	1,550	439	1,500		1,500	
1 - 5 - 0520 - 870 - 300	Miscellaneous	-	-	-	16	0			
Other Revenues		1,620	2,198	1,550	455	1,500	-	1,500	
TOTAL - Revenue		86,616	119,406	90,300	85,469	135,420	0	135,420	
NET		205,220	220,335	301,361	221,146	335,173	-66,077	269,096	

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Crossing Guards

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	53,812	55,818	56,708	36,713	61,781	-6,056	55,725
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	-	128	750	560	500	0	500
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL -Expenditures	53,812	55,947	57,458	37,272	62,281	-6,056	56,225
<u>PROGRAM - REVENUE</u>							
Interfund Transfers	-	-	-	-	0	0	0
Fees And Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0
NET	53,812	55,947	57,458	37,272	62,281	-6,056	56,225

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Crossing Guards

One less school crossing
location as approved by
Council November 2024

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0530 - 010 - 002	Part Time Salaries	48,241	50,372	49,074	31,649	52,568	-6,056	46,512
1 - 6 - 0530 - 020 - 021	CPP	385	649	2,717	653	4,805		4,805
1 - 6 - 0530 - 020 - 022	EI	1,067	1,147	1,005	1,089	1,060		1,060
1 - 6 - 0530 - 020 - 023	Group Benefits	-	-	-	0	-		0
1 - 6 - 0530 - 020 - 025	OMERS	-	-	-	0	-		0
1 - 6 - 0530 - 020 - 026	EHT	939	980	957	914	986		986
1 - 6 - 0530 - 020 - 027	WSIB	1,453	1,640	1,605	1,448	1,562		1,562
1 - 6 - 0530 - 040 - 041	Mileage	1,575	500	850	535	300		300
1 - 6 - 0530 - 040 - 046	Training and Development	152	529	500	424	500		500
Staff Costs		53,812	55,818	56,708	36,713	61,781	-6,056	55,725
Equipment Costs		-	-	-	-	0	0	0
Facility Costs		-	-	-	-	0	0	0
<u>Operating Costs</u>								
1 - 6 - 0530 - 200 - 272	Supplies	0	128	750	560	500		500
Operating Costs		-	128	750	560	500	0	500
Extrenal Contracts		-	-	-	-	0	0	0
Other Costs		-	-	-	-	0	0	0
TOTAL -Expenditures		53,812	55,947	57,458	37,272	62,281	-6,056	56,225
<u>PROGRAM - REVENUE</u>								
Interfund Transfers		-	-	-	-	0	0	0
Fees & Charges		-	-	-	-	0	0	0
Provincial Grants		-	-	-	-	0	0	0
1 - 5 - 0530 - 829 - 829	Crossing Guard Reimburserr	-	-	-	-	0	0	0
Other Revenue		-	-	-	-	0	0	0
Total Revenue		-	-	-	-	0	0	0
NET		53,812	55,947	57,458	37,272	62,281	-6,056	56,225

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Human Resources

2024 Full-time Equivalent 1.80
2025 Full-time Equivalent 1.80

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
Staff Costs	129,477	176,635	213,706	165,404	227,532	0	227,532
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating costs	8,417	12,849	9,500	9,169	8,000	0	8,000
External Contracts	17,884	33,600	25,400	13,628	25,400	0	25,400
Other Cost	-	-	-	-	0	0	0
TOTAL -Expenditures	155,778	223,083	248,606	188,202	260,932	0	260,932

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees & Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	251	-	-	0	0	0
TOTAL - Revenue	-	251	-	-	0	0	0
NET	155,778	222,832	248,606	188,202	260,932	0	260,932

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Human Resources

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0116 - 010 - 001	Full time salaries	90,305	116,484	142,037	95,830	153,973		153,973
1 - 6 - 0116 - 020 - 021	CPP	3,863	5,477	7,095	6,775	7,391		7,391
1 - 6 - 0116 - 020 - 022	EI	1,321	1,881	2,526	2,328	2,644		2,644
1 - 6 - 0116 - 020 - 023	Group Benefits	10,881	15,537	20,059	17,716	18,989		18,989
1 - 6 - 0116 - 020 - 025	OMERS	9,125	11,577	14,024	19,368	15,575		15,575
1 - 6 - 0116 - 020 - 026	EHT	1,772	2,275	2,770	2,527	3,002		3,002
1 - 6 - 0116 - 020 - 027	WSIB	2,738	3,811	4,645	3,620	4,758		4,758
1 - 6 - 0116 - 040 - 041	Mileage	0	314	50	157	200		200
1 - 6 - 0116 - 040 - 043	Corporate Training	0	4,421	6,000	2,546	6,000		6,000
1 - 6 - 0116 - 040 - 044	Staff membership fees	2,041	1,777	2,000	1,675	2,000		2,000
1 - 6 - 0116 - 040 - 046	Training and development	2,058	2,828	3,000	3,702	3,000		3,000
1 - 6 - 0116 - 040 - 052	Health & Safety	5,373	10,254	7,000	5,782	7,000		7,000
1 - 6 - 0116 - 040 - 053	Health & Wellness	0	0	2,500	3,379	3,000		3,000
Staff Cost		129,477	176,635	213,706	165,404	227,532	0	227,532
<u>Equipment Costs</u>		-	-	-	-	0	0	0
<u>Facility Costs</u>		-	-	-	-	0	0	0
<u>Oper/Maint. Costs</u>								
1 - 6 - 0116 - 040 - 300	Miscellaneous	0	0	-	0	0		0
1 - 6 - 0116 - 270 - 271	Office Supplies	0	0	-	0	0		0
1 - 6 - 0116 - 270 - 273	Advertising	8,235	12,791	9,500	0	8,000		8,000
1 - 6 - 0116 - 270 - 276	Blackberry/Cell Phone	-	-	-	-	0		0
1 - 6 - 0116 - 270 - 277	Photocopying	-	-	-	-	0		0
1 - 6 - 0116 - 270 - 300	Miscellaneous	182	57	-	9,169	0		0
Oper/Maint. Costs		8,417	12,849	9,500	9,169	8,000	-	8,000
<u>External Contracts</u>								
1 - 6 - 0116 - 200 - 292	Employee Assistance Program	3,346	3,096	3,900	3,275	3,900		3,900
1 - 6 - 0116 - 250 - 255	Other Professional Services	14,538	30,504	21,500	10,353	21,500		21,500
External Contracts		17,884	33,600	25,400	13,628	25,400	0	25,400
<u>Other Costs</u>		-	-	-	-	0	0	0
TOTAL -Expenditures		155,778	223,083	248,606	188,202	260,932	0	260,932
<u>PROGRAM - REVENUE</u>								
1 - 5 - 116 - 190 - 949	Interfund Transfer	-	-	-	-	0	0	0
<u>Fees & Charges</u>		-	-	-	-	0	0	0
<u>Provincial Grants</u>		-	-	-	-	0	0	0
1 - 5 - 0116 - 870 - 300	Other Revenues	-	251	-	-	0	0	0
TOTAL - Revenue		-	251	-	-	0	0	0
NET		155,778	222,832	248,606	188,202	260,932	0	260,932

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Administrative Overhead

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	49,630	51,811	53,450	33,938	62,290	0	62,290
Equipment Costs	-	-	400	100	0	0	0
Facility Costs	54,975	40,024	44,640	40,920	48,764	0	48,764
Operating/Material Costs	91,740	83,506	97,445	83,342	100,873	0	100,873
External Contracts	-	-	-	-	0	0	0
Other Costs	1,228	5,564	3,500	2,796	5,000	0	5,000
TOTAL Expenditures	197,573	180,904	199,435	161,096	216,927	0	216,927

PROGRAM - REVENUE

Inter fund Transfer	200,000	200,000	200,000	183,333	228,567	107,000	335,567
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	326,800	277,800	236,200	-	236,200	0	236,200
Other revenue	-	-	-	-	0	0	0
TOTAL - Revenue	526,800	477,800	436,200	183,333	464,767	107,000	571,767
NET	-329,227	-296,896	-236,765	-22,238	-247,840	-107,000	-354,840

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Administrative Overhead

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	<u>Staff Costs</u>							
1 - 6 - 0120 - 020 - 029	Retiree benefits (Staff)	49,630	51,811	53,450	33,938	62,290		62,290
	Staff Costs	49,630	51,811	53,450	33,938	62,290	0	62,290
	<u>Equipment Costs</u>							
1 - 6 - 0120 - 090 - 098	General Repairs Equipment	-	-	400	100	0		0
	Equipment Costs	-	-	400	100	0	0	0
	<u>Facility Costs</u>							
1 - 6 - 0120 - 170 - 270	Admin Bldg allocation (3794)	54,975	40,024	44,640	40,920	48,764	0	48,764
	Facility Costs	54,975	40,024	44,640	40,920	48,764	0	48,764
	<u>Oper./Maint. Costs</u>							
1 - 6 - 0120 - 270 - 271	Office Supplies	11,957	6,463	6,750	3,726	6,500		6,500
1 - 6 - 0120 - 270 - 274	Postage/courier	7,346	4,153	5,750	3,487	4,500		4,500
1 - 6 - 0120 - 270 - 277	Photocopying	4,301	1,485	2,750	784	2,250		2,250
1 - 6 - 0120 - 190 - 962	Trsf to Insurance Reserve	68,136	71,405	82,195	75,345	87,623		87,623
	Oper./Maint. Costs	91,740	83,506	97,445	83,342	100,873	0	100,873
	<u>External Contracts</u>							
1 - 6 - 0120 - 090 - 121	Maintenance Contracts			-	-	0		0
	External Contracts	-	-	-	-	0	0	0
	<u>Other Costs</u>							
1 - 6 - 0120 - 270 - 300	Miscellaneous	1,228	3,316	1,000	177	1,000		1,000
1 - 6 - 0120 - 758 - 300	Minor capital	0	2,248	2,500	2,618	4,000		4,000
	Other Costs	1,228	5,564	3,500	2,796	5,000	0	5,000
	TOTAL Expenditures	197,573	180,904	199,435	161,096	216,927	0	216,927

Furniture, supplies,
2nd Noise Meter
(100% DC) and
Lumen (Light)
Meter (100% DC)

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT CORPORATE SERVICES
PROGRAM Administrative Overhead

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET	
<u>Interfund Transfers</u>									
1 - 5 - 0120 - 190 - XXX	Transfer from Reserve Fund	-	-	-	-	2,000		2,000	Increased to limit the tax increase following high-level, head count analysis.
1 - 5 - 0120 - 190 - 310	W/S Admin/Overhead Allocation	200,000	200,000	200,000	183,333	226,567	107,000	333,567	
	Interfund Transfers	200,000	200,000	200,000	183,333	228,567	107,000	335,567	Development Charges
<u>Fees & Charges</u>									
1 - 5 - 0120 - 830 - 897	Advertising Recoveries	-	-	-	-	-		-	No OMPF grant reduction
	Fees & Charges	-	-	-	-	-	-	-	
1 - 5 - 0120 - 810 - 812	OMPF Grant	326,800	277,800	236,200	-	236,200	0	236,200	
1 - 5 - 0120 - 820 - 812	Other Provincial Grants	-	-	-	-	-	-	-	
	TOTAL - Revenue	526,800	477,800	436,200	183,333	464,767	107,000	571,767	
	NET	-329,227	-296,896	-236,765	-22,238	-247,840	-107,000	-354,840	

TOWNSHIP OF WOOLWICH

2025 BUDGET

**DEPARTMENT
PROGRAM**

DEVELOPMENT SERVICES
Function Summary

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Planning Operations	773,309	915,857	1,113,965	959,908	1,234,959	-106,000	1,128,959
Committee of Adjustment	49,655	51,404	53,937	38,959	81,950	0	81,950
Building Enforcement	1,051,995	881,611	1,036,967	894,816	1,656,533	0	1,656,533
Development Engineering	634,651	929,171	1,399,250	1,950,117	1,662,000	0	1,662,000
TOTAL EXPENDITURES	2,509,610	2,778,043	3,604,119	3,843,801	4,635,442	-106,000	4,529,442

OPERATING REVENUE

Planning Operations	557,690	465,326	514,500	295,997	460,442	0	460,442
Committee of Adjustment	90,375	61,690	53,937	98,200	84,916	0	84,916
Building Enforcement	1,394,211	1,190,175	1,399,906	773,805	2,027,229	0	2,027,229
Development Engineering	634,651	929,410	1,399,250	1,950,117	1,711,860	0	1,711,860
TOTAL REVENUE	2,676,927	2,646,600	3,367,593	3,118,120	4,284,447	0	4,284,447
NET TOTAL	-167,318	131,443	236,526	725,680	350,995	-106,000	244,995

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **DEVELOPMENT SERVICES**
PROGRAM **Department Summary**

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Staff Costs	1,611,202	2,023,527	2,407,480	2,064,481	2,767,076	-	2,767,076
Equipment Costs	-	-	10,000	-	4,500	-	4,500
Facility Costs	66,096	57,177	63,771	58,457	69,663	-	69,663
Operating Costs	229,691	332,354	318,907	309,437	269,500	- 50,000	219,500
External Contracts	236,012	175,797	362,288	189,834	364,500	- 56,000	308,500
Other Operating	366,608	189,189	441,673	1,221,592	1,160,203	-	1,160,203
TOTAL EXPENDITURES	2,509,610	2,778,043	3,604,119	3,843,801	4,635,442	-106,000	4,529,442

OPERATING REVENUE

Interfund Transfers	264,171	826,648	518,729	195,286	208,802	0	208,802
Fees and Charges	2,304,948	1,752,952	2,843,864	2,917,275	4,069,645	0	4,069,645
Federal/Provincial Grants	9,972	40,028	0	0	0	0	0
Other Revenues	97,836	26,973	5,000	5,559	6,000	0	6,000
TOTAL REVENUE	2,676,927	2,646,600	3,367,593	3,118,120	4,284,447	0	4,284,447
NET TOTAL	-167,318	131,443	236,526	725,680	350,995	-106,000	244,995

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT PLANNING & DEVELOPMENT SERVICES
PROGRAM Planning Operations

2024 Full-time Equivalent 4.03
2025 Full-time Equivalent **5.03**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	442,615	551,914	611,414	584,584	768,103	0	768,103
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	22,723	16,543	18,451	16,913	20,156	0	20,156
Operating / Material Costs	193,818	312,177	280,100	272,878	217,700	-50,000	167,700
External Contracts	114,152	34,693	200,000	85,533	225,000	-56,000	169,000
Other Costs	-	529	4,000	-	4,000	0	4,000
TOTAL - Expenditures	773,309	915,857	1,113,965	959,908	1,234,959	-106,000	1,128,959
Interfund Transfers	82,369	81,892	222,500	107,349	158,942	0	158,942
Fees and Charges	413,639	328,210	287,000	187,150	300,500	0	300,500
Federal/Provincial Grants	9,972	40,028	-	-	0	0	0
Other Revenue	51,709	15,196	5,000	1,498	1,000	0	1,000
TOTAL - Revenue	557,690	465,326	514,500	295,997	460,442	0	460,442
NET	215,619	450,531	599,465	663,911	774,517	-106,000	668,517

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Planning Operations**

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 4100 - 010 - 001	Full time salaries	272,594	346,254	389,479	373,476	520,116		520,116
1 - 6 - 4100 - 010 - 002	Part time salaries	64,133	76,244	66,907	73,276	68,914		68,914
1 - 6 - 4100 - 020 - 021	CPP	14,101	19,955	20,127	21,742	27,921		27,921
1 - 6 - 4100 - 020 - 022	EI	4,976	6,996	7,064	7,795	9,817		9,817
1 - 6 - 4100 - 020 - 023	Group Benefits	30,707	35,445	46,814	34,374	44,606		44,606
1 - 6 - 4100 - 020 - 025	OMERS	29,245	36,665	41,821	37,678	54,340		54,340
1 - 6 - 4100 - 020 - 026	EHT	6,643	8,145	8,900	8,732	11,486		11,486
1 - 6 - 4100 - 020 - 027	WSIB	9,743	13,326	13,802	13,637	17,403		17,403
1 - 6 - 4100 - 040 - 041	Mileage	134	654	2,000	782	2,000		2,000
1 - 6 - 4100 - 040 - 044	Membership fees	3,744	4,325	5,500	5,474	5,500		5,500
1 - 6 - 4100 - 040 - 046	Training & Development	6,595	3,906	9,000	7,618	6,000		6,000
	Sub Total	442,615	551,914	611,414	584,584	768,103	0	768,103
Equipment Costs								
		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 4100 - 170 - 270	Admin Bldg Allocation (3794)	22,723	16,543	18,451	16,913	20,156	0	20,156
	Sub Total	22,723	16,543	18,451	16,913	20,156	0	20,156
Operating/Material Costs								
1 - 6 - 4100 - 270 - 271	Office supplies	3,036	6,934	7,500	1,627	4,000		4,000
1 - 6 - 4100 - 270 - 273	Advertising	7,531	3,130	10,000	6,773	7,000		7,000
1 - 6 - 4100 - 270 - 274	Postage	6,261	5,591	4,500	1,676	3,500		3,500
1 - 6 - 4100 - 270 - 275	Courier	80	87	400	69	300		300
1 - 6 - 4100 - 270 - 276	Telephone	1,472	1,659	3,000	1,565	2,000		2,000
1 - 6 - 4100 - 270 - 277	Photocopying	1,851	2,702	2,750	2,202	2,700		2,700
1 - 6 - 4100 - 270 - 268	GIS Mapping	7,500	7,612	11,000	15,239	9,000		9,000
1 - 6 - 4100 - 270 - 280	Subscriptions	700	1,609	950	1,130	1,200		1,200
1 - 6 - 4100 - 270 - 300	Miscellaneous	112,390	61,925	65,000	46,328	63,000		63,000
1 - 6 - 4100 - 380 - 379	Project Services (GIS Projects)	0	25,440	25,000	4,423	20,000		20,000
1 - 6 - 4100 - 380 - 381	Agricultural Enforcement	-	75,967	-	30,756	0		0
1 - 6 - 4100 - 380 - 385	Breslau Secondary Plan	-	-	50,000	22,075	0		0
1 - 6 - 4100 - 380 - 387	Active Transportation Study	9,972	59,990	-	0	0		0
1 - 6 - 4100 - 380 - XXX	Heritage Study	0	0	-	0	50,000	-50,000	0
1 - 6 - 4100 - 380 - 386	Stockyards Secondary Plan	-	-	-	0	0		0
1 - 6 - 4100 - 380 - 382	Elmira Downtown Study	42,627	-	-	0	0		0
1 - 6 - 4100 - 380 - 384	Zoning By-law / O P Review	397	59,531	100,000	43,660	55,000		55,000
1 - 6 - 4100 - 380 - 389	Housing Accelerator Fund	-	-	-	95,355	0		0
	Sub Total	193,818	312,177	280,100	272,878	217,700	- 50,000	167,700
External Contracts								
1 - 6 - 4100 - 250 - 251	Legal	28,529	15,719	100,000	49,392	100,000	-40,000	60,000
1 - 6 - 4100 - 380 - 383	Appeal Tribunal	71,449	11,297	100,000	36,141	50,000	-10,000	40,000
1 - 6 - 4100 - 250 - 258	Peer Review	14,174	7,677	-	0	75,000	-6,000	69,000
	Sub Total	114,152	34,693	200,000	85,533	225,000	-56,000	169,000
Other Costs								
1 - 6 - 4100 - 270 - 863	Heritage Committee	-	529	4,000	0	4,000		4,000
	Sub Total	-	529	4,000	-	4,000	-	4,000
	TOTAL - Expenditures	773,309	915,857	1,113,965	959,908	1,234,959	-106,000	1,128,959

1. Shifting employee splits:
- Manager of Planning from 80% to 95%
- Planner from 100% to 55%
- Admin 80% to 85%
2. Add Junior Planner Level 3, Step 2 Full Year

Termite program included here for \$60,000

Program cancelled by Council

Removed from 2024 budget by Council. Proposing again for 2025 to proceed with identification and designation of heritage buildings in the Township

For appraisals and professional services - implementation plan for land purchases shown in capital budget

Incorporate ROP now that Bill 23 is proclaimed and 2024 PPS

removed heritage study

To be included in capital budget and funded through HAF reserve

peer reviews required in the absence of specialized expertise on staff

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT PLANNING & DEVELOPMENT SERVICES
PROGRAM Planning Operations

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>PROGRAM - REVENUE</u>								
	Interfund Transfers							
1 - 5 - 4100 - 870 - 948	Contribution from Reserves	61,056	61,056	60,000	45,792	60,000		60,000
1 - 5 - 4100 - 870 - 949	Contribution from Reserve Fund	21,313	20,836	162,500	61,557	98,942	0	98,942
		82,369	81,892	222,500	107,349	158,942	0	158,942
	Fees and Charges							
1 - 5 - 4100 - 870 - 882	Zone and development fees	379,958	279,960	250,000	149,950	262,500		262,500
1 - 5 - 4100 - 870 - 889	Letters of compliance	16,000	14,450	12,000	12,650	13,000		13,000
1 - 5 - 4100 - 870 - 890	Certificate of occupancy	16,913	22,400	15,000	15,300	15,000		15,000
1 - 5 - 4100 - 870 - 895	Peer Review	-	-	-	0	-		0
1 - 5 - 4100 - 870 - 897	Advertising Recoverable	769	11,400	10,000	9,250	10,000		10,000
	Sub Total	413,639	328,210	287,000	187,150	300,500	0	300,500
1 - 5 - 4100 - 810 - 811	Federal Grants	9,972	40,028	-	-			0
	Other							
1 - 5 - 4100 - 870 - 200	Miscellaneous Recoverable	0	4,102	-	0			0
1 - 5 - 4100 - 870 - 300	Miscellaneous (ZB / OP Sales)	51,709	11,095	5,000	1,498	1,000		1,000
	Sub Total	51,709	15,196	5,000	1,498	1,000	-	1,000
	TOTAL - Revenue	557,690	465,326	514,500	295,997	460,442	0	460,442
	NET	215,619	450,531	599,465	663,911	774,517	-106,000	668,517

Includes \$79,692 from HAF for salary costs of Jr Planner

Increase with fee increases by 3% or 5% as our fees are generally lower than area municipalities and do not reflect work to process applications

Funding through Developer fees

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Committee of Adjustment**

2024 Full-time Equivalent 0.30
 2025 Full-time Equivalent **0.30**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff/Committee Costs	39,594	44,087	47,937	35,146	76,050	0	76,050
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	10,060	7,317	6,000	3,813	5,900	0	5,900
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL Expenditures	49,655	51,404	53,937	38,959	81,950	0	81,950

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	90,375	61,690	53,937	98,200	84,916	0	84,916
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	-	-	-	-	0	0	0
TOTAL - Revenue	90,375	61,690	53,937	98,200	84,916	0	84,916
NET	-40,720	-10,286	0	-59,241	-2,966	0	-2,966

**DEPARTMENT
PROGRAM**

**PLANNING & DEVELOPMENT SERVICES
Committee of Adjustment**

**TOWNSHIP OF WOOLWICH
2025 BUDGET**

Shifting employee splits:
Manager of Planning from
20% to 5%
Planner from 0% to 45%
Admin 20% to 15%

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 4102 - 010 - 001	Full Time Salaries	26,126	29,440	31,284	27,063	51,926		51,926
1 - 6 - 4102 - 010 - 002	Part Time Salaries	0	0	-	0	-		0
1 - 6 - 4102 - 020 - 021	CPP	1,052	1,128	1,202	1,284	2,651		2,651
1 - 6 - 4102 - 020 - 022	EI	360	376	421	427	955		955
1 - 6 - 4102 - 020 - 023	Group Benefits	3,065	3,227	3,568	2,118	6,336		6,336
1 - 6 - 4102 - 020 - 025	OMERS	3,122	3,222	3,449	2,648	5,088		5,088
1 - 6 - 4102 - 020 - 026	EHT	564	580	610	534	1,013		1,013
1 - 6 - 4102 - 020 - 027	WSIB	816	959	903	847	1,581		1,581
1 - 6 - 4102 - 010 - 006	Honorarium	4,340	4,440	4,500	225	4,500		4,500
1 - 6 - 4102 - 040 - 041	Mileage	0	0	-	0	0		0
1 - 6 - 4102 - 040 - 046	Training & Development	150	714	2,000	0	2,000		2,000
Staff Costs		39,594	44,087	47,937	35,146	76,050	-	76,050
Equipment Costs		-	-	-	-	0	0	0
Facility Costs		-	-	-	-	0	0	0
Operating/Material Costs								
1 - 6 - 4102 - 270 - 273	Advertising	9,149	6,627	5,000	3,478	5,000		5,000
1 - 6 - 4102 - 270 - 271	Supplies/Membership	592	291	500	135	500		500
1 - 6 - 4102 - 270 - 277	Photocopying	319	399	500	200	400		400
Operating/Material Costs		10,060	7,317	6,000	3,813	5,900	0	5,900
External Contracts		-	-	-	-	0	0	0
Other Costs		-	-	-	-	0	0	0
TOTAL Expenditures		49,655	51,404	53,937	38,959	81,950	0	81,950
PROGRAM - REVENUE								
Fees & Charges								
1 - 5 - 4102 - 830 - 892	Application fees	90,375	61,690	53,937	98,200	84,916		84,916
Fees & Charges		90,375	61,690	53,937	98,200	84,916	0	84,916
TOTAL - Revenue		90,375	61,690	53,937	98,200	84,916	0	84,916
NET		-40,720	-10,286	0	-59,241	-2,966	0	-2,966

Based on yearly
averages and fees and
charges by-law

Represents slightly more
than the 3-year avg

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Building Enforcement**

2024 Full-time Equivalent 7.83
2025 Full-time Equivalent **7.83**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	621,913	826,087	957,535	804,131	997,449	0	997,449
Equipments Costs	-	-	10,000	-	4,500	0	4,500
Facility Costs	23,320	26,035	29,037	26,617	31,720	0	31,720
Operating/Material Costs	10,104	4,534	11,107	8,315	16,550	0	16,550
External Contracts	79,821	21,808	24,288	53,792	72,000	0	72,000
Other Costs	316,837	3,147	5,000	1,961	534,314	0	534,314
TOTAL - Expenditures	1,051,995	881,611	1,036,967	894,816	1,656,533	0	1,656,533

PROGRAM - REVENUE

Interfund Transfers	-	441,539	296,229	-	0	0	0
Fees and Charges	1,348,239	744,888	1,103,677	771,987	2,022,229	0	2,022,229
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	45,972	3,748	-	1,818	5,000	0	5,000
TOTAL - Revenue	1,394,211	1,190,175	1,399,906	773,805	2,027,229	0	2,027,229
NET	-342,216	-308,564	-362,939	121,010	-370,696	0	-370,696

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Building Enforcement**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER		ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET	
Staff Costs										
1 - 6 - 0510 - 010 - 001	Full-Time Salaries		474,583	606,722	707,419	597,419	737,269		737,269	This is if Vehicles will be approved.
1 - 6 - 0510 - 010 - 002	Part-Time Salaries		-	-	-	0	-		0	
1 - 6 - 0510 - 020 - 021	CPP		18,183	28,203	30,608	26,676	32,413		32,413	Increase is due to indexing of membership fees.
1 - 6 - 0510 - 020 - 022	EI		6,703	9,561	10,706	8,947	11,269		11,269	
1 - 6 - 0510 - 020 - 023	Group Benefits		31,894	53,741	70,199	57,064	74,687		74,687	Previous years went over, and the budget is substantially low for a department of 7.
1 - 6 - 0510 - 020 - 025	OMERS		44,983	62,678	74,748	54,402	78,138		78,138	
1 - 6 - 0510 - 020 - 026	EHT		9,099	12,130	13,794	10,343	14,377		14,377	
1 - 6 - 0510 - 020 - 027	WSIB		14,409	20,052	21,861	16,190	21,796		21,796	
1 - 6 - 0510 - 040 - 041	Mileage		14,180	15,852	13,000	15,137	3,500		3,500	
1 - 6 - 0510 - 040 - 044	Membership fees		4,635	5,439	5,200	4,919	5,500		5,500	This includes, \$200 per staffer for clothes and \$250 for boots for each inspector
1 - 6 - 0510 - 040 - 046	Training and development		3,078	11,632	7,000	10,784	15,000		15,000	
1 - 6 - 0510 - 040 - 048	Uniforms/Clothing		167	76	3,000	2,250	3,500		3,500	
Sub Total			621,913	826,087	957,535	804,131	997,449	-	997,449	
Equipment Costs										
1 - 6 - 0510 - 080 - 081	Fuel		-	-	10,000	0	3,500		3,500	This includes, \$200 per staffer for clothes and \$250 for boots for each inspector
1 - 6 - 0510 - 080 - 082	External Repairs (vehicle)		-	-	-	0	1,000		1,000	
1 - 6 - 0510 - 090 - 098	General Repairs (equipment)		-	-	-	-			0	
Sub Total			-	-	10,000	-	4,500	-	4,500	
Facility Costs										
1 - 6 - 0510 - 170 - 270	Building O/H Allocation (3794)		23,320	26,035	29,037	26,617	31,720	0	31,720	Been conducting more enforcement lately.
Sub Total			23,320	26,035	29,037	26,617	31,720	0	31,720	
Operating/Material Costs										
1 - 6 - 0510 - 270 - 271	Office Supplies		7,557	1,846	7,557	6,559	13,000		13,000	This would be in the case we need to use a code consultant for a complicated project.
1 - 6 - 0510 - 270 - 277	Photocopier		239	366	300	233	300		300	
1 - 6 - 0510 - 270 - 276	Telephone		2,309	2,323	3,250	1,523	3,250		3,250	
Sub Total			10,104	4,534	11,107	8,315	16,550	0	16,550	
External Contracts										
1 - 6 - 0510 - 200 - 287	Software Maintenance (i.e. CityVie		16,685	21,097	21,288	22,860	22,000		22,000	This would be in the case we need to use a code consultant for a complicated project.
1 - 6 - 0510 - 250 - 251	Professional (Legal / Assessment		3,746	711	3,000	30,932	50,000		50,000	
1 - 6 - 0510 - 250 - 255	Other Professional Fees		59,390	-	-	-	-		-	
Sub Total			79,821	21,808	24,288	53,792	72,000	-	72,000	
Other										
1 - 6 - 0510 - 190 - 967	Transfer to Reserve Fund		285,877	-	-	-	531,314	0	531,314	This would be in the case we need to use a code consultant for a complicated project.
1 - 6 - 0510 - 270 - 300	Miscellaneous		30,960	3,147	5,000	1,961	3,000		3,000	
Sub Total			316,837	3,147	5,000	1,961	534,314	0	534,314	
TOTAL - Expenditures			1,051,995	881,611	1,036,967	894,816	1,656,533	0	1,656,533	
Inter Dept Offset										
1 - 5 - 3794 - 170 - 175	Admin Bldg									

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT PLANNING & DEVELOPMENT SERVICES
PROGRAM Building Enforcement

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 0510 - 975 - 949	Internal Transfers	0	441,539	296,229	0	0	0	0
	Fees and Charges							
1 - 5 - 0510 - 870 - 876	Building permits	1,320,136	717,045	1,075,500	750,613	1,978,579		1,978,579
1 - 5 - 0510 - 870 - 879	Sign Permits	4,231	7,719	3,787	3,304	7,091		7,091
1 - 5 - 0510 - 870 - 894	Septic permits	23,872	20,124	24,390	18,070	36,559		36,559
	Sub Total	1,348,239	744,888	1,103,677	771,987	2,022,229	0	2,022,229
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenue							
1 - 5 - 0510 - 830 - 300	Miscellaneous	45,972	3,748	-	1,818	0	0	0
1 - 5 - 0510 - 870 - 300	Miscellaneous	0	0	-	0	5,000	0	5,000
	Sub Total	45,972	3,748	-	1,818	5,000	0	5,000
	TOTAL - Revenue	1,394,211	1,190,175	1,399,906	773,805	2,027,229	0	2,027,229
	NET	-342,216	-308,564	-362,939	121,010	-370,696	0	-370,696

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Development Engineering**

2024 Full-time Equivalent 5.83
2025 Full-time Equivalent 5.83

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Cost	507,080	601,439	790,594	640,620	925,474	0	925,474
	Equipment Cost	-	-	-	-	0	0	0
	Facility Cost	20,053	14,599	16,283	14,926	17,787	0	17,787
	Operating/Material Cost	15,708	8,325	21,700	24,431	29,350	0	29,350
	External Contract	42,040	119,296	138,000	50,509	67,500	0	67,500
	Other Cost	49,771	185,512	432,673	1,219,631	621,889	0	621,889
	TOTAL - Expenditures	634,651	929,171	1,399,250	1,950,117	1,662,000	0	1,662,000

PROGRAM REVENUE

Interfund Transfers	181,802	303,217	-	87,937	49,860	0	49,860
Fees and Charges	452,694	618,164	1,399,250	1,859,938	1,662,000	0	1,662,000
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	155	8,028	-	2,242	0	0	0
TOTAL - Revenue	634,651	929,410	1,399,250	1,950,117	1,711,860	0	1,711,860
	-	-	239	-	-	-49,860	0
				0			-49,860

TOWNSHIP OF WOOLWICH

2025 BUDGET

PLANNING & DEVELOPMENT SERVICES

DEPARTMENT PROGRAM

Development Engineering

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost								
1 - 6 - 4300 - 010 - 001	Full time Salaries	381,015	451,765	573,513	476,559	615,251		615,251
1 - 6 - 4300 - 010 - 002	Part time salaries	-	-	11,200	-	82,500		82,500
1 - 6 - 4300 - 020 - 021	CPP	15,917	19,116	25,264	21,652	31,480		31,480
1 - 6 - 4300 - 020 - 022	EI	5,482	6,482	8,863	7,313	10,885		10,885
1 - 6 - 4300 - 020 - 023	Group Benefits	40,343	48,914	68,533	51,663	68,727		68,727
1 - 6 - 4300 - 020 - 025	OMERS	40,677	44,651	60,485	48,909	65,916		65,916
1 - 6 - 4300 - 020 - 026	EHT	7,741	8,561	11,293	9,329	13,606		13,606
1 - 6 - 4300 - 020 - 027	WSIB	11,652	14,073	18,243	14,582	21,109		21,109
1 - 6 - 4300 - 040 - 041	Mileage	2,710	6,070	6,000	7,444	7,000	Adjusted based on 5 staff	7,000
1 - 6 - 4300 - 040 - 044	Membership Fees	231	300	1,200	310	1,500		1,500
1 - 6 - 4300 - 040 - 046	Training & Development	1,311	1,506	6,000	2,859	7,500		7,500
	Sub total	507,080	601,439	790,594	640,620	925,474	-	925,474
Equipment Cost								
		-	-	-	-	0	0	0
Facility Cost								
1 - 6 - 4300 - 170 - 270	Admin Bldg Allocation (3794)	20,053	14,599	16,283	14,926	17,787	0	17,787
		20,053	14,599	16,283	14,926	17,787	0	17,787
Operating/Material Cost								
1 - 6 - 4300 - 270 - 271	Office Supplies	2,968	1,585	2,000	1,387	2,000		2,000
1 - 6 - 4300 - 270 - 277	Photocopier	95	180	-	279	150	added \$2,500 per year for PCSWM software from 2025 onward	150
1 - 6 - 4300 - 270 - 276	Telephone	2,339	2,091	3,200	2,269	3,200		3,200
1 - 6 - 4300 - 270 - 287	Software Subscriptions	6,976	1,854	9,000	3,847	11,500		11,500
1 - 6 - 4300 - 992 - 500	Internal Labour	2,191	1,690	5,000	11,096	5,000	New Tablet for Field inspections	5,000
1 - 6 - 4300 - 992 - 510	Internal Equipment Rental	1,139	926	2,500	5,552	2,500		2,500
1 - 6 - 4300 - 992 - 517	Materials	-	-	-	-	5,000		5,000
1	Sub total	15,708	8,325	21,700	24,431	29,350	0	29,350
External Contract								
1 - 6 - 4300 - 250 - 251	Legal fees	26,221	17,869	28,000	34,065	30,000		30,000
1 - 6 - 4300 - 250 - 259	Site Alteration Costs	-	97,195	90,000	11,170	12,500		12,500
1 - 6 - 4300 - 270 - 300	Miscellaneous	15,819	4,232	20,000	5,274	25,000		25,000
		42,040	119,296	138,000	50,509	67,500	0	67,500
Other Cost								
1 - 6 - 4300 - 190 - 967	Transfer to Reserve Fund	49,771	185,512	432,673	1,219,631	621,889		621,889
		49,771	185,512	432,673	1,219,631	621,889	-	621,889
	Total Expenditures	634,651	929,171	1,399,250	1,950,117	1,662,000	0	1,662,000

Increased based on need for legal support and opinions

Carry over for NFPPB legal costs

Increase to accommodate consulting services for EDIM update, Drainage By-law etc

Excess revenue to be transferred to Dev Admin Res Fund

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **PLANNING & DEVELOPMENT SERVICES**
PROGRAM **Development Engineering**

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 4300 - 975 - 949	Transfer from Dev. Admin. Reserve	181,802	303,217	0	87,937	49,860		49,860
1 - 5 - 4300 - 975 - 949	Transfer from DC	-	-	-	-	0		0
	Sub total	181,802	303,217	-	87,937	49,860	-	49,860
1 - 5 - 4300 - 870 - 330	Lot Release Fee	13,655	19,195	14,500	17,100	15,000		15,000
1 - 5 - 4300 - 870 - 882	Site Plan Fee	14,843	33,369	30,000	66,245	100,000		100,000
1 - 5 - 4300 - 870 - 333	Development Engineering Fee	353,502	516,446	1,200,000	1,737,938	1,500,000		1,500,000
1 - 5 - 4300 - 870 - 334	Bldg Permit Review Fee	12,985	17,120	13,500	15,645	15,000		15,000
1 - 5 - 4300 - 870 - 335	Bldg Permit Entrance Fee	9,874	14,040	10,800	12,600	12,000		12,000
1 - 5 - 4300 - 870 - 336	Consent Severance Fee	6,880	2,640	6,750	1,140	2,500		2,500
1 - 5 - 4300 - 870 - 337	Site Alteration Fees	40,955	15,354	100,000	8,160	12,500		12,500
1 - 5 - 4300 - 870 - 338	Infill Lot & Inspection Fee	0	0	18,700	1,110	5,000		5,000
1 - 5 - 4300 - 870 - 339	Encroachment/Easement Fee	0	0	5,000	0			0
	Fees and Charges	452,694	618,164	1,399,250	1,859,938	1,662,000	0	1,662,000
	Provincial Grants	-	-	-	-	0	0	0
1 - 5 - 4300 - 870 - 300	Miscellaneous Revenue	155	8,028	-	2,242			0
	Other Revenue	155	8,028	-	2,242	-	-	-
	Total Revenue	634,651	929,410	1,399,250	1,950,117	1,711,860	0	1,711,860
	NET	-	239	0	-	49,860	-	49,860

Added new this year transfer of 3% for internal corporate support (IT/HR/etc) Changed to 3% of revenue not next exps

Based on averages

Madwest, activa, hawkridge

Based on anticipated permits

Halm Road project cancelled

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Function Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Management and Budget	2,438,344	2,954,525	2,886,095	2,513,052	3,330,326	0	3,330,326
Accounting Division	301,708	273,889	315,772	291,859	476,847	0	476,847
Revenue Division	369,353	400,154	408,419	335,379	456,227	-44,025	412,202
TOTAL -Expenditures	3,109,405	3,628,568	3,610,286	3,140,291	4,263,400	-44,025	4,219,375

PROGRAM - REVENUE

Management and Budget	1,582,994	2,258,878	1,656,623	2,877,349	1,672,980	-100,000	1,572,980
Accounting Division	-	-	-	-	0	0	0
Revenue Division	1,176,116	1,239,198	1,039,000	616,682	1,049,000	0	1,049,000
TOTAL - Revenue	2,759,110	3,498,076	2,695,623	3,494,031	2,721,980	-100,000	2,621,980
NET	350,295	130,492	914,663	-353,741	1,541,420	55,975	1,597,395

DEPARTMENT FINANCIAL SERVICES
PROGRAM Department Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff/Committee Costs	822,154	823,510	895,607	812,782	1,086,301	-44,025	1,042,276
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	47,122	34,307	38,263	25,509	6,387	0	6,387
Operating/Material Costs	224,239	223,231	177,316	105,861	201,076	0	201,076
External Contracts	89,187	117,762	93,200	73,203	123,646	0	123,646
Other costs	1,926,703	2,429,758	2,405,900	2,122,936	2,845,990	0	2,845,990
TOTAL -Expenditures	3,109,405	3,628,568	3,610,286	3,140,291	4,263,400	-44,025	4,219,375

PROGRAM - REVENUE

Inter fund Transfer	420,884	401,509	437,275	42,097	440,811	0	440,811
Fees and Charges	366,425	419,855	349,000	298,938	350,000	0	350,000
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	1,971,802	2,676,712	1,909,348	3,152,996	1,931,169	-100,000	1,831,169
TOTAL - Revenue	2,759,110	3,498,076	2,695,623	3,494,031	2,721,980	-100,000	2,621,980
NET LEVY	350,295	130,492	914,663	-353,741	1,541,420	55,975	1,597,395

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Management and Budget

2024 Full-time Equivalent 2.00
2025 Full-time Equivalent 1.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	268,773	296,244	287,216	283,557	290,487	0	290,487
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	47,122	34,307	38,263	25,509	6,387	0	6,387
Operating/Material Costs	106,559	76,455	61,516	7,848	63,816	0	63,816
External contracts	89,187	117,762	93,200	73,203	123,646	0	123,646
Other costs	1,926,703	2,429,758	2,405,900	2,122,936	2,845,990	0	2,845,990
TOTAL -Expenditures	2,438,344	2,954,525	2,886,095	2,513,052	3,330,326	0	3,330,326

PROGRAM - REVENUE

Interfund Transfers	420,884	401,509	437,275	42,097	440,811	0	440,811
Fees & Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other revenue	1,162,110	1,857,369	1,219,348	2,835,252	1,232,169	-100,000	1,132,169
TOTAL - Revenue	1,582,994	2,258,878	1,656,623	2,877,349	1,672,980	-100,000	1,572,980
NET	855,350	695,646	1,229,472	-364,297	1,657,346	100,000	1,757,346

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Management and Budget

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 0130 - 010 - 001	Full time	202,857	227,380	211,129	251,446	216,227	1. Shift Payroll from Management & Budget to Accounting 2. Add Senior Financial Analyst Level 5 Step 3	216,227
1 - 6 - 0130 - 010 - 002	Part time	-	-	-	0	-		0
1 - 6 - 0130 - 020 - 021	CPP	6,900	7,417	7,867	5,203	8,416		8,416
1 - 6 - 0130 - 020 - 022	EI	2,399	2,510	2,807	1,899	2,938		2,938
1 - 6 - 0130 - 020 - 023	Group Benefits	20,216	21,163	23,401	7,840	23,424		23,424
1 - 6 - 0130 - 020 - 025	OMERS	21,033	21,756	23,366	9,333	23,897		23,897
1 - 6 - 0130 - 020 - 026	EHT	3,852	3,891	4,117	1,776	4,217		4,217
1 - 6 - 0130 - 020 - 027	WSIB	4,926	5,717	5,529	2,814	6,168		6,168
1 - 6 - 0130 - 040 - 041	Mileage	0	46	200	0	200		200
1 - 6 - 0130 - 040 - 044	Staff Membership fees	2,320	2,622	2,800	2,476	2,500		2,500
1 - 6 - 0130 - 040 - 046	Training and Development	4,270	3,741	6,000	770	2,500		2,500
Staff Costs		268,773	296,244	287,216	283,557	290,487	0	290,487
Equipment Costs								
		-	-	-	-	0	0	0
1 - 6 - 0130 - 170 - 270	Admin Bldg Allocation (3794)	47,122	34,307	38,263	25,509	6,387	0	6,387
Facility Costs		47,122	34,307	38,263	25,509	6,387	0	6,387
Operating/Material Costs								
1 - 6 - 0130 - 180 - 181	Interest Expense	4,370	18,298	5,000	171	5,000		5,000
1 - 6 - 0130 - 180 - 182	Debenture Repayment	91,279	47,041	47,041	0	47,041		47,041
1 - 6 - 0130 - 200 - 203	Meeting Expenses	903	1,047	700	275	1,000		1,000
1 - 6 - 0130 - 270 - 271	Office Supplies	810	273	400	738	1,000		1,000
1 - 6 - 0130 - 270 - 276	Telephone	256	256	375	790	375		375
1 - 6 - 0130 - 270 - 277	Photocopying	1,413	1,471	1,000	1,131	1,400		1,400
1 - 6 - 0130 - 270 - 278	Bank Charges	7,200	6,975	6,500	4,241	7,000		7,000
1 - 6 - 0130 - 270 - 300	Miscellaneous	328	1,094	500	501	1,000		1,000
Operating/Material Costs		106,559	76,455	61,516	7,848	63,816	0	63,816
External Contracts								
1 - 6 - 0130 - 250 - 252	Audit	32,402	38,646	33,600	27,475	38,646		38,646
1 - 6 - 0130 - 250 - 255	Professional Services	6,665	29,160	9,600	6,818	30,000		30,000
1 - 6 - 0130 - 270 - 279	Outside Data Processing	50,120	49,956	50,000	38,910	55,000		55,000
External Contracts		89,187	117,762	93,200	73,203	123,646	0	123,646
Other Costs								
1 - 6 - 0130 - 190 - 961	Transfer to Reserve	61,358	130,500	-	8,945	0	Additional 2.5% Infrastructure Levy reflected here	0
1 - 6 - 0130 - 190 - 967	Transfer to Reserve Fund	1,443,082	1,896,421	1,968,725	1,681,186	2,368,725		2,368,725
1 - 6 - 0130 - 270 - 187	Insurance Claims	121,523	58,540	53,000	43,796	53,000		53,000
1 - 6 - 0130 - 270 - 188	Insurance Premiums	296,106	333,731	359,175	352,555	387,811		387,811
1 - 6 - 0130 - 758 - 300	Minor Capital	4,634	10,565	25,000	36,455	36,455		36,455
Other Costs		1,926,703	2,429,758	2,405,900	2,122,936	2,845,990	-	2,845,990
TOTAL -Expenditures		2,438,344	2,954,525	2,886,095	2,513,052	3,330,326	0	3,330,326

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Management and Budget

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 0130 - 190 - 941	Contribution from Capital Fund	-	-	-	-	0		0
1 - 5 - 0130 - 870 - 948	Transfer from Insurance Reserve	417,629	392,271	412,175	42,097	440,811	0	440,811
1 - 5 - 0130 - 190 - 949	Transfer from Reserve /ReserveF	3,255	9,238	25,100	-		0	0
	Interfund Transfers	420,884	401,509	437,275	42,097	440,811	0	440,811
Fees & Charges								
		-	-	-	-	0	0	0
Provincial Grants								
		-	-	-	-			
Other Revenues								
1 - 5 - 0130 - 870 - 875	Investment Income	354,648	730,688	475,000	443,601	475,000	-100,000	375,000
1 - 5 - 0130 - 870 - 875	Interest on Hydro Investment	746,104	727,668	742,348	700,604	755,169		755,169
1 - 5 - 0130 - 870 - 300	Miscellaneous	61,358	399,013	2,000	1,691,046	2,000		2,000
	Other Revenues	1,162,110	1,857,369	1,219,348	2,835,252	1,232,169	-100,000	1,132,169
TOTAL - Revenue								
		1,582,994	2,258,878	1,656,623	2,877,349	1,672,980	-100,000	1,572,980
NET								
		855,350	695,646	1,229,472	-364,297	1,657,346	100,000	1,757,346

Reduced investment
revenue \$100k due to
declining rates

Junior Interest \$108,463
Dividend \$646,706

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Accounting Division

2024 Full-time Equivalent 3.00
2025 Full-time Equivalent 4.00

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Costs	299,825	273,014	314,472	291,036	475,087	0	475,087
	Equipment Costs	-	-	-	-	0	0	0
	Facility Costs	-	-	-	-	0	0	0
	Operating/Material Costs	1,883	875	1,300	824	1,760	0	1,760
	External Contracts	-	-	-	-	0	0	0
	Other costs	-	-	-	-	0	0	0
	TOTAL Expenditures	301,708	273,889	315,772	291,859	476,847	0	476,847

PROGRAM - REVENUE

	Interfund Transfers	-	-	-	-	0	0	0
	Fees and Charges	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenue	-	-	-	-	0	0	0
	TOTAL - Revenue	-	-	-	-	0	0	0
	NET	301,708	273,889	315,772	291,859	476,847	0	476,847

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Accounting Division

PROGRAM EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0131 - 010 - 001	Full time	241,898	197,642	237,824	238,363	351,488	Shift payroll staff from Management & Budget to Accounting	351,488
1 - 6 - 0131 - 010 - 002	Part time	-	-	-	0	-		0
1 - 6 - 0131 - 020 - 021	CPP	9,877	12,048	11,699	8,149	16,494		16,494
1 - 6 - 0131 - 020 - 022	EI	3,592	4,316	4,210	2,871	5,875		5,875
1 - 6 - 0131 - 020 - 023	Group Benefits	19,425	28,798	22,029	13,101	38,888		38,888
1 - 6 - 0131 - 020 - 025	OMERS	14,587	17,408	23,778	16,951	36,070		36,070
1 - 6 - 0131 - 020 - 026	EHT	3,589	4,211	4,638	3,227	6,854		6,854
1 - 6 - 0131 - 020 - 027	WSIB	5,547	7,055	7,694	5,113	10,228		10,228
1 - 6 - 0131 - 040 - 041	Mileage	81	0	100	0	400		400
1 - 6 - 0131 - 040 - 044	Staff Membership fees	779	1,043	1,000	1,927	2,790		2,790
1 - 6 - 0131 - 040 - 046	Training and Development	450	495	1,500	1,333	6,000		6,000
Staff Costs		299,825	273,014	314,472	291,036	475,087	0	475,087
Equipment Costs		-	-	-	-	0	0	0
Facility Costs		-	-	-	-	0	0	0
1 - 6 - 0131 - 270 - 271	Office Supplies	1,828	863	1,200	824	1,200		1,200
1 - 6 - 0130 - 270 - 276	Telephone	0	0	-	0	560		560
1 - 6 - 0131 - 270 - 300	Miscellaneous	55	12	100	0	0		0
Operating/Material Costs		1,883	875	1,300	824	1,760	0	1,760
External Contracts		-	-	-	-	0	0	0
Other Costs		-	-	-	-	0	0	0
TOTAL Expenditures		301,708	273,889	315,772	291,859	476,847	0	476,847

PROGRAM REVENUES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers		0	0	0	0	0	0	0
Fees & Charges		0	0	0	0	0	0	0
Provincial Grants		0	0	0	0	0	0	0
Other Revenue		0	0	0	0	0	0	0
TOTAL - Revenue		0	0	0	0	0	0	0
NET		301,708	273,889	315,772	291,859	476,847	0	476,847

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FINANCIAL SERVICES
PROGRAM Revenue Division

2024 Full-time Equivalent 3.03
2025 Full-time Equivalent 2.63

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Costs	253,556	254,252	293,919	238,189	320,727	-44,025	276,702
	Equipment Costs	-	-	-	-	0	0	0
	Facility Costs	-	-	-	-	0	0	0
	Operating/Material Costs	115,797	145,902	114,500	97,190	135,500	0	135,500
	External Contracts	-	-	-	-	0	0	0
	Other Costs	-	-	-	-	0	0	0
	TOTAL -Expenditures	369,353	400,154	408,419	335,379	456,227	-44,025	412,202

PROGRAM - REVENUE

	Interfund Transfers	-	-	-	-	0	0	0
	Fees and Charges	366,425	419,855	349,000	298,938	350,000	0	350,000
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenue	809,692	819,343	690,000	317,744	699,000	0	699,000
	TOTAL - Revenue	1,176,116	1,239,198	1,039,000	616,682	1,049,000	0	1,049,000
	NET	-806,763	-839,044	-630,581	-281,303	-592,773	-44,025	-636,798

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FINANCIAL SERVICES**
PROGRAM **Revenue Division**

PROGRAM - EXPENDITURES

Allocate 30% of Revenue
Manager to W/WW Billing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0132 - 010 - 001	Salaries	186,742	185,021	213,011	188,291	233,394	-33,262	200,132
1 - 6 - 0132 - 010 - 002	Part-time Wages	0	0	-	0	0		0
1 - 6 - 0132 - 020 - 021	CPP	8,372	8,810	10,518	7,797	11,845	-1,262	10,583
1 - 6 - 0132 - 020 - 022	EI	2,999	3,085	3,786	2,740	4,106	-440	3,666
1 - 6 - 0132 - 020 - 023	Group Benefits	25,914	25,674	31,309	16,237	32,211	-3,680	28,531
1 - 6 - 0132 - 020 - 025	OMERS	18,056	18,565	21,208	14,521	23,378	-3,705	19,673
1 - 6 - 0132 - 020 - 026	EHT	3,586	3,660	4,154	2,723	4,551	-648	3,903
1 - 6 - 0132 - 020 - 027	WSIB	5,543	6,131	6,883	4,314	7,212	-1,028	6,184
1 - 6 - 0132 - 040 - 041	Mileage	355	0	300	0	250		250
1 - 6 - 0132 - 040 - 044	Staff Membership Fees	234	239	250	283	280		280
1 - 6 - 0132 - 040 - 046	Training and Development	1,754	3,065	2,500	1,284	3,500		3,500
Staff Costs		253,556	254,252	293,919	238,189	320,727	-44,025	276,702
<u>Equipment Costs</u>								
Equipment Costs		-	-	-	-	0	0	0
<u>Facility Costs</u>								
Facility Costs		-	-	-	-	0	0	0
<u>Operating/Material Costs</u>								
1 - 6 - 0132 - 200 - 210	Tax write offs	78,981	94,474	80,000	71,188	90,000		90,000
1 - 6 - 0132 - 200 - 211	Bad Debts	5,879	1,247	5,000	6,934	8,000		8,000
1 - 6 - 0132 - 200 - 222	Tax bills/collecting	29,673	48,169	28,000	17,197	35,000		35,000
1 - 6 - 0132 - 270 - 271	Office Supplies	1,265	2,013	1,500	1,870	2,500		2,500
Operating/Material Costs		115,797	145,902	114,500	97,190	135,500	0	135,500
<u>External Contracts</u>								
1 - 6 - 0132 - 250 - 257	bailiff fees	-	-	-	-	0	0	0
External Contracts		-	-	-	-	0	0	0
<u>Other Costs</u>								
1 - 6 - 0132 - 961 - 182	Tile Drain Debenture Payments	-	-	-	-	0		0
Other Costs		-	-	-	-	0	0	0
TOTAL -Expenditures		369,353	400,154	408,419	335,379	456,227	-44,025	412,202

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FINANCIAL SERVICES**
PROGRAM **Revenue Division**

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Interfund Transfers	0	0	0	0	0	0	0
	<u>Fees & Charges</u>							
1 - 5 - 0132 - 830 - 881	Tax Certificates	20,955	19,635	19,000	18,870	20,000		20,000
1 - 5 - 0132 - 870 - 870	Penalty & Interest	345,470	400,220	330,000	280,068	330,000		330,000
	Fees & Charges	366,425	419,855	349,000	298,938	350,000	0	350,000
	<u>Provincial Grants</u>							
1 - 5 - 0132 - 820 - 812	Taxbilling Assistance Interes Relief	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
	<u>Other Revenues</u>							
1 - 4 - 9000 - 925 - XXX	Supplementary taxes (925-926)	431,980	434,102	320,000	304,253	320,000		320,000
1 - 5 - 0132 - 870 - 300	Miscellaneous	13,321	12,096	5,000	13,491	14,000		14,000
1 - 5 - 0132 - 935 - 810	Grants-in-lieu	364,391	373,144	365,000	0	365,000		365,000
	Other Revenues	809,692	819,343	690,000	317,744	699,000	0	699,000
	TOTAL - Revenues	1,176,116	1,239,198	1,039,000	616,682	1,049,000	0	1,049,000
	NET	-806,763	-839,044	-630,581	-281,303	-592,773	-44,025	-636,798

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Function Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Administration	1,262,842	1,414,279	1,709,532	1,547,526	2,311,096	-100,000	2,211,096
Fire Prevention & Education	60,892	76,960	72,500	36,026	68,000	0	68,000
Breslau Station	204,369	214,408	173,912	139,538	242,143	0	242,143
Conestogo Station	133,416	143,671	155,157	100,757	177,301	0	177,301
Elmira Station	271,694	342,044	269,208	199,702	311,382	0	311,382
Floradale Station	165,014	170,892	158,233	124,090	182,462	0	182,462
Maryhill Station	140,365	121,263	168,697	89,534	175,448	0	175,448
St Jacobs Station	201,972	233,679	219,215	171,701	285,864	0	285,864
TOTAL - Expenditures	2,440,564	2,717,195	2,926,454	2,408,874	3,753,695	-100,000	3,653,695

PROGRAM - REVENUE

Administration	216,086	213,036	225,684	57,982	431,420	-75,000	356,420
Fire Prevention & Education	1,692	1,230	-	7,683	0	0	0
Breslau Station	11,912	9,959	9,000	6,909	10,000	0	10,000
Conestogo Station	-	-	-	-	0	0	0
Elmira Station	-	-	-	-	0	0	0
Floradale Station	-	-	-	-	0	0	0
Maryhill Station	-	-	-	-	0	0	0
St. Jacobs Station	-	-	-	-	0	0	0
TOTAL - Revenue	229,690	224,224	234,684	72,574	441,420	-75,000	366,420
NET	2,210,874	2,492,971	2,691,770	2,336,300	3,312,275	-25,000	3,287,275

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Department Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	1,363,481	1,457,906	1,425,714	1,121,444	1,823,980	0	1,823,980
Equipment Costs	538,337	645,112	829,647	753,036	1,085,267	0	1,085,267
Facility Costs	175,469	163,302	202,000	140,046	204,000	0	204,000
Operating/Material Costs	129,265	189,592	194,500	178,964	228,500	0	228,500
External Contracts	5,000	-	-	-	0	0	0
Other costs	229,012	261,283	274,593	215,384	411,948	-100,000	311,948
TOTAL - Expenditures	2,440,564	2,717,195	2,926,454	2,408,874	3,753,695	-100,000	3,653,695

PROGRAM - REVENUE

Inter fund transfer	-	-	-	-	75,000	-75,000	0
Fees and Charges	36,270	36,270	60,684	45,161	61,420	0	61,420
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	193,420	187,954	174,000	27,413	305,000	0	305,000
TOTAL - Revenue	229,690	224,224	234,684	72,574	441,420	-75,000	366,420
NET	2,210,874	2,492,971	2,691,770	2,336,300	3,312,275	-25,000	3,287,275

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Administration

2024 Full-time Equivalent 3.00
 2025 Full-time Equivalent **3.57**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	478,750	491,275	545,292	516,649	736,881	0	736,881
Equipment Costs	538,337	645,112	829,647	753,036	1,085,267	0	1,085,267
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	16,743	16,609	60,000	62,456	77,000	0	77,000
External Contracts	-	-	-	-	0	0	0
Other Costs	229,012	261,283	274,593	215,384	411,948	-100,000	311,948
TOTAL - Expenditures	1,262,842	1,414,279	1,709,532	1,547,526	2,311,096	-100,000	2,211,096

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	75,000	-75,000	0
Fees and Charges	36,270	36,270	60,684	45,161	61,420	0	61,420
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	179,816	176,766	165,000	12,821	295,000	0	295,000
TOTAL - Revenue	216,086	213,036	225,684	57,982	431,420	-75,000	356,420
NET	1,046,756	1,201,243	1,483,848	1,489,543	1,879,676	-25,000	1,854,676

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Administration

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0205 - 010 - 001	Full-time Salaries	282,224	282,090	295,508	272,592	460,364	Applying to the Skills Development Fund	460,364
1 - 6 - 0205 - 010 - 002	Part-time Salaries	37,026	33,592	57,978	51,555	48,631	Training Stream to help cover trainers wages.	48,631
1 - 6 - 0205 - 020 - 021	CPP	12,827	13,038	15,433	14,922	17,877		17,877
1 - 6 - 0205 - 020 - 022	EI	4,571	4,532	5,398	5,189	6,067		6,067
1 - 6 - 0205 - 020 - 023	Group Benefits	31,425	33,555	38,870	32,307	39,065		39,065
1 - 6 - 0205 - 020 - 025	OMERS	31,122	32,379	34,784	34,065	37,856		37,856
1 - 6 - 0205 - 020 - 026	EHT	6,291	6,084	6,893	6,351	7,748		7,748
1 - 6 - 0205 - 020 - 027	WSIB	9,328	10,191	11,128	10,064	11,973		11,973
1 - 6 - 0205 - 040 - 041	Mileage	2,041	1,075	3,800	437	3,800		3,800
1 - 6 - 0205 - 040 - 044	Membership Fees	1,459	1,658	2,000	1,958	3,000		3,000
1 - 6 - 0205 - 040 - 048	Uniforms	5,769	5,466	8,000	8,063	10,000		10,000
1 - 6 - 0205 - 040 - 046	Training and Development	41,409	44,722	50,000	47,511	60,000		60,000
1 - 6 - 0205 - 040 - 047	Fire Bunker Gear Maintenance	13,258	22,658	15,000	31,635	30,000		30,000
1 - 6 - 0205 - 040 - 049	Health & Background	-	235	500	0	500		500
	Sub total	478,750	491,275	545,292	516,649	736,881	0	736,881
<u>Equipment Costs</u>								
1 - 6 - 0205 - 080 - 362	License Fee	981	796	550	0	500	increase reserve	500
1 - 6 - 0205 - 080 - 081	Fuel	8,791	8,464	9,000	8,251	10,000	transfer for fire equipment	10,000
1 - 6 - 0205 - 080 - 082	Vehicle Repairs & Maint-Chief	16,694	10,207	10,000	9,240	10,000		10,000
1 - 6 - 0205 - 090 - 091	Pagers Repair & Maint	1,512	3,770	6,200	3,263	8,000		8,000
1 - 6 - 0205 - 090 - 121	Regional Radio System	124,237	132,808	135,000	116,428	146,000	Includes GPS in trucks, better internet, and new cell service for tablets in minor capital	146,000
1 - 6 - 0205 - 090 - 098	Equipment Repairs & Maint	30,634	38,220	50,000	49,716	60,000		60,000
1 - 6 - 0205 - 190 - 965	Transfer to Equip Reserve	314,818	407,000	574,200	526,350	800,000		800,000
1 - 6 - 0205 - 190 - 966	Transfer to Building Reserve	36,914	38,759	40,697	37,306	44,767		44,767
1 - 6 - 0205 - 270 - 276	Telephone	3,756	5,089	4,000	2,483	6,000		6,000
		538,337	645,112	829,647	753,036	1,085,267	0	1,085,267
<u>Facility Costs</u>								
1 - 6 - 0205 - 170 - 175	Facility Cost Allocation (3794)	-	-	-	-	0	0	0
		-	-	-	-	-	-	-

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT FIRE SERVICES PROGRAM Administration

<u>Operating/Material Costs</u>							
1 - 6 - 0205 - 250 - 251	Legal	1,647	4,654	3,500	7,812	5,000	5,000
1 - 6 - 0205 - 270 - 271	Office Supplies	5,474	3,622	5,000	5,622	5,000	5,000
1 - 6 - 0205 - 270 - 277	Photocopying	1,512	1,661	1,500	1,737	2,000	2,000
1 - 6 - 0205 - 270 - 419	Computer Software	0	0	35,000	42,441	45,000	45,000
1 - 6 - 0205 - 270 - 284	Fire Reservoir	8,110	6,672	15,000	4,844	20,000	20,000
Sub total		16,743	16,609	60,000	62,456	77,000	0
<u>External Contracts</u>						0	0
<u>Other costs</u>							
1 - 6 - 0205 - 758 - 300	Minor Capital	75,414	67,104	90,000	53,375	220,000	120,000
1 - 6 - 0205 - 190 - 962	Trsf to Insurance Reserve	59,260	61,359	67,593	61,960	71,123	71,123
1 - 6 - 0205 - 200 - 212	Alarm/Dispatch	61,792	65,856	71,000	50,252	64,825	64,825
1 - 6 - 0205 - 270 - 281	Fire Call Supplies	21,139	48,854	30,000	33,933	40,000	40,000
1 - 6 - 0205 - 270 - 300	Miscellaneous	11,407	18,111	16,000	15,865	16,000	16,000
Sub total		229,012	261,283	274,593	215,384	411,948	-100,000
TOTAL - Expenditures		1,262,842	1,414,279	1,709,532	1,547,526	2,311,096	-100,000

Includes \$ 31,815.00 for First Due, and other software such as Resource One.

Fire Master Plan \$100,000 financed from DC (\$75,000) and new tablets for trucks.

Fire master plan

75% DC funding for the Fire Master Plan

grant for fire training

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Interfund Transfers</u>								
1 - 5 - 0205 - 975 - 949	Transfer from Reserve Fund	-	-	-	-	75,000	-75,000	-
		-	-	-	-	75,000	(75,000)	-
<u>Fees and Charges</u>								
1 - 5 - 0205 - 829 - 827	Mapleton	36,270	36,270	60,684	45,161	61,420	-	61,420
Sub total		36,270	36,270	60,684	45,161	61,420	-	61,420
<u>Provincial Grants</u>								
		-	-	-	-	-	-	-
<u>Other Revenue</u>								
1 - 5 - 0205 - 830 - 300	Miscellaneous	11,295	9,942	15,000	0	125,000	-	125,000
1 - 5 - 0205 - 870 - 300	Miscellaneous	48,297	44,222	20,000	0	20,000	-	20,000
1 - 5 - 0205 - 830 - 830	Accident Calls Reimburse	120,224	122,602	130,000	12,821	150,000	-	150,000
Sub total		179,816	176,766	165,000	12,821	295,000	0	295,000
TOTAL - Revenue		216,086	213,036	225,684	57,982	431,420	-75,000	356,420
NET		1,046,756	1,201,243	1,483,848	1,489,543	1,879,676	-25,000	1,854,676

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Fire Prevention and Education

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent **0.00**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	40,353	59,588	50,000	18,771	40,500	0	40,500
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	15,539	17,372	22,500	17,255	27,500	0	27,500
External Contracts	5,000	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	60,892	76,960	72,500	36,026	68,000	0	68,000

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	1,692	1,230	-	7,683	0	0	0
TOTAL - Revenue	1,692	1,230	-	7,683	0	0	0
NET	59,200	75,730	72,500	28,343	68,000	0	68,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FIRE SERVICES**
PROGRAM **Fire Prevention and Education**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0206 - 010 - 001	Full-time Salaries	-	-	-	-	-		-
1 - 6 - 0206 - 010 - 002	Part-time Salaries	-	-	-	-	-		-
1 - 6 - 0206 - 010 - 013	Volunteer - Fire Prevention	40,353	59,588	50,000	18,771	40,500		40,500
1 - 6 - 0206 - 010 - 016	Volunteer - TAPP-C (The Arson Prevention)	-	-	-	-	-		-
1 - 6 - 0206 - 010 - 019	Volunteer - Smoke Alarm Program	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 021	CPP	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 022	EI	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 023	Group Benefits	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 025	OMERS	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 026	EHT	-	-	-	-	-		-
1 - 6 - 0206 - 020 - 027	WSIB	-	-	-	-	-		-
1 - 6 - 0206 - 040 - 041	Mileage	-	-	-	-	-		-
1 - 6 - 0206 - 040 - 046	Training and Development	-	-	-	-	-		-
1 - 6 - 0206 - 040 - 048	Uniform	-	-	-	-	-		-
	Sub total	40,353	59,588	50,000	18,771	40,500	0	40,500
<u>Equipment Costs</u>								
		-	-	-	-	0	0	0
<u>Facility Costs</u>								
		-	-	-	-	0	0	0
<u>Operating/Material Costs</u>								
1 - 6 - 0206 - 270 - 294	Prevention & Education	11,769	13,599	15,000	10,752	20,000		20,000
1 - 6 - 0206 - 270 - 300	Miscellaneous	3,770	3,773	7,500	6,503	7,500		7,500
	Sub total	15,539	17,372	22,500	17,255	27,500		27,500
<u>External Contracts</u>								
1 - 6 - 0206 - 270 - 295	TAPP-C (The Arson Prevention)	-	-	-	-	0		0
1 - 6 - 0206 - 270 - 296	Children's Safety Village	5,000	-	-	-	0		0
	Sub total	5,000	-	-	-	-	0	-
<u>Other costs</u>								
		-	-	-	-	0	0	0
	TOTAL - Expenditures	60,892	76,960	72,500	36,026	68,000	0	68,000

Dennis Aldous:
 New tablets for conducting inspections and public education

						<u>Interfund Transfers</u>			-	-	-	-	0	0	0
						<u>Fees and Charges</u>			-	-	-	-	0	0	0
						<u>Provincial Grants</u>			-	-	-	-	0	0	0
						<u>Other Revenue</u>									
1 -	5 -	0206 -	830 -	831	Donations	1,692	1,230	-	7,683	0			0		0
1 -	5 -	0206 -	870 -	300	Miscellaneous		-	-	-	0			0		0
						1,692	1,230	-	7,683	0	0		0		0
TOTAL - Revenue						1,692	1,230	-	7,683	0	0		0		0
NET						59,200	75,730	72,500	28,343	68,000	0		0		68,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Breslau Station

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	148,416	145,586	115,412	87,310	175,643	0	175,643
Facility Costs	43,349	34,715	41,500	28,445	41,500	0	41,500
Operating/Material Costs	12,604	34,108	17,000	23,783	25,000	0	25,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	204,369	214,408	173,912	139,538	242,143	0	242,143

PROGRAM - REVENUE

Interfund Transfer	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	11,912	9,959	9,000	6,909	10,000	0	10,000
TOTAL - Revenues	11,912	9,959	9,000	6,909	10,000	0	10,000
NET	192,457	204,449	164,912	132,629	232,143	0	232,143

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Breslau Station

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0245 - 010 - 008	Standby	16,559	21,291	28,042	13,264	33,250		33,250
1 - 6 - 0245 - 010 - 012	Fire Calls	43,063	35,619	29,770	24,978	40,431		40,431
1 - 6 - 0245 - 010 - 014	Training and Development	62,350	59,113	35,531	33,255	65,924		65,924
1 - 6 - 0245 - 010 - 015	Administration	6,510	8,311	3,499	4,268	13,682		13,682
1 - 6 - 0245 - 010 - 017	Vehicle/equipment maint.	7,672	8,759	6,470	1,838	9,163		9,163
1 - 6 - 0245 - 010 - 018	Facility maintenance	1,577	982	1,425	0	969		969
1 - 6 - 0245 - 020 - 021	CPP	-	-	-	0	0		0
1 - 6 - 0245 - 020 - 022	EI	-	-	-	0	0		0
1 - 6 - 0245 - 020 - 023	Group Benefits	-	-	-	0	0		0
1 - 6 - 0245 - 020 - 025	OMERS	-	-	-	0	0		0
1 - 6 - 0245 - 020 - 026	EHT	2,811	2,818	2,042	1,566	3,187		3,187
1 - 6 - 0245 - 020 - 027	WSIB	7,873	8,693	8,633	8,140	9,038		9,038
	Sub total	148,416	145,586	115,412	87,310	175,643	0	175,643

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FIRE SERVICES**
PROGRAM **Breslau Station**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Facility Costs</u>								
1 - 6 - 0245 - 110 - 098	Building Repairs & Maint	13,243	8,626	10,000	9,431	10,000		10,000
1 - 6 - 0245 - 120 - 123	Snow removal	11,834	9,275	12,000	5,645	12,000		12,000
1 - 6 - 0245 - 150 - 151	Hydro	8,786	8,510	9,000	7,168	9,000		9,000
1 - 6 - 0245 - 150 - 152	Heat	6,708	6,023	7,000	4,601	7,000		7,000
1 - 6 - 0245 - 150 - 153	Water	1,835	1,340	2,000	793	2,000		2,000
1 - 6 - 0245 - 270 - 276	Telephone	944	940	1,500	808	1,500		1,500
		43,349	34,715	41,500	28,445	41,500	0	41,500
<u>Operating/Material costs</u>								
1 - 6 - 0245 - 080 - 081	Fuel	3,898	3,034	5,000	3,520	5,000		5,000
1 - 6 - 0245 - 080 - 082	Vehicle Repairs & Maint	8,706	31,074	12,000	20,262	20,000		20,000
	Sub total	12,604	34,108	17,000	23,783	25,000	0	25,000
<u>External Contracts</u>								
		-	-	-	-	0	0	0
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL - Expenditures	204,369	214,408	173,912	139,538	242,143	0	242,143
<u>PROGRAM REVENUE</u>								
<u>Interfund Transfers</u>								
1 - 5 - 0245 - 975 - 949	Transfer from Reserve Fund	-	-	-	-	0		0
		-	-	-	-	0	0	0
<u>Fees and Charges</u>								
		-	-	-	-	0	0	0
<u>Provincial Grants</u>								
		-	-	-	-	0	0	0
<u>Other Revenues</u>								
1 - 5 - 0245 - 870 - 874	Rent (EMS Station)	11,912	9,959	9,000	6,909	10,000		10,000
		11,912	9,959	9,000	6,909	10,000	-	10,000
	TOTAL - Revenue	11,912	9,959	9,000	6,909	10,000	0	10,000
	NET	192,457	204,449	164,912	132,629	232,143	0	232,143

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Conestogo Station

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	104,570	114,950	117,157	82,994	139,801	0	139,801
Facility Costs	18,825	22,827	28,000	11,400	27,500	-	27,500
Operating/Material Costs	10,022	5,895	10,000	6,363	10,000	0	10,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	133,416	143,671	155,157	100,757	177,301	0	177,301

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0
NET	133,416	143,671	155,157	100,757	177,301	0	177,301

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Conestogo Station

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0210 - 010 - 008	Standby	13,563	24,164	28,042	13,787	33,250		33,250
1 - 6 - 0210 - 010 - 012	Fire Calls	34,036	27,687	32,068	28,352	36,495		36,495
1 - 6 - 0210 - 010 - 014	Training and Development	35,175	42,898	34,595	24,055	42,220		42,220
1 - 6 - 0210 - 010 - 015	Administration	2,841	2,393	2,418	3,940	8,610		8,610
1 - 6 - 0210 - 010 - 017	Vehicle/Equipment maint.	6,981	5,093	7,030	2,052	6,001		6,001
1 - 6 - 0210 - 010 - 018	Facility Maintenance	1,152	859	1,237	607	1,003		1,003
1 - 6 - 0210 - 020 - 021	CPP	-	-	-	0			0
1 - 6 - 0210 - 020 - 022	EI	-	-	-	0			0
1 - 6 - 0210 - 020 - 023	Group Benefits	-	-	-	0			0
1 - 6 - 0210 - 020 - 025	OMERS	-	-	-	0			0
1 - 6 - 0210 - 020 - 026	EHT	1,825	2,114	2,055	1,424	2,488		2,488
1 - 6 - 0210 - 020 - 027	WSIB	8,996	9,742	9,712	8,778	9,733		9,733
	Sub total	104,570	114,950	117,157	82,994	139,801	0	139,801
<u>Facility Costs</u>								
1 - 6 - 0210 - 110 - 098	Building Repairs & Maint	12,099	7,681	10,000	3,945	10,000		10,000
1 - 6 - 0210 - 120 - 123	Snow removal	1,857	8,886	8,000	2,695	9,000		9,000
1 - 6 - 0210 - 120 - 125	Yard Maintenance	-	99	2,000	79	1,000		1,000
1 - 6 - 0210 - 150 - 151	Hydro	917	943	2,000	761	2,000		2,000
1 - 6 - 0210 - 150 - 152	Heat	1,379	1,827	2,000	1,116	2,000		2,000
1 - 6 - 0210 - 150 - 153	Water	-	908	1,000	725	1,000		1,000
1 - 6 - 0210 - 270 - 276	Telephone	2,572	2,484	3,000	2,078	2,500		2,500
	Sub Total	18,825	22,827	28,000	11,400	27,500	0	27,500
<u>Operating/Material Costs</u>								
1 - 6 - 0210 - 080 - 081	Fuel - Conestogo	1,909	945	3,000	80	3,000		3,000
1 - 6 - 0210 - 080 - 082	Vehicle Repairs & Maint - Conesto	8,112	4,950	7,000	6,283	7,000		7,000
	Sub total	10,022	5,895	10,000	6,363	10,000	-	10,000
<u>External Contracts</u>								
		-	-	-	-	0	0	0
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL - Expenditures	133,416	143,671	155,157	100,757	177,301	0	177,301
<u>PROGRAM REVENUE</u>								
<u>Interfund Transfer</u>								
		-	-	-	-	0	0	0
<u>Fees and Charges</u>								
		-	-	-	-	0	0	0
<u>Provincial Grants</u>								
		-	-	-	-	0	0	0
<u>Other Revenues</u>								
		-	-	-	-	0	0	0
	TOTAL - Revenue	-	-	-	-	0	0	0
	NET	133,416	143,671	155,157	100,757	177,301	0	177,301

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Elmira Station

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	210,198	248,814	198,208	142,692	240,382	0	240,382
Facility Costs	23,757	24,041	31,000	20,436	30,000	0	30,000
Operating/Material Costs	37,739	69,188	40,000	36,574	41,000	0	41,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	271,694	342,044	269,208	199,702	311,382	0	311,382

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0
NET	271,694	342,044	269,208	199,702	311,382	0	311,382

TOWNSHIP OF WOOLWICH **2025 BUDGET**

DEPARTMENT FIRE SERVICES
PROGRAM Elmira Station

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	<u>Staff Costs</u>						0%	
1 - 6 - 0220 - 010 - 008	Standby	23,738	23,358	32,071	14,810	37,250		37,250
1 - 6 - 0220 - 010 - 012	Fire Calls	87,710	96,997	79,758	60,657	66,493		66,493
1 - 6 - 0220 - 010 - 014	Training and Development	61,719	81,325	51,477	47,475	88,729		88,729
1 - 6 - 0220 - 010 - 015	Administration	13,508	9,738	11,645	345	16,296		16,296
1 - 6 - 0220 - 010 - 017	Vehicle/Equipment maintenance	6,955	19,727	6,137	4,793	12,972		12,972
1 - 6 - 0220 - 010 - 018	Facility Maintenance	1,965	1,181	2,039	755	1,769		1,769
1 - 6 - 0220 - 020 - 021	CPP	-	-	-	0	0		0
1 - 6 - 0220 - 020 - 022	EI	-	-	-	0	0		0
1 - 6 - 0220 - 020 - 023	Group Benefits	-	-	-	0	0		0
1 - 6 - 0220 - 020 - 025	OMERS	-	-	-	0	0		0
1 - 6 - 0220 - 020 - 026	EHT	3,764	4,947	3,571	2,676	4,358		4,358
1 - 6 - 0220 - 020 - 027	WSIB	10,839	11,540	11,510	11,182	12,514		12,514
	Sub Total	210,198	248,814	198,208	142,692	240,382	0	240,382
	<u>Facility Costs</u>							
1 - 6 - 0220 - 110 - 098	Building Repairs & Maint	5,983	7,883	10,000	6,565	10,000		10,000
1 - 6 - 0220 - 120 - 123	Snow removal	7,455	4,804	8,000	4,629	8,000		8,000
1 - 6 - 0220 - 150 - 151	Hydro	3,384	3,967	4,000	3,920	4,000		4,000
1 - 6 - 0220 - 150 - 152	Heat	3,035	3,406	4,000	2,103	4,000		4,000
1 - 6 - 0220 - 150 - 153	Water/Sewer	441	458	1,000	390	1,000		1,000
1 - 6 - 0220 - 270 - 276	Telephone	3,459	3,524	4,000	2,829	3,000		3,000
	Sub Total	23,757	24,041	31,000	20,436	30,000	0	30,000
	<u>Operating/Material Costs</u>							
1 - 6 - 0220 - 080 - 081	Fuel - Elmira	13,934	10,718	15,000	12,298	16,000		16,000
1 - 6 - 0220 - 080 - 082	Vehicle Repairs & Maint - Elmira	23,805	58,470	25,000	24,276	25,000		25,000
	Sub Total	37,739	69,188	40,000	36,574	41,000	-	41,000
	<u>External Contracts</u>	-	-	-	-	0	0	0
	<u>Other Costs</u>	-	-	-	-	0	0	0
	TOTAL - Expenditures	271,694	342,044	269,208	199,702	311,382	0	311,382

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Elmira Station

PROGRAM REVENUE

1 - 5 - 0220 - 975 - 948	<u>Interfund Transfers</u>							
	Transfer from Building	-	-	-	-	0	0	0
	Sub Total	-	-	-	-	0	0	0
	<u>Fees and Charges</u>	-	-	-	-	0	0	0
	<u>Provincial Grants</u>	-	-	-	-	0	0	0
	<u>Other Revenues</u>	-	-	-	-	0	0	0
	Total - Revenue	-	-	-	-	0	0	0
	NET	271,694	342,044	269,208	199,702	311,382	0	311,382

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Floradale Station

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	122,678	121,808	111,733	80,480	130,962	0	130,962
Facility Costs	32,840	30,437	34,500	29,243	36,500	0	36,500
Operating/Material Costs	9,497	18,647	12,000	14,368	15,000	0	15,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	165,014	170,892	158,233	124,090	182,462	0	182,462

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenues	-	-	-	-	0	0	0
NET	165,014	170,892	158,233	124,090	182,462	0	182,462

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FIRE SERVICES**
PROGRAM **Floradale Station**

PROGRAM EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0230 - 010 - 008	Standby	17,636	22,242	28,042	13,099	33,250		33,250
1 - 6 - 0230 - 010 - 012	Fire Calls	47,637	34,730	36,356	26,090	25,740		25,740
1 - 6 - 0230 - 010 - 014	Training	38,273	44,563	28,662	29,717	46,648		46,648
1 - 6 - 0230 - 010 - 015	Administration	1,147	1,103	1,953	525	3,622		3,622
1 - 6 - 0230 - 010 - 017	Vehicle/equipment maint.	8,346	8,284	6,210	1,445	10,177		10,177
1 - 6 - 0230 - 010 - 018	Facility maintenance	432	337	258	490	497		497
1 - 6 - 0230 - 020 - 021	CPP	-	-	-	0	0		0
1 - 6 - 0230 - 020 - 022	EI	-	-	-	0	0		0
1 - 6 - 0230 - 020 - 023	Group Benefits	-	-	-	0	0		0
1 - 6 - 0230 - 020 - 025	OMERS	-	-	-	0	0		0
1 - 6 - 0230 - 020 - 026	EHT	2,279	2,277	1,979	1,436	2,339		2,339
1 - 6 - 0230 - 020 - 027	WSIB	6,927	8,273	8,273	7,677	8,690		8,690
Sub Total		122,678	121,808	111,733	80,480	130,962	0	130,962
<u>Facility Costs</u>								
1 - 6 - 0230 - 110 - 098	Building Repairs & Maint	15,342	10,148	12,000	13,725	12,000		12,000
1 - 6 - 0230 - 120 - 123	Snow removal	6,433	8,126	8,000	5,038	10,000		10,000
1 - 6 - 0230 - 120 - 125	Yard Maintenance	-	1,713	1,000	1,878	1,000		1,000
1 - 6 - 0230 - 150 - 151	Hydro	2,509	2,425	3,500	2,248	3,500		3,500
1 - 6 - 0230 - 150 - 152	Heat	5,330	4,916	6,000	3,560	6,000		6,000
1 - 6 - 0230 - 270 - 276	Telephone	3,226	3,109	4,000	2,793	4,000		4,000
Sub Total		32,840	30,437	34,500	29,243	36,500	0	36,500
<u>Operating/material Costs</u>								
1 - 6 - 0230 - 080 - 081	Fuel - Floradale	2,709	2,298	3,000	2,429	3,000		3,000
1 - 6 - 0230 - 080 - 082	Vehicle Repairs & Maint - Floradal	6,787	16,349	9,000	11,939	12,000		12,000
Sub Total		9,497	18,647	12,000	14,368	15,000	-	15,000
<u>External Contracts</u>								
		-	-	-	-	0	0	0
<u>Other Costs</u>								
		-	-	-	-	0	0	0
TOTAL - Expenditure		165,014	170,892	158,233	124,090	182,462	0	182,462

TOWNSHIP OF WOOLWICH

2025 BUDGET

PROGRAM REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	<u>Interfund Transfer</u>	0	0	0	0	0	0	0
	<u>Fees and Charges</u>	0	0	0	0	0	0	0
	<u>Provincial Grants</u>	0	0	0	0	0	0	0
	<u>Other Revenues</u>	0	0	0	0	0	0	0
	TOTAL - Revenue	0	0	0	0	0	0	0
	NET	165,014	170,892	158,233	124,090	182,462	0	182,462

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Maryhill Station

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	117,158	97,961	135,697	72,264	142,448	0	142,448
Facility Costs	16,674	15,113	22,000	12,350	22,000	0	22,000
Operating/Material Costs	6,533	8,190	11,000	4,920	11,000	0	11,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	140,365	121,263	168,697	89,534	175,448	0	175,448

PROGRAM - REVENUE

Interfund Transfer	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenues	-	-	-	-	0	0	0
NET	140,365	121,263	168,697	89,534	175,448	0	175,448

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FIRE SERVICES**
PROGRAM **Maryhill Station**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0240 - 010 - 008	Standby	16,793	20,751	28,042	11,124	33,250		33,250
1 - 6 - 0240 - 010 - 012	Fire Calls	39,593	21,952	43,100	13,302	32,187		32,187
1 - 6 - 0240 - 010 - 014	Training and Development	36,682	27,980	36,481	32,133	47,543		47,543
1 - 6 - 0240 - 010 - 015	Administration	10,167	10,124	11,779	5,774	12,763		12,763
1 - 6 - 0240 - 010 - 017	Vehicle/equipment maint.	2,395	3,482	5,000	1,248	3,578		3,578
1 - 6 - 0240 - 010 - 018	Facility maintenance	2,266	4,004	937	565	2,902		2,902
1 - 6 - 0240 - 020 - 021	CPP	-	-	-	0	0		0
1 - 6 - 0240 - 020 - 022	EI	-	-	-	0	0		0
1 - 6 - 0240 - 020 - 023	Group Benefits	-	-	-	0	0		0
1 - 6 - 0240 - 020 - 025	OMERS	-	-	-	0	0		0
1 - 6 - 0240 - 020 - 026	EHT	2,128	1,786	2,444	1,254	2,578		2,578
1 - 6 - 0240 - 020 - 027	WSIB	7,135	7,883	7,913	6,866	7,647		7,647
	Sub total	117,158	97,961	135,697	72,264	142,448	0	142,448
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Facility Costs</u>								
1 - 6 - 0240 - 110 - 098	Building Repairs & Maint.	7,276	7,931	7,000	4,739	7,000		7,000
1 - 6 - 0240 - 120 - 123	Snow removal	3,480	2,422	4,000	2,157	4,000		4,000
1 - 6 - 0240 - 120 - 125	Yard Maintenance	-	165	1,000	132	1,000		1,000
1 - 6 - 0240 - 150 - 151	Hydro	773	1,689	3,000	2,394	3,000		3,000
1 - 6 - 0240 - 150 - 152	Heat	2,601	1,019	3,000	1,155	3,000		3,000
1 - 6 - 0240 - 150 - 153	Water	237	156	1,000	132	1,000		1,000
1 - 6 - 0240 - 270 - 276	Telephone	2,306	1,730	3,000	1,641	3,000		3,000
		16,674	15,113	22,000	12,350	22,000	0	22,000
<u>Operating/Material costs</u>								
1 - 6 - 0240 - 080 - 081	Fuel	4,540	2,522	5,000	1,424	5,000		5,000
1 - 6 - 0240 - 080 - 082	Vehicle Repairs & Maint	1,993	5,667	6,000	3,496	6,000		6,000
	Sub total	6,533	8,190	11,000	4,920	11,000	0	11,000
<u>External Contracts</u>								
		-	-	-	-	0	0	0
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL - Expenditures	140,365	121,263	168,697	89,534	175,448	0	175,448

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM Maryhill Station

PROGRAM REVENUE

		<u>Interfund Transfers</u>								
1 -	5 - 0240 -	975 - 949	Transfer from Reserve Fund	-	-	-	-	0		0
				-	-	-	-	0	0	0
				<u>Fees and Charges</u>						
				-	-	-	-	0	0	0
				<u>Provincial Grants</u>						
				-	-	-	-	0	0	0
				<u>Other Revenues</u>						
				-	-	-	-	0	0	0
TOTAL - Revenue				-	-	-	-	0	0	0
NET				140,365	121,263	168,697	89,534	175,448	0	175,448

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT FIRE SERVICES
PROGRAM St. Jacob's Station

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	141,358	177,925	152,215	120,282	217,364	0	217,364
Facility Costs	40,025	36,169	45,000	38,172	46,500	0	46,500
Operating/Material Costs	20,589	19,584	22,000	13,246	22,000	0	22,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-		0	
TOTAL - Expenditures	201,972	233,679	219,215	171,701	285,864	0	285,864

PROGRAM - REVENUE

Interfund Transfer	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0
NET	201,972	233,679	219,215	171,701	285,864	0	285,864

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **FIRE SERVICES**
PROGRAM **St. Jacob's Station**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Staff Costs</u>								
1 - 6 - 0250 - 010 - 008	Standby	13,119	21,561	28,042	12,923	33,250		33,250
1 - 6 - 0250 - 010 - 012	Fire Calls	54,848	58,295	52,050	44,847	65,737		65,737
1 - 6 - 0250 - 010 - 014	Training	51,559	68,932	47,511	45,638	86,567		86,567
1 - 6 - 0250 - 010 - 015	Administration	4,531	6,087	4,497	2,626	9,710		9,710
1 - 6 - 0250 - 010 - 017	Vehicle maintenance	4,273	6,642	5,924	1,559	6,488		6,488
1 - 6 - 0250 - 010 - 018	Facility Maintenance	1,706	2,393	1,048	1,206	2,468		2,468
1 - 6 - 0250 - 020 - 021	CPP	-	-	-	0	0		0
1 - 6 - 0250 - 020 - 022	EI	-	-	-	0	0		0
1 - 6 - 0250 - 020 - 023	Group Benefits	-	-	-	0	0		0
1 - 6 - 0250 - 020 - 025	OMERS	-	-	-	0	0		0
1 - 6 - 0250 - 020 - 026	EHT	2,742	3,493	2,712	2,242	2,712		2,712
1 - 6 - 0250 - 020 - 027	WSIB	8,578	10,521	10,431	9,241	10,431		10,431
	Sub total	141,358	177,925	152,215	120,282	217,364	0	217,364
<u>Facility Costs</u>								
1 - 6 - 0250 - 110 - 098	Building Repairs & Maint	20,110	12,344	20,000	19,457	20,000		20,000
1 - 6 - 0250 - 120 - 123	Snow removal	5,699	3,760	6,000	3,082	6,000		6,000
1 - 6 - 0250 - 120 - 125	Yard Maintenance	-	472	1,500	378	1,500		1,500
1 - 6 - 0250 - 150 - 151	Hydro	3,524	4,332	4,000	4,036	4,500		4,500
1 - 6 - 0250 - 150 - 152	Heat	3,869	7,659	4,000	4,266	5,000		5,000
1 - 6 - 0250 - 150 - 153	Water/sewer	768	768	1,500	640	1,500		1,500
1 - 6 - 0250 - 270 - 276	Telephone	6,055	6,834	8,000	6,313	8,000		8,000
	Sub total	40,025	36,169	45,000	38,172	46,500	0	46,500
<u>Operating/Material Costs</u>								
1 - 6 - 0250 - 080 - 081	Fuel - St. Jacobs	4,323	4,348	5,000	2,937	5,000		5,000
1 - 6 - 0250 - 080 - 082	Vehicle Repairs & Maint - St. Jac	16,266	15,237	17,000	10,309	17,000		17,000
	Sub total	20,589	19,584	22,000	13,246	22,000	-	22,000
<u>External Contracts</u>								
		-	-	-	-	0	0	0
<u>Other Costs</u>								
		-	-	-	-	0	0	0
	TOTAL - Expenses	201,972	233,679	219,215	171,701	285,864	0	285,864

PROGRAM REVENUE

TOWNSHIP OF WOOLWICH
2025 BUDGET

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0
NET	201,972	233,679	219,215	171,701	285,864	0	285,864

TOWNSHIP OF WOOLWICH

2025 BUDGET

**DEPARTMENT
PROGRAM**

INFRASTRUCTURE SERVICES
Function Summary

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Engineering Administration	1,241,349	1,647,276	1,205,217	1,256,867	1,325,898	-72,779	1,253,119
Bridges	86,724	80,008	98,400	63,126	98,400	0	98,400
Roadside Maintenance	308,589	580,402	643,975	414,938	690,680	-30,000	660,680
Hardtop Maintenance	692,510	442,446	923,650	752,900	880,980	-48,500	832,480
Loosetop Maintenance	759,503	796,164	866,350	925,979	1,145,050	-125,000	1,020,050
Winter Control	1,252,880	999,260	1,091,800	797,119	1,158,500	-40,000	1,118,500
Safety	255,112	246,196	260,480	220,388	265,000	0	265,000
Boundary Road Maintenance	18,221	28,059	25,000	12,382	31,000	0	31,000
Parking Lots	169,339	168,633	187,000	113,350	222,950	-20,000	202,950
Street lights	202,294	190,881	201,000	134,569	204,600	0	204,600
Sidewalks (Ward 1)	227,131	185,660	176,000	143,666	194,000	0	194,000
TOTAL EXPENDITURES	5,213,652	5,364,986	5,678,872	4,835,282	6,217,058	-336,279	5,880,779

OPERATING REVENUE

Engineering Administration	81,613	301,776	58,000	79,653	112,205	0	112,205
Bridges	-	10,848	-	0	0	0	0
Roadside Maintenance	39,804	15,734	36,050	218	37,000	0	37,000
Hardtop Maintenance	69,237	0	130,500	0	0	0	0
Loosetop Maintenance	73,310	66,562	80,000	56,448	75,000	0	75,000
Winter Control	-	16,661	-	24,586	0	0	0
Safety	12,000	0	-	0	0	0	0
Boundary Road Maintenance	-	0	-	0	0	0	0
Parking Lots	-	0	-	0	0	0	0
Street lights	3,510	0	-	0	0	0	0
Sidewalks (Ward 1)	227,131	185,660	176,000	144,010	194,000	0	194,000
TOTAL REVENUE	506,605	597,241	480,550	304,916	418,205	0	418,205
NET TOTAL	4,707,047	4,767,745	5,198,322	4,530,367	5,798,853	-336,279	5,462,574

TOWNSHIP OF WOOLWICH

2025 BUDGET

**DEPARTMENT
PROGRAM**

INFRASTRUCTURE SERVICES
Department Summary

OPERATING EXPENDITURES

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	ADJUSTMENTS	2025 BUDGET
Staff Costs	1,134,591	1,283,198	1,318,340	1,206,452	1,411,086 -	72,779	1,338,307
Equipment Costs	898,426	1,082,450	1,016,988	971,338	1,064,538 -	25,000	1,039,538
Facility Costs	98,518	101,479	101,233	85,735	104,685	-	104,685
Operating Costs	827,261	672,671	749,461	579,974	808,575 -	20,000	788,575
External Contracts	2,037,919	1,824,214	2,174,850	1,830,078	2,473,975 -	203,500	2,270,475
Other Operating	216,937	400,975	318,000	161,705	354,200 -	15,000	339,200
TOTAL EXPENDITURES	5,213,652	5,364,986	5,678,872	4,835,282	6,217,058	-336,279	5,880,779

OPERATING REVENUE

Interfund Transfers	100,072	227,809	170,500	0	93,105	0	93,105
Fees and Charges	8,835	8,880	8,000	11,465	8,100	0	8,100
Provincial Grants	52,314	87,006	76,050	61,085	72,000	0	72,000
Other Revenues	345,384	273,545	226,000	232,366	245,000	0	245,000
TOTAL REVENUE	506,605	597,241	480,550	304,916	418,205	0	418,205
NET TOTAL	4,707,047	4,767,745	5,198,322	4,530,367	5,798,853	-336,279	5,462,574

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **INFRASTRUCTURE SERVICES**
PROGRAM **Administrative Overhead**

2024 Full-time Equivalent 3.03
 2025 Full-time Equivalent **3.03**

		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>PROGRAM - EXPENDITURES</u>	ACCOUNT DESCRIPTION							
	Staff Cost	776,595	850,425	783,740	776,568	852,276	-57,779	794,497
	Equipment Cost	163,762	333,066	35,008	221,085	45,763	0	45,763
	Facility Cost	98,518	101,479	101,233	85,735	104,685	0	104,685
	Operating/Material Cost	117,945	119,647	130,736	146,262	140,975	0	140,975
	External Contract	24,839	-	2,500	7,678	2,500	0	2,500
	Other Cost	59,690	242,659	152,000	19,540	179,700	-15,000	164,700
	TOTAL - Expenditures	1,241,349	1,647,276	1,205,217	1,256,867	1,325,898	-72,779	1,253,119
<u>PROGRAM - REVENUE</u>								
	Interfund Transfers	23,072	176,962	-	-	53,105	0	53,105
	Fees and Charges	8,835	8,880	8,000	11,465	8,100	0	8,100
	Provincial Grants	4,200	45,710	-	4,637	0	0	0
	Other Revenue	45,506	70,224	50,000	63,552	51,000	0	51,000
	TOTAL - Revenue	81,613	301,776	58,000	79,653	112,205	0	112,205
		1,159,736	1,345,500	1,147,217	1,177,214	1,213,693	-72,779	1,140,914

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Administrative Overhead

PROGRAM - EXPENDITURES						2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost												
Union												
1	-	6	-	0800 - 727 - 500	Labour - traffic counts	496	-	3,500	-	3,600		3,600
1	-	6	-	0860 - 791 - 500	Labour - road patrol	8,269	15,708	18,000	18,558	18,540		18,540
1	-	6	-	0860 - 780 - 500	Labour - misc recoverable	0	1,209	750	-	750		750
1	-	6	-	0860 - 784 - 500	Labour - contingency	-	-	4,500	-	4,650	Removed Manager of Engineering Costs	4,650
1	-	6	-	1900 - 776 - 500	Labour - gas containment	-	-	-	-	-		0
Non Union												
1	-	6	-	0800 - 010 - 001	Full time salaries	286,026	299,825	295,546	287,238	309,396	-44,335	265,061
1	-	6	-	0800 - 010 - 002	Part time salaries	25,194	41,618	26,330	35,843	45,100		45,100
1	-	6	-	0800 - 020 - 021	CPP	11,660	13,337	12,333	11,967	15,694	-1,403	14,291
1	-	6	-	0800 - 020 - 022	EI	4,178	5,034	4,362	4,602	5,401	-490	4,911
1	-	6	-	0800 - 020 - 023	Group Benefits	33,863	30,993	32,133	31,920	32,249	-4,333	27,916
1	-	6	-	0800 - 020 - 025	OMERS	27,314	27,977	31,904	27,715	33,548	-5,194	28,354
1	-	6	-	0800 - 020 - 026	EHT	6,268	6,289	5,863	5,865	6,913	-865	6,048
1	-	6	-	0800 - 020 - 027	WSIB	8,660	10,078	9,066	8,901	10,410	-1,159	9,251
Staff Allocation - from Cost Sheet						364,665	398,358	339,453	343,961	366,025		366,025
Sub total						776,595	850,425	783,740	776,568	852,276	-57,779	794,497
Equipment Cost												
1	-	6	-	0800 - 727 - 510	Rental - traffic counts	157	-	-	-	0		0
1	-	6	-	0860 - 791 - 510	Rental - road patrol	5,209	10,662	1,500	14,749	12,000		12,000
1	-	6	-	0860 - 780 - 510	Rental - misc. recoverable	-	2,264	21,500	-	22,145		22,145
1	-	6	-	0860 - 784 - 510	Rental - contingency	-	-	2,500	-	2,575		2,575
1	-	6	-	1900 - 776 - 510	Rental - gas containment	79	-	4,500	-	4,635		4,635
Equipment Allocation - from Cost Sheet						158,317	320,140	5,008	206,336	4,408		4,408
Sub total						163,762	333,066	35,008	221,085	45,763	0	45,763
Facility Cost												
Facility Allocation from Allocation Cost S						98,518	101,479	101,233	85,735	104,685		104,685
Sub total						98,518	101,479	101,233	85,735	104,685	0	104,685
Operating/Material Cost												
1	-	6	-	0800 - 190 - 962	Transfer to Insurance Reserve	8,651	9,066	10,436	9,566	11,125	Stage 1 Measures (Bollards)	11,125
1	-	6	-	0800 - 250 - 251	Legal	53,962	47,540	60,000	93,085	60,000		60,000
1	-	6	-	0860 - 780 - 517	Material- misc. recoverable	-	8,437	8,500	0	8,700		8,700
1	-	6	-	0800 - 727 - 517	Material- traffic counts	12,128	686	7,500	0	7,600		7,600
Operating/Material - from Cost						43,204	53,918	44,300	43,611	53,550		53,550
Sub total						117,945	119,647	130,736	146,262	140,975	0	140,975
1	-	6	-	0800 - 776 - 515	Roads Gas Containment Ext Contract	24,839	0	2,500	7,678	2,500		2,500
1	-	6	-	0860 - 780 - 515	Misc Recoverable Ext Contract	-	-	-	-	-		0
External Contracts						24,839	0	2,500	7,678	2,500	0	2,500
Other Cost											Funding: 74.1% Levy 12.7% Water Res 13.2% Wastewater Res	
1	-	6	-	0800 - 200 - 300	Miscellaneous	336	0	4,500	0	4,700		4,700
1	-	6	-	0800 - 270 - 388	Asset Management Plan Update	13,909	187,483	75,000	18,894	95,000		95,000
1	-	6	-	0800 - 727 - 515	Traffic Counts and Calming	29,148	31,978	55,000	0	75,000	-15,000	60,000
1	-	6	-	0860 - 784 - 519	Extreme Emergency Operations	0	17,014	-	0	0		0
Other Allocation from Cost Sheet						16,297	6,184	17,500	646	5,000		5,000
Sub total						59,690	242,659	152,000	19,540	179,700	-15,000	164,700
TOTAL - Expenditures						1,241,349	1,647,276	1,205,217	1,256,867	1,325,898	-72,779	1,253,119
Total Cost Allocation						681,001	880,079	507,494	680,288	533,667	0	533,667

Removed Manager of
Engineering Costs

Stage 1 Measures
(Bollards)

Funding:
74.1% Levy
12.7% Water Res
13.2% Wastewater Res

Includes Stage 2
Speed Table on
Woolwich St S. and
annual Traffic
Counts

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Administrative Overhead

Includes:
12.7% Water Res
13.2% Wastewater Res
DC for Facility Lease 2025 Budget
\$57K @ 50%

PROGRAM - REVENUE

		2022	2023	2024	2024	2025	ADJUSTMENTS	2025
		ACTUAL	ACTUAL	BUDGET	ACTUAL	DEPARTMENT		BUDGET
1 - 5 - 0800 - 975 - 948	Transfer from Reserve	0	92,236	-	0	0		0
1 - 5 - 0800 - 975 - 949	Transfer from Reserve Fund	23,072	84,725	0	0	53,105		53,105
Interfund Transfers		23,072	176,962	0	0	53,105	0	53,105
1 - 5 - 0800 - 870 - 331	Engineering Permit Fee	8,835	8,880	8,000	11,465	8,100		8,100
Fees and Charges		8,835	8,880	8,000	11,465	8,100	0	8,100
1 - 5 - 0800 - 811 - 811	Provincial/Federal Grants	4,200	45,710	0	4,637	0	0	0
Other Revenue								
1 - 5 - 0800 - 870 - 200	Miscellaneous Recoverable	3,917	16,826	5,000	4,228	5,000		5,000
1 - 5 - 0800 - 870 - 300	Miscellaneous	41,589	53,398	45,000	59,324	46,000		46,000
Sub total		45,506	70,224	50,000	63,552	51,000	0	51,000
TOTAL - Revenue		81,613	301,776	58,000	79,653	112,205	0	112,205
NET		1,159,736	1,345,500	1,147,217	1,177,214	1,213,693	-72,779	1,140,914

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Bridge Maintenance

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	6,003	5,377	5,500	3,443	5,500	0	5,500
Equipment Cost	3,690	3,466	5,200	2,631	5,200	0	5,200
Facility Costs	-	-	-	-	0	0	0
Operating/Material Cost	130	2,069	2,700	-	2,700	0	2,700
External Contract	41,751	43,888	50,000	29,150	50,000	0	50,000
Other Cost	35,150	25,208	35,000	27,902	35,000	0	35,000
TOTAL - Expenditures	86,724	80,008	98,400	63,126	98,400	0	98,400

PROGRAM - REVENUE

Interfund Transfers	-	10,848	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenue	-	10,848	-	-	0	0	0
	86,724	69,160	98,400	63,126	98,400	0	98,400

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Bridge Maintenance

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Cost							
1 - 6 - 0805 - 505 - 500	Labour-bridge maintenance	6,003	5,377	5,500	3,443	5,500		5,500
	Sub total	6,003	5,377	5,500	3,443	5,500	0	5,500
	Equipment Cost							
1 - 6 - 0805 - 505 - 510	Rental-bridge maintenance	3,690	3,466	5,200	2,631	5,200		5,200
	Sub total	3,690	3,466	5,200	2,631	5,200	0	5,200
	Facility Cost							
		-	-	-	-	0	0	0
	Operating/Material Cost							
1 - 6 - 0805 - 505 - 517	Materials	130	2,069	2,700	0	2,700		2,700
	Sub total	130	2,069	2,700	-	2,700	0	2,700
	External Contract							
1 - 6 - 0805 - 505 - 515	External Contracts	41,751	43,888	50,000	29,150	50,000		50,000
	Sub total	41,751	43,888	50,000	29,150	50,000	0	50,000
	Other Cost							
1 - 6 - 0805 - 505 - 254	Professional Services	20,150	25,208	20,000	27,902	20,000		20,000
1 - 6 - 0805 - 190 - 961	Transfer to Reserve	15,000	-	15,000	-	15,000		15,000
	Sub total	35,150	25,208	35,000	27,902	35,000	0	35,000
	TOTAL - Expenditures	86,724	80,008	98,400	63,126	98,400	0	98,400

PROGRAM - REVENUE

1 - 5 - 0805 - 190 - 949	Interfund Transfer	-	10,848	-	-	0	0	0
	Fees and Charges	-	-	-	-	0	0	0
1 - 5 - 0805 - 811 - 812	Provincial Grants	-	-	-	-	0	0	0
	Other Costs	-	-	-	-	0	0	0
	TOTAL - Revenue	-	10,848	-	-	0	0	0
	NET	86,724	69,160	98,400	63,126	98,400	0	98,400

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Roadside

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	63,860	90,408	151,450	134,731	160,930	0	160,930
Equipment Cost	53,048	71,426	123,550	114,775	126,200	0	126,200
Facility Cost	-	-	-	-	0	0	0
Operating/Material Cost	10,231	1,599	17,625	5,507	17,875	0	17,875
External Contract	181,450	416,969	351,350	159,924	385,675	-30,000	355,675
Other Cost	-	-	-	-	0	0	0
TOTAL - Expenditures	308,589	580,402	643,975	414,938	690,680	-30,000	660,680

PROGRAM - REVENUE

Interfund Transfers	25,000	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	14,804	14,734	36,050	-	37,000	0	37,000
Other Revenue	-	1,000	-	218	0	0	0
TOTAL - Revenue	39,804	15,734	36,050	218	37,000	0	37,000
NET TOTAL	268,785	564,668	607,925	414,719	653,680	-30,000	623,680

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Roadside

PROGRAM - EXPENDITURES

										ACCOUNT	2022	2023	2024	2024	2025		2025
										DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ACTUAL	DEPARTMENT	ADJUSTMENTS	BUDGET
										Staff Cost							
1	-	6	-	0810	-	510	-	500	Labour-tractor mowing	7,714	9,375	10,850	12,529	11,200		11,200	
1	-	6	-	0810	-	515	-	500	Labour-hand mowing	9,712	7,661	10,750	8,989	11,000		11,000	
1	-	6	-	0810	-	525	-	500	Labour-tree removal and planting	1,495	543	1,450	7,599	4,000		4,000	
1	-	6	-	0810	-	526	-	500	Labour-tree maintenance	18,411	27,228	42,000	66,212	43,260		43,260	
1	-	6	-	0810	-	555	-	500	Labour-debris pick-up	8,478	16,130	9,000	18,949	15,000		15,000	
1	-	6	-	0810	-	560	-	500	Labour-rural ditch maintenance	1,735	10,047	4,600	5,100	4,750		4,750	
1	-	6	-	0810	-	565	-	500	Labour-culvert maintenance	1,529	1,750	3,500	2,608	3,600		3,600	
1	-	6	-	0810	-	575	-	500	Labour-storm sewer maintenance	2,350	5,848	5,600	4,783	5,800		5,800	
1	-	6	-	0810	-	576	-	500	Labour-storm water pond maintenance	7,863	9,931	53,500	6,449	55,000		55,000	
1	-	6	-	0810	-	580	-	500	Labour-catch basin cleaning	-	235	800	308	800		800	
1	-	6	-	0810	-	782	-	500	Labour-arthur street maintenance	3,312	611	2,000	0	2,100		2,100	
1	-	6	-	0810	-	577	-	500	Labour-storm grate maintenance	64	671	5,600	721	2,600		2,600	
1	-	6	-	1400	-	413	-	500	Labour-sidewalk	1,082	380	800	485	820		820	
1	-	6	-	4400	-	206	-	500	Labour - municipal drains	114	0	1,000	0	1,000		1,000	
										Sub total	63,860	90,408	151,450	134,731	160,930	0	160,930
										Equipment Cost							
1	-	6	-	0810	-	510	-	510	Rental-tractor mowing	14,736	13,882	21,000	23,167	21,500		21,500	
1	-	6	-	0810	-	515	-	510	Rental-hand mowing	8,377	8,525	8,000	8,831	8,200		8,200	
1	-	6	-	0810	-	525	-	510	Rental-tree removal and planting	843	534	1,500	6,788	2,000		2,000	
1	-	6	-	0810	-	526	-	510	Rental-tree maintenance	9,880	14,873	34,800	45,058	35,650		35,650	
1	-	6	-	0810	-	555	-	510	Rental-debris pick-up	5,932	9,510	10,600	13,686	11,000		11,000	
1	-	6	-	0810	-	560	-	510	Rental-rural ditch maintenance	1,138	9,066	5,150	6,489	5,500		5,500	
1	-	6	-	0810	-	565	-	510	Rental-culvert maintenance	1,959	3,283	5,150	4,280	5,200		5,200	
1	-	6	-	0810	-	575	-	510	Rental-storm sewer maintenance	1,924	4,465	5,750	2,810	5,500		5,500	
1	-	6	-	0810	-	576	-	510	Rental-storm water pond maintenance	5,215	5,322	25,300	2,779	25,300		25,300	
1	-	6	-	0810	-	580	-	510	Rental-catch basin cleaning	0	436	700	157	725		725	
1	-	6	-	0810	-	782	-	510	Rental-arthur street maintenance	2,021	242	1,000	0	1,000		1,000	
1	-	6	-	0810	-	577	-	510	Rental-storm grate maintenance	495	511	3,500	313	3,500		3,500	
1	-	6	-	1400	-	413	-	510	Rental-sidewalk	475	777	550	418	575		575	
1	-	6	-	4400	-	206	-	510	Rental - municpal drains	50	0	550	0	550		550	
										Sub total	53,048	71,426	123,550	114,775	126,200	0	126,200
										Facility Cost	-	-	-	-	0	0	0
										Operating/Material Cost							
1	-	6	-	0810	-	515	-	517	Materials-hand mowing	437	226	700	351	700		700	
1	-	6	-	0810	-	525	-	517	Material-tree removal and planting	0	113	300	-	300		300	
1	-	6	-	0810	-	526	-	517	Materials-tree maintenance	345	246	-	336	100		100	
1	-	6	-	0810	-	555	-	517	Materials-debris pick-up	166	40	425	434	425		425	
1	-	6	-	0810	-	560	-	517	Materials-rural ditch maintenance	1,111	113	5,000	1,335	5,000		5,000	
1	-	6	-	0810	-	565	-	517	Materials-culvert maintenance	4,579	-305	5,000	492	5,000		5,000	
1	-	6	-	0810	-	575	-	517	Materials-storm sewer maintenance	2,761	217	3,000	-	3,000		3,000	
1	-	6	-	0810	-	576	-	517	Materials - storm water pond maintenai	785	305	1,800	1,159	1,850		1,850	
1	-	6	-	0810	-	577	-	517	Materials-storm grate maintenance	47	402	400	1,303	500		500	
1	-	6	-	0810	-	782	-	517	Materials-arthur street maintenance	0	0	300	-	300		300	
1	-	6	-	1400	-	413	-	517	Materials-sidewalk	-	244	700	98	700		700	
										Sub total	10,231	1,599	17,625	5,507	17,875	0	17,875

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Roadside

PROGRAM - EXPENDITURES

					2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
ACCOUNT DESCRIPTION											
External Contract											
1	-	6	-	0810 - 510 - 515	Tractor Mowing	22,459	24,725	4,300	15,057	2,500	2,500
1	-	6	-	0810 - 515 - 515	Hand Mowing	0	119	-	0	0	0
1	-	6	-	0810 - 525 - 515	Tree Removal and Planting & Maintena	27,545	122,019	43,450	40,536	60,000	45,000
1	-	6	-	0810 - 526 - 515	Tree Maintenance	6,981	7,247	14,000	2,290	25,000	25,000
1	-	6	-	0810 - 555 - 515	Debris Pick-up	35	4,624	-	0	0	0
1	-	6	-	0810 - 560 - 515	Rural Ditch Maintenance	48,138	33,576	56,650	43,503	58,000	58,000
1	-	6	-	0810 - 565 - 515	Culvert Maintenance	1,936	9,621	26,200	11,614	26,200	26,200
1	-	6	-	0810 - 575 - 515	Storm Sewer Maintenance	5,096	18,882	15,750	1,710	15,750	15,750
1	-	6	-	0810 - 576 - 515	Storm Water Pond Mtnce	0	8,675	15,000	153	16,000	16,000
1	-	6	-	0810 - 577 - 515	Storm Grate Mtnce	0	0	-	0	0	0
1	-	6	-	0810 - 580 - 515	Catch Basin Cleaning	29,382	41,658	40,000	0	45,000	45,000
1	-	6	-	0810 - 782 - 515	Arthur Street (Elmira) Maintenance	2,600	14,922	26,000	18,365	9,000	9,000
1	-	6	-	0810 - 783 - 515	King Street (St Jacobs) Maintenance	6,000	6,000	6,000	6,000	6,200	6,200
1	-	6	-	1400 - 413 - 515	Sidewalk Repairs	-	-	1,000	0	1,025	1,025
1	-	6	-	0810 - 585 - 515	Sump Pump Relocation	-	67,302	-	0	15,000	0
1	-	6	-	4400 - 200 - 062	Municipal Drains	1,671	28,131	30,900	0	32,000	32,000
1	-	6	-	4400 - 200 - 254	Drainage Superintendent	29,607	29,468	72,100	20,698	74,000	74,000
Sub total						181,450	416,969	351,350	159,924	385,675	355,675
Other Cost						-	-	-	0	0	0
TOTAL - Expenditures						308,589	580,402	643,975	414,938	690,680	660,680

Underfunded by \$15,000. There was no boulevard tree planting program in 2024. Due to removing a number of large stature trees and costs associated with the T4W Roadside tree planting program mpacted the 2024 budget.

Added \$15k for contracted services for tree maintenance

ECA-CLI compliance will require monitoring of SWM facilities

PROGRAM - REVENUE

ACCOUNT DESCRIPTION					2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	0 ADJUSTMENTS	2025 BUDGET
1 - 5 - 0810 - 190 - 949 Interfund transfers					25,000	-	-	-	0		0
Fees and Charges					-	-	-	-	0	0	0
Provincial Grants											
1 - 5 - 4400 - 820 - 320 Drainage Superintendent					14,804	14,734	36,050	-	37,000		37,000
					14,803.60	14,734	36,050	-	37,000	-	37,000
Other Revenue											
1 - 5 - 0800 - 829 - 893 Debris pickup					0	0	-	218	0		0
1 - 5 - 0810 - 782 - 064 Arthur Street Maintenance					0	0	-	0	0		0
1 - 5 - 0810 - 870 - 200 Misc Recoverable					0	1,000	-	0	0		0
Sub total					-	1,000	-	218	-	-	-
TOTAL - Revenue					39,804	15,734	36,050	218	37,000	0	37,000
NET TOTAL					268,785	564,668	607,925	414,719	653,680	-30,000	623,680

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Hardtop Maintenance

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	47,688	46,230	69,200	56,710	71,280	0	71,280
Equipment Cost	84,194	79,673	126,050	92,453	129,175	0	129,175
Facility Cost	-	-	-	-	0	0	0
Operating/Material Cost	28,065	36,400	61,200	26,338	62,725	0	62,725
External Contract	532,563	280,144	667,200	577,399	617,800	-48,500	569,300
Other Cost	-	-	-	-	0	0	0
TOTAL - Expenditures	692,510	442,446	923,650	752,900	880,980	-48,500	832,480

PROGRAM - REVENUE

Interfund Transfers	-	-	130,500	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	69,237	-	-	-	0	0	0
	69,237	-	130,500	-	0	0	0
	623,273	442,446	793,150	752,900	880,980	-48,500	832,480

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES

PROGRAM Hardtop Maintenance

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost								
1 - 6 - 0820 - 595 - 500	Labour-road patching	26,151	20,393	41,000	29,407	42,230		42,230
1 - 6 - 0820 - 605 - 500	Labour-surface treatment	80	-	-	0	0		0
1 - 6 - 0820 - 610 - 500	Labour - maintenance paving	-	-	-	58	0		0
1 - 6 - 0820 - 615 - 500	Labour-street sweeping	11,185	15,076	18,400	17,248	18,950		18,950
1 - 6 - 0820 - 620 - 500	Labour-shoulder maintenance	10,273	10,762	9,800	9,997	10,100		10,100
	Sub total	47,688	46,230	69,200	56,710	71,280	0	71,280
Equipment Cost								
1 - 6 - 0820 - 595 - 510	Rental-road patching	16,880	12,316	32,800	19,931	33,600		33,600
1 - 6 - 0820 - 605 - 510	Rental-surface treatment	259	-	-	0	0		0
1 - 6 - 0820 - 610 - 510	Rental-maintenance paving	-	-	-	25	0		0
1 - 6 - 0820 - 615 - 510	Rental-street sweeping	34,451	39,462	59,000	45,572	60,475		60,475
1 - 6 - 0820 - 620 - 510	Rental-shoulder maintenance	32,604	27,894	34,250	26,925	35,100		35,100
	Sub total	84,194	79,673	126,050	92,453	129,175	0	129,175
Facility Cost		-	-	-	-	0	0	0
Operating/Material Cost								
1 - 6 - 0820 - 595 - 517	Materials-road patching	16,673	8,809	30,200	14,359	30,950		30,950
1 - 6 - 0820 - 605 - 517	Materials-surface treatment	-	-	-	-	0		0
1 - 6 - 0820 - 610 - 517	Materials-maintenance paving	-	5,745	-	-	0		0
1 - 6 - 0820 - 620 - 517	Materials-shoulder maintenance	11,392	21,846	31,000	11,979	31,775		31,775
	Sub total	28,065	36,400	61,200	26,338	62,725	0	62,725
External Contracts								
1 - 6 - 0820 - 600 - 515	Crack Sealing	74,163	0	76,250	69,649	80,300		80,300
1 - 6 - 0820 - 605 - 515	Surface Treatment	333,542	130,500	380,500	336,748	313,500	-48,500	265,000
1 - 6 - 0820 - 610 - 515	Maintenance Paving	27,436	8,221	45,000	30,952	55,000		55,000
1 - 6 - 0820 - 615 - 515	Street Sweeping	-	-	-	2,717	0		0
1 - 6 - 0820 - 620 - 515	Shoulder Maintenance	14,542	20,188	15,450	6,614	15,500		15,500
1 - 6 - 0820 - 705 - 515	Pavement Marking	80,304	94,651	125,000	108,105	127,500		127,500
1 - 6 - 0820 - 702 - 515	Road Needs Study	2,577	26,585	25,000	22,614	26,000		26,000
	Sub total	532,563	280,144	667,200	577,399	617,800	-48,500	569,300
Other Cost								
1 - 6 - 0820 - 190 - 961	Transfer to Reserve	-	-	-	-	0		0
	Sub total	-	-	-	-	-	-	-
TOTAL - Expenditures		692,510	442,446	923,650	752,900	880,980	-48,500	832,480

2023 SOTI
minimum \$80.3k

Underfunded by
\$48.5k. 2023 SOTI
minimum \$313.5k

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Hardtop Maintenance

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 0820 - 190 - 949	Interfund Transfers	-	-	130,500	-			0
	Fees and Charges	-	-	-		0		0
1 - 5 - 0820 - 190 - 949	Provincial Grants	-	-	-	-	0		0
1 - 5 - 0820 - 705 - 200	Other Revenue	-	-	-	-	0		0
1 - 5 - 0820 - 870 - 200	Miscellaneous Recoverable	69,237	-		-	0		0
	TOTAL - Revenue	69,237	-	130,500	-	0	0	0
NET		623,273	442,446	793,150	752,900	880,980	-48,500	832,480

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Hardtop Maintenance

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Road Patching	59,703	41,518	104,000	63,697	106,780	0	106,780
Crack Sealing	74,163	-	76,250	69,649	80,300	0	80,300
Surface Treatment	333,881	130,500	380,500	336,748	313,500	-48,500	265,000
Hard Top Repairs	27,436	8,221	45,000	31,035	55,000	0	55,000
Street Sweeping	45,636	54,537	77,400	65,536	79,425	0	79,425
Shoulder Maintenance	68,811	80,689	90,500	55,515	92,475	0	92,475
Traffic Line Marking	80,304	94,651	125,000	108,105	127,500	0	127,500
Road Needs Study	2,577	26,585	25,000	22,614	26,000	0	26,000
	692,510	436,701	923,650	752,900	880,980	-48,500	832,480

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Loose Top

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	48,942	65,168	66,200	80,792	71,600	0	71,600
Equipment Cost	158,153	186,589	198,500	257,723	218,000	0	218,000
Facility Cost	-	-	-	-	0	0	0
Operating/Material	-	-	7,100	69	7,100	0	7,100
External Contract	552,408	544,408	594,550	587,395	848,350	-125,000	723,350
Other Cost	-	-	-	-	0	0	0
TOTAL -Expenditures	759,503	796,164	866,350	925,979	1,145,050	-125,000	1,020,050
PROGRAM - REVENUE							
Interfund Transfers	40,000	40,000	40,000	-	40,000	0	40,000
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	33,310	26,562	40,000	56,448	35,000	0	35,000
Other funding	-	-	-	-	0	0	0
TOTAL - Revenue	73,310	66,562	80,000	56,448	75,000	0	75,000
	686,193	729,602	786,350	869,531	1,070,050	-125,000	945,050

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **INFRASTRUCTURE SERVICES**
PROGRAM **Loose Top**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER						ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
						Staff Cost							
1	-	6	-	0830	-	640 - 500	Labour-gravel base repair	2,177	2,926	3,300	4,620	3,400	3,400
1	-	6	-	0830	-	645 - 500	Labour-road grading	28,985	39,640	34,650	36,335	35,700	35,700
1	-	6	-	0830	-	650 - 500	Labour-dust suppressant	5,949	9,613	10,250	19,121	14,000	14,000
1	-	6	-	0830	-	655 - 500	Labour-gravel resurfacing	11,831	12,988	18,000	20,716	18,500	18,500
						Sub total	48,942	65,168	66,200	80,792	71,600	0	71,600
						Equipment Cost							
1	-	6	-	0830	-	640 - 510	Rental-gravel base repair	2,475	4,566	8,750	10,015	9,000	9,000
1	-	6	-	0830	-	645 - 510	Rental-road grading	101,890	126,527	125,600	124,114	130,000	130,000
1	-	6	-	0830	-	650 - 510	Rental-dust suppressant	22,414	28,876	31,150	77,087	45,000	45,000
1	-	6	-	0830	-	655 - 510	Rental-gravel resurfacing	31,373	26,621	33,000	46,507	34,000	34,000
						Sub total	158,153	186,589	198,500	257,723	218,000	0	218,000
						Facility Cost	-	-	-	-	0	0	0
						Operating/Material Cost							
1	-	6	-	0830	-	640 - 517	Material-gravel base repair	0	0	7,100	0	7,100	7,100
1	-	6	-	0830	-	645 - 517	Material-road grading	0	0	-	69	0	
1	-	6	-	0830	-	650 - 517	Material-dust suppressant	-	-	-	-	0	0
1	-	6	-	0830	-	655 - 517	Material-gravel resurfacing	-	-	-	-	0	0
						Sub total	-	-	7,100	69	7,100	0	7,100
						External Contract							
1	-	6	-	0830	-	640 - 515	Gravel Base Repair	12,315	0	13,100	0	13,100	13,100
1	-	6	-	0830	-	645 - 510	Road Grading	0	0	-	0	0	
1	-	6	-	0830	-	650 - 515	Dust Suppressant	235,431	222,881	244,450	229,849	262,950	262,950
1	-	6	-	0830	-	655 - 515	Gravel resurfacing	304,661	321,527	337,000	357,546	572,300	447,300
						Sub total	552,408	544,408	594,550	587,395	848,350	-125,000	723,350
						Other Cost							
1	-	6	-	0860	-	783 - 110	Gravel Pit Expenses	-	-	-	-	0	0
1	-	6	-	0830	-	655 - 273	Gravel resurfacing	-	-	-	-	0	0
						Sub total	-	-	-	-	0	0	0
						TOTAL - Expenditures	759,503	796,164	866,350	925,979	1,145,050	-125,000	1,020,050

1 year extension price of
\$0.136/L + HST

Underfunded by
\$799.4k. 2023 SOTI
minimum \$1,246.7k
6.25 year frequency
(18,577 m). 25,438
tonne for 75 mm lift

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Loosetop

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 0830 - 190 - 949	Interfund Transfers	40,000	40,000	40,000	-	40,000		40,000
	Fees and Charges	-	-	-	-	0	0	0
	Provincial Grants							
1 - 5 - 0800 - 870 - 063	MNR Gravel Tax	33,310	26,562	40,000	56,448	35,000		35,000
	Sub total	33,310	26,562	40,000	56,448	35,000	0	35,000
	Other Revenue			-		0	0	0
	TOTAL - Revenue	73,310	66,562	80,000	56,448	75,000	0	75,000
	NET	686,193	729,602	786,350	869,531	1,070,050	-125,000	945,050

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Loose Top

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Gravel Base Repair	16,968	7,492	32,250	14,635	32,600	0	32,600
	Road Grading	130,876	166,166	160,250	160,449	165,700	0	165,700
	Dustlaying	263,794	261,370	285,850	326,057	321,950	0	321,950
	Gravel Resurfacing	347,866	361,136	388,000	424,769	624,800	-125,000	499,800
		759,503	796,164	866,350	925,910	1,145,050	-125,000	1,020,050

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Winter Control

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	128,825	122,521	158,400	75,213	163,100	-15,000	148,100
Equipment Cost	390,486	330,935	433,800	227,022	444,500	-25,000	419,500
Facility Cost	-	-	-	-	0	0	0
Operating/Material	500,626	324,286	309,300	267,176	317,900	0	317,900
External Contracts	232,943	221,518	190,300	227,708	233,000	0	233,000
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	1,252,880	999,260	1,091,800	797,119	1,158,500	-40,000	1,118,500

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	-	16,661	-	24,586	0	0	0
TOTAL - Revenue	-	16,661	-	24,586	0	0	0
	1,252,880	982,599	1,091,800	772,532	1,158,500	-40,000	1,118,500

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Winter Control

PROGRAM - EXPENDITURES

DESCRIPTION						2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET	
Staff Cost													
1	-	6	-	0900	- 665 - 500	Labour-Snow Removal	84,809	67,079	88,350	28,532	91,000	-5,000	86,000
1	-	6	-	0900	- 670 - 500	Labour-Ice Removal	11,718	16,417	17,300	6,977	17,800	-5,000	12,800
1	-	6	-	0900	- 695 - 500	Labour-Sand/Salt	32,299	39,025	52,750	39,704	54,300	-5,000	49,300
Sub total							128,825	122,521	158,400	75,213	163,100	-15,000	148,100
Equipment Cost													
1	-	6	-	0900	- 665 - 510	Rental-Snow Removal	258,613	185,672	259,000	85,656	265,400	-10,000	255,400
1	-	6	-	0900	- 670 - 510	Rental-Ice Removal	42,008	41,836	45,100	18,238	46,200	-5,000	41,200
1	-	6	-	0900	- 695 - 510	Rental-Sand/Salt	89,865	103,427	129,700	123,128	132,900	-10,000	122,900
Sub total							390,486	330,935	433,800	227,022	444,500	-25,000	419,500
Facility Cost							-	-	-	-	0	0	0
Operating/Material Cost													
1	-	6	-	0900	- 665 - 517	Material-Snow Removal	674	1,072	300	941	900		900
1	-	6	-	0900	- 695 - 517	Material-Sand/Salt	499,952	323,214	309,000	266,235	317,000		317,000
Sub total							500,626	324,286	309,300	267,176	317,900	0	317,900
External Cost													
1	-	6	-	0900	- 665 - 515	Snow Removal	97,960	101,230	95,000	53,809	97,400		97,400
1	-	6	-	0900	- 667 - 515	Sidewalk Snow Removal	143,403	119,168	85,000	159,667	125,000		125,000
1	-	6	-	0900	- 670 - 515	Ice Removal	-	-	-	-	0		0
1	-	6	-	0900	- 695 - 515	Salt/sanding	-8,420	1,120	10,300	14,232	10,600		10,600
Sub total							232,943	221,518	190,300	227,708	233,000	0	233,000
Other cost													
1	-	6	-	0900	- 190 - 967	Transfer to Reserve	-	-	-	-	0	0	0
Sub Total							-	-	-	-	0	0	0
TOTAL - Expenditures							1,252,880	999,260	1,091,800	797,119	1,158,500	-40,000	1,118,500
PROGRAM REVENUE													
1	-	5	-	900	- 190 - 949	Interfund Transfers	-	-	-	-	0	0	0
						Fees and Charges	-	-	-	-	0	0	0
						Provincial Grants	-	-	-	-	0	0	0
1	-	5	-	0900	- 870 - 300	Miscellaneous Revenue	-	16,661	-	24,586	0	0	0
TOTAL - Revenue							-	16,661	-	24,586	0	0	0
NET							1,252,880	982,599	1,091,800	772,532	1,158,500	-40,000	1,118,500
Snow Removal							585,459	474,220	527,650	328,605	579,700	-15,000	564,700
Ice Removal							53,726	58,254	62,400	25,215	64,000	10,000	54,000
Sand/Salt							613,695	466,786	501,750	443,299	514,800	-15,000	499,800
							1,252,880	999,260	1,091,800	797,119	1,158,500	-40,000	1,118,500

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Safety

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	59,156	95,843	73,200	76,255	75,400	0	75,400
Equipment Cost	31,320	55,947	67,530	45,700	67,650	0	67,650
Facility Cost	-	-	-	-	0	0	0
Operating/Material Cost	45,740	69,245	77,000	40,121	78,100	0	78,100
External Contract	118,896	25,162	42,750	58,311	43,850	0	43,850
Other Cost	-	-	-	-	0	0	0
TOTAL - Expenditures	255,112	246,196	260,480	220,388	265,000	0	265,000

PROGRAM - REVENUE

Interfund Transfer	12,000	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grant	-	-	-	-	0	0	0
Other Revenue	-	-	-	-	0	0	0
TOTAL - Revenue	12,000	-	-	-	0	0	0
	243,112	246,196	260,480	220,388	265,000	0	265,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Safety

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION						2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET	
Staff Cost													
1	-	6	-	0855	- 710 - 500	Labour-signs	54,970	86,429	62,000	69,846	63,900	63,900	
1	-	6	-	0855	- 715 - 500	Labour-guide post maintenance	1,870	2,198	4,300	2,916	4,400	4,400	
1	-	6	-	0855	- 735 - 500	Labour-spills	581	71	2,050	60	2,100	2,100	
1	-	6	-	0860	- 781 - 500	Labour-special events	755	4,640	2,800	2,201	2,900	2,900	
1	-	6	-	0860	- 796 - 500	Labour-safety meetings	980	2,505	2,050	1,230	2,100	2,100	
Sub total							59,156	95,843	73,200	76,255	75,400	0	75,400
Equipment Cost													
1	-	6	-	0855	- 710 - 510	Rental-signs	28,966	50,895	58,000	40,503	58,000	58,000	
1	-	6	-	0855	- 715 - 510	Rental-guide post maintenance	1,431	2,204	5,150	3,320	5,200	5,200	
1	-	6	-	0855	- 735 - 510	Rental-spills	208	17	2,300	252	2,300	2,300	
1	-	6	-	0860	- 781 - 510	Rental-special events	319	2,148	1,150	1,123	1,200	1,200	
1	-	6	-	0860	- 796 - 510	Rental-safety meetings	396	684	930	502	950	950	
Sub total							31,320	55,947	67,530	45,700	67,650	0	67,650
Facility Cost							-	-	-	-	0	0	0
Operating/Material Cost													
1	-	6	-	0855	- 710 - 517	Material-signs	44,622	59,358	74,000	39,248	75,000	75,000	
1	-	6	-	0855	- 715 - 517	Material-guide post maintenance	748	1,748	2,400	855	2,450	2,450	
1	-	6	-	0855	- 735 - 517	Materials-spills	370	-	300	18	325	325	
1	-	6	-	0860	- 781 - 517	Material-special events	-	8,139	300	-	325	325	
Sub total							45,740	69,245	77,000	40,121	78,100	0	78,100
External Contract													
1	-	6	-	0855	- 710 - 515	Sign External Contracts	39,073	8,975	35,000	24,318	35,900	35,900	
1	-	6	-	0855	- 715 - 515	Guide Post Maintenance	10,257	9,174	4,150	-	4,250	4,250	
1	-	6	-	0855	- 730 - 515	Railroad Maintenance	3,190	3,190	3,600	0	3,700	3,700	
1	-	6	-	0855	- 735 - 515	Spills	66,376	3,824	-	33,993	0	0	
							118,896	25,162	42,750	58,311	43,850	0	43,850
Other Cost													
							-	-	-	-	0	0	0
TOTAL - Expenditures							255,112	246,196	260,480	220,388	265,000	0	265,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Safety

PROGRAM - REVENUE

	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 0855 - 190 - 948	Transfer from Reserves	12,000	0	0	0	0		0
	Interfund Transfers	12,000	0	0	0	0	0	0
	Fees and Charges	0	0	0	0	0	0	0
	Provincial Grants	0	0	0	0	0	0	0
	Other Revenue	0	0	0	0	0	0	0
	TOTAL - Revenue	12,000	0	0	0	0	0	0
	NET	243,112	246,196	260,480	220,388	265,000	0	265,000

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Safety

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Signs	167,630	205,656	229,000	173,916	232,800	0	232,800
Guide Post Maintenance	14,307	15,323	16,000	7,092	16,300	0	16,300
Railroad Maintenance	3,190	3,190	3,600	-	3,700	0	3,700
Spills	1,160	88	4,650	330	4,725	0	4,725
Special events	1,074	14,927	4,250	3,324	4,425	0	4,425
Safety Meetings	1,375	3,189	2,980	1,733	3,050	0	3,050
	188,736	242,373	260,480	186,394	265,000	0	265,000

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Boundary Road Maintenance

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1-6-0860-746-110	Wellesley	9,699	15,186	10,000	0	13,000		13,000
1-6-0860-752-110	Waterloo	8,522	12,874	15,000	12,382	18,000		18,000
TOTAL - Expenditures		18,221	28,059	25,000	12,382	31,000	0	31,000

PROGRAM - REVENUE

1-5-0860-870-300	Miscellaneous	-	-	-	-	-	-	-
TOTAL - Revenue		-	-	-	-	0	0	0
NET		18,221	28,059	25,000	12,382	31,000	0	31,000

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Parking Lot

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET
Staff Cost	3,521	7,226	10,650	2,740	11,000	0	11,000
Equipment Cost	13,774	21,349	27,350	9,949	28,050	0	28,050
Facility Cost	-	-	-	-	0	0	0
Operating/Material Cost	27,238	17,419	33,800	25,669	64,600	-20,000	44,600
External Contract	81,930	78,590	70,200	29,026	71,800	0	71,800
Other Cost	42,876	44,049	45,000	45,965	47,500	0	47,500
TOTAL - Expenditures	169,339	168,633	187,000	113,350	222,950	-20,000	202,950

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	-	-	-	-	0	0	0
TOTAL - Revenue	-	-	-	-	0	0	0

NET	169,339	168,633	187,000	113,350	222,950	-20,000	202,950
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TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Parking Lot

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION						2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENT	2025 BUDGET	
Staff Cost													
1	-	6	-	1100	- 409 - 500	Labour-parking lot maintenance	84	87	2,650	322	2,750	2,750	
1	-	6	-	1100	- 411 - 500	Labour-winter control	3,436	7,139	8,000	2,418	8,250	8,250	
Sub total						3,521	7,226	10,650	2,740	11,000	0	11,000	
Equipment Cost													
1	-	6	-	1100	- 409 - 510	Rental-parking lot maintenance	123	12	5,900	311	6,050	6,050	
1	-	6	-	1100	- 411 - 510	Rental-winter control	13,651	21,336	21,450	9,638	22,000	22,000	
Sub total						13,774	21,349	27,350	9,949	28,050	0	28,050	
Facility Cost						-	-	-	-	0	0	0	
Operating/Material Cost													
1	-	6	-	1100	- 409 - 517	Materials-parking lot maintenance	-	-	-	-		0	
1	-	6	-	1100	- 411 - 517	Materials-winter control	27,238	17,419	33,800	25,669	64,600	-20,000	44,600
Sub total						27,238	17,419	33,800	25,669	64,600	-20,000	44,600	
External Contract													
1	-	6	-	1100	- 409 - 515	Maintenance	5,393	0	6,200	0	6,200	6,200	
1	-	6	-	1100	- 411 - 515	Winter Control	76,536	78,590	64,000	29,026	65,600	65,600	
Sub total						81,930	78,590	70,200	29,026	71,800	0	71,800	
Other Cost													
1	-	6	-	1100	- 200 - 084	BIA Parking Lot leases	14,317	14,164	15,000	14,637	15,000	15,000	
1	-	6	-	1100	- 150 - 157	Grants-in-lieu of property tax	28,559	29,885	30,000	31,328	32,500	32,500	
Sub total						42,876	44,049	45,000	45,965	47,500	0	47,500	
TOTAL - Expenditures						169,339	168,633	187,000	113,350	222,950	-20,000	202,950	

PROGRAM - REVENUE

1 - 5 - 1100 - 190 - 949	Contribution from Reserve Fund				0	0	0	0
	Interfund Transfers				0	-	0	0
	Fees and Charges				-	-	0	0
	Provincial Grants				-	-	0	0
	Other Revenue							
	Grants-in-lieu				-	0	0	0
1 - 5 - 1100 - 870 - 200	Miscellaneous Recoverable					0		0
	Sub total				-	0	0	0
	TOTAL - Revenue				-	-	0	0
	NET				169,339	168,633	222,950	202,950

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Street lights

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Cost	-	-	-	-	0	0	0
Equipment Cost	-	-	-	-	0	0	0
Facility Cost	-	-	-	-	0	0	0
Operating/Material Cost	97,285	102,006	110,000	65,134	112,600	0	112,600
Exernal Contract	44,008	27,875	30,000	13,519	31,000	0	31,000
Other Cost	61,000	61,000	61,000	55,917	61,000	0	61,000
TOTAL - Expenditures	202,294	190,881	201,000	134,569	204,600	0	204,600

PROGRAM REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees and Charges	-	-	-	-	0	0	0
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	3,510	-	-	-	0	0	0
Total - Revenue	3,510	-	-	-	0	0	0
	198,784	190,881	201,000	134,569	204,600	0	204,600

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Street lights

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Cost	0	0	0	0	0	0	0
	Equipment Cost	0	0	0	0	0	0	0
	Facility Cost	0	0	0	0	0	0	0
	Operating/Material Cost							
1 - 6 - 1200 - 200 - 226	Energy - Township	90,064	89,661	95,000	63,243	97,300		97,300
1 - 6 - 1200 - 090 - 364	Repairs	7,221	12,345	15,000	1,891	15,300		15,300
	Sub total	97,285	102,006	110,000	65,134	112,600	0	112,600
	External Contracts							
1 - 6 - 1200 - 200 - 515	Hydro Streetlight Maintenance	44,008	27,875	30,000	13,519	31,000	0	31,000
	Sub Total	44,008	27,875	30,000	13,519	31,000	0	31,000
	Other Cost							
1 - 6 - 1200 - 190 - 961	Transfer to Reserve	61,000	61,000	61,000	55,917	61,000		61,000
	Sub total	61,000	61,000	61,000	55,917	61,000	0	61,000
	TOTAL - Expenditures	202,294	190,881	201,000	134,569	204,600	0	204,600
<u>PROGRAM REVENUES</u>								
	Other Revenue							
1 - 5 - 1200 - 870 - 300	Miscellaneous	3,510	0	-	0	0	0	0
	Sub total	3,510	-	-	-	0	0	0
	Fees and Charges	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
	Interfund Transfer	-	-	-	-	0	0	0
	TOTAL - Revenue	3,510	-	-	-	0	0	0
	NET	198,784	190,881	201,000	134,569	204,600	0	204,600

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Sidewalk Snowclearing (Elmira - Ward 1)

PROGRAM - EXPENDITURES		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Cost	-	-	-	-	0	0	0
	Equipment Cost	-	-	-	-	0	0	0
	Facility Cost	-	-	-	-	0	0	0
	Operating/Material Cost	-	-	-	3,697	4,000	0	4,000
	External Contract	227,131	185,660	176,000	139,969	190,000	0	190,000
	Other Cost	-	-	-	-	0	0	0
	TOTAL - Expenditures	227,131	185,660	176,000	143,666	194,000	0	194,000
PROGRAM - REVENUE								
	Interfund Transfers	-	-	-	-	0	0	0
	Fees and Charges	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenue	227,131	185,660	176,000	144,010	194,000	0	194,000
	TOTAL - Revenue	227,131	185,660	176,000	144,010	194,000	0	194,000
	NET	-	-	-	344	0	0	0

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT INFRASTRUCTURE SERVICES
PROGRAM Sidewalk Snowclearing (Elmira - Ward 1)

<u>PROGRAM - EXPENDITURES</u>		ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
		Staff Costs							
W - 6 - 1400 - 200 - 123		Labour	-	-	-	-	0		0
W - 6 - 1400 - 666 - 500		Labour	-	-	-	344			
		Equipment Costs							
W - 6 - 1400 - 666 - 510		Internal Equipment Rental	-	-	-	-	0		0
		Facility Costs							
		Operating/Material Costs							
W - 4 - 9000 - 930 - 920		Write-Offs	0	0	-	0	0		0
W - 6 - 1400 - 666 - 510		Materials	0	0	-	3,697	4,000		4,000
		External Contracts							
W - 6 - 1400 - 666 - 515		Contract for snow clearing	227,131	185,660	176,000	139,969	190,000		190,000
W - 6 - 1400 - 413 - 515		External Contracts	-	-	-	-	0		0
		TOTAL - Expenditures	227,131	185,660	176,000	144,010	194,000	0	194,000
<u>PROGRAM - REVENUE</u>		ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
W - 4 - 9000 - 920 - 920		Taxation - Municipal Levy	220,924	229,269	176,000	190,625	194,000		194,000
W - 4 - 9000 - 925 - 920		Taxation - Municipal Levy	0	0	-	0	0		0
W - 5 - 1400 - 870 - 200		Misc Recoverable	0	0	-	0	0		0
W - 3 - 8500 - 998 - 998		Surplus - Accumulated	6,207	-43,608	-	-46,616	0		0
		TOTAL - Revenue	227,131	185,660	176,000	144,010	194,000	0	194,000
		NET	-	0	-	0	0	0	0

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Function Summary

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Cemeteries	65,238	74,581	92,411	91,108	91,614	0	91,614
General Administration	1,205,325	2,262,019	2,431,593	1,792,819	2,511,576	0	2,511,576
St Jacobs Arena	426,077	401,280	400,976	358,204	449,519	0	449,519
Woolwich Memorial Centre	2,697,892	2,526,374	2,204,177	2,329,347	2,614,027	-5,000	2,609,027
Parks	858,034	846,241	844,002	876,574	852,620	-14,000	838,620
Recreation Associations	323,629	331,122	372,897	344,885	420,000	-3,000	417,000
Recreation Programs and Community Development	25,902	28,012	30,502	25,547	29,138	0	29,138
Day Camps	99,112	118,224	109,067	135,553	162,824	0	162,824
Libraries	40,476	51,202	48,281	42,224	66,265	0	66,265
Other Facilities	108,493	100,650	126,550	103,876	187,928	0	187,928
Administration Building	199,475	204,164	180,559	150,987	210,055	0	210,055
TOTAL - Expenditures	6,049,652	6,943,868	6,841,016	6,251,124	7,595,566	-22,000	7,573,566

PROGRAM - REVENUE

Cemeteries	88,484	133,776	133,700	143,159	127,000	0	127,000
General Administration	366,672	266,857	123,130	141,437	147,604	0	147,604
St Jacobs Arena	294,531	357,925	337,000	366,488	370,000	10,000	380,000
Woolwich Memorial Centre	1,221,409	1,534,127	1,554,300	1,595,795	1,725,000	4,000	1,729,000
Parks	225,292	481,605	411,000	275,880	315,000	3,000	318,000
Recreation Associations	171,002	167,154	214,500	285,878	249,200	6,000	255,200
Recreation Programs and Community Development	6,662	9,223	12,000	3,418	11,300	0	11,300
Day Camps	182,489	204,012	215,000	217,515	240,000	5,000	245,000
Libraries	6,003	17,163	24,888	19,948	33,888	0	33,888
Other Facilities	136,627	129,475	145,000	127,587	233,800	0	233,800
Administration Building	240,050	181,060	180,559	163,679	210,055	0	210,055
TOTAL - Revenue	2,939,220	3,482,377	3,351,077	3,340,782	3,662,847	28,000	3,690,847
NET	3,110,432	3,461,491	3,489,939	2,910,342	3,932,719	-50,000	3,882,719

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT PROGRAM	RECREATION & COMMUNITY SERVICES Department Summary							
	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
PROGRAM - EXPENDITURES								
	Staff Costs	2,722,865	3,302,978	3,155,287	3,249,605	3,610,810	-8,000	3,602,810
	Equipment Costs	411,703	493,383	421,450	387,630	441,250	0	441,250
	Facility Costs	811,911	892,322	837,007	755,983	989,922	-14,000	975,922
	Operating/Material Costs	481,141	542,061	592,850	506,013	634,750	0	634,750
	External Contracts	241,390	267,487	278,500	293,008	283,000	0	283,000
	Other Costs	1,380,642	1,445,638	1,555,922	1,058,886	1,635,834	0	1,635,834
	TOTAL - Expenditures	6,049,652	6,943,868	6,841,016	6,251,124	7,595,566	-22,000	7,573,566
PROGRAM - REVENUE								
	Interfund Transfers	281,045	487,023	478,430	360,926	474,604	0	474,604
	Fees and Charges	1,934,455	2,338,668	2,328,088	2,460,864	2,631,388	25,000	2,656,388
	Provincial Grants	280,133	170,611	72,000	16,839	47,300	0	47,300
	Other Revenues	443,587	486,076	472,559	502,153	509,555	3,000	512,555
	TOTAL - Revenue	2,939,220	3,482,377	3,351,077	3,340,782	3,662,847	28,000	3,690,847
	NET	3,110,432	3,461,491	3,489,939	2,910,342	3,932,719	-50,000	3,882,719

453,041

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Cemeteries

2024 Full-time Equivalent 0.15
2025 Full-time Equivalent 0.15

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	27,374	14,533	14,741	13,654	32,714	0	32,714
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	156	156	170	130	400	0	400
Operating/Material Costs	11,677	16,101	21,000	15,980	22,500	0	22,500
External Contracts	26,031	43,790	56,500	61,343	36,000	0	36,000
Other Costs	-	-	-	-	0	0	0
Total Expenditures	65,238	74,581	92,411	91,108	91,614	0	91,614

PROGRAM - REVENUE

Interfund Transfers	1,511	25,030	40,000	43,748	15,000	0	15,000
Fees & Charges	73,069	77,348	61,700	70,020	72,000	0	72,000
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	13,904	31,398	32,000	29,391	40,000	0	40,000
Total Revenue	88,484	133,776	133,700	143,159	127,000	0	127,000
NET	-23,246	-59,195	-41,289	-52,052	-35,386	0	-35,386

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Cemeteries

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 2800 - 010 - 001	Full Time Salaries	20,342	10,715	10,731	9,998	11,494	1 time remediation work	11,494
1 - 6 - 2800 - 010 - 002	Part Time Salaries	-	-	-	0	14,000		14,000
1 - 6 - 2800 - 020 - 021	CPP	1,093	564	596	571	1,894		1,894
1 - 6 - 2800 - 020 - 022	EI	387	188	211	194	744		744
1 - 6 - 2800 - 020 - 023	Group Benefits	2,669	1,480	1,636	1,420	1,639		1,639
1 - 6 - 2800 - 020 - 025	OMERS	1,856	1,021	1,007	960	1,103		1,103
1 - 6 - 2800 - 020 - 026	EHT	405	211	209	198	712		712
1 - 6 - 2800 - 020 - 027	WSIB	622	354	351	313	1,128		1,128
	Sub total	27,374	14,533	14,741	13,654	32,714	0	32,714
Equipment Costs								
		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 2800 - 150 - 153	Water	156	156	170	130	400		400
	Sub total	156	156	170	130	400	0	400
Operation/Materials Costs								
1 - 6 - 2800 - 100 - 102	Maintenance & Supplies	-	1,985	4,000	3,524	5,500		5,500
1 - 6 - 2800 - 100 - 103	Trees	-	-	0	0	0		0
1 - 6 - 2800 - 200 - 836	Grave Openings	8,459	13,275	14,000	11,291	14,000		14,000
1 - 6 - 2800 - 200 - 838	Grave Restoration	3,218	841	3,000	1,164	3,000		3,000
	Sub total	11,677	16,101	21,000	15,980	22,500	0	22,500
External Contracts								
1 - 6 - 2800 - 200 - 121	Maintenance Contract	18,601	15,289	11,000	13,496	15,500		15,500
1 - 6 - 2800 - 200 - 123	Snow Removal	5,919	3,471	5,500	4,099	5,500		5,500
1 - 6 - 2800 - 758 - 800	Minor Capital	1,511	25,030	40,000	43,748	15,000		15,000
	Sub total	26,031	43,790	56,500	61,343	36,000	0	36,000
Other Costs								
		-	-	-	-	0	0	0
	TOTAL Expenditures	65,238	74,581	92,411	91,108	91,614	0	91,614

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - REVENUE

ACCOUNT NUMBER		ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 2800 - 190 - 949		Interfund Transfers	1,511	25,030	40,000	43,748	15,000	0	15,000
		Fees & Charges							
1 - 5 - 2800 - 830 - 836		Grave Openings	26,734	32,736	28,000	34,231	35,000		35,000
1 - 5 - 2800 - 830 - 837		Share of Plot Sales	44,918	42,699	32,000	33,269	34,000		34,000
1 - 5 - 2800 - 830 - 887		Monuments	1,417	1,913	1,700	2,520	3,000		3,000
		Sub total	73,069	77,348	61,700	70,020	72,000	0	72,000
		Provincial Grants	-	-	-	-	0	0	0
		Other Revenues							
1 - 5 - 2800 - 870 - 300		Miscellaneous		0	9,000	0	9,000	transfer operating funds from St. James Church	9,000
1 - 5 - 2800 - 870 - 875		Interest	13,904	31,398	23,000	29,391	31,000		31,000
		Sub total	13,904	31,398	32,000	29,391	40,000	0	40,000
		TOTAL - Revenue	88,484	133,776	133,700	143,159	127,000	0	127,000
			-23,246	-59,195	-41,289	-52,052	-35,386	0	-35,386

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM General Administration

2024 Full-time Equivalent 14.50
2025 Full-time Equivalent **14.50**

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	452,609	1,511,248	1,546,456	1,452,593	1,621,731	0	1,621,731
Equipment Costs	70,274	74,497	70,200	73,277	73,000	0	73,000
Facility Costs	-	-	-	-	0	0	0
Operating/Materials Costs	58,335	51,200	56,000	46,530	44,000	0	44,000
External Contracts	-	-	-	-	0	0	0
Other Costs	624,108	625,074	758,937	220,419	772,845	0	772,845
TOTAL - Expenditures	1,205,325	2,262,019	2,431,593	1,792,819	2,511,576	0	2,511,576

PROGRAM - REVENUE

Interfund Transfers	55,364	38,620	48,430	32,612	65,104	0	65,104
Fees & Charges	-	-	-	-	0	0	0
Provincial Grants	224,600	133,600	-	-	0	0	0
Other Revenue	86,708	94,637	74,700	108,825	82,500	0	82,500
TOTAL - Revenue	366,672	266,857	123,130	141,437	147,604	0	147,604
NET	838,653	1,995,162	2,308,463	1,651,383	2,363,972	0	2,363,972

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **RECREATION & COMMUNITY SERVICES**
PROGRAM **General Administration**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 3710 - 010 - 001	Full Time Salaries (Admin)	325,442	409,772	454,184	418,401	482,272		482,272
1 - 6 - 3710 - 010 - 004	Full Time Salaries (Unionized)	0	720,241	699,144	678,507	718,663		718,663
1 - 6 - 3710 - 020 - 021	CPP	12,593	55,637	57,200	54,230	61,361		61,361
1 - 6 - 3710 - 020 - 022	EI	4,341	19,076	20,157	19,290	21,142		21,142
1 - 6 - 3710 - 020 - 023	Group Benefits	33,348	111,402	119,101	106,904	129,881		129,881
1 - 6 - 3710 - 020 - 025	OMERS	31,945	103,966	109,950	101,025	115,382		115,382
1 - 6 - 3710 - 020 - 026	EHT	6,012	22,657	22,490	21,380	23,418		23,418
1 - 6 - 3710 - 020 - 027	WSIB	9,118	37,029	35,730	33,278	35,612		35,612
1 - 6 - 3710 - 040 - 041	Mileage	635	701	1,000	131	1,000		1,000
1 - 6 - 3710 - 040 - 044	Membership Fees	1,664	2,298	3,000	1,854	4,000		4,000
1 - 6 - 3710 - 040 - 046	Training & Development	17,275	14,380	15,000	10,279	19,000		19,000
1 - 6 - 3710 - 040 - 048	Uniforms	10,237	14,090	9,500	7,312	10,000		10,000
	Sub total	452,609	1,511,248	1,546,456	1,452,593	1,621,731	-	1,621,731
Equipment Costs								
1 - 6 - 3710 - 080 - 081	Fuel	33,369	35,337	32,000	36,092	35,000		35,000
1 - 6 - 3710 - 080 - 082	External Repairs	34,938	38,004	36,000	35,497	36,000		36,000
1 - 6 - 3710 - 080 - 362	License Fee	1,966	1,157	2,200	1,687	2,000		2,000
	Sub total	70,274	74,497	70,200	73,277	73,000	-	73,000
Facility Costs								
1 - 6 - 3710 - 170 - 175	Facility Cost Allocation (3794)	0	0	-	0	0	0	0
	Sub total	-	-	-	-	0	0	0
Operating/Material Costs								
1 - 6 - 3710 - 270 - 215	Active Network Fees	18,414	25,686	20,000	28,822	25,000		25,000
1 - 6 - 3710 - 270 - 271	Office Supplies	2,376	1,826	3,000	2,221	2,500		2,500
1 - 6 - 3710 - 270 - 273	Advertising	1,507	1,445	3,000	1,157	2,000		2,000
1 - 6 - 3710 - 270 - 276	Telephone	6,372	6,983	7,000	4,742	7,000		7,000
1 - 6 - 3710 - 270 - 277	Photocopying	4,732	7,071	5,000	7,407	5,500		5,500
1 - 6 - 3710 - 758 - 800	Minor Capital	24,934	8,190	18,000	2,182	2,000		2,000
	Sub total	58,335	51,200	56,000	46,530	44,000	-	44,000
External Contracts								
	Sub total	-	-	-	-	0	0	0
Other Costs								
1 - 6 - 3710 - 180 - 182	Debenture Repayment	260,778	260,778	260,778	53,188	260,778		260,778
1 - 6 - 3710 - 190 - 962	Transfer to Insurance Reserve	26,463	27,734	31,924	29,264	34,032		34,032
1 - 6 - 3710 - 190 - 965	Transfer to Equipment Reserve	44,784	53,084	58,392	53,526	58,392		58,392
1 - 6 - 3710 - 190 - 967	Transfer to Reserve Fund	193,000	193,000	336,143	0	336,143		336,143
1 - 6 - 3710 - 220 - 241	Elderly Persons Centre Grant	67,542	43,169	42,700	57,409	45,500		45,500
1 - 6 - 3710 - 250 - 251	Legal	17,490	8,134	6,000	11,143	13,000		13,000
1 - 6 - 3710 - 270 - 200	Game Day Insurance	5,745	18,825	20,000	0	20,000		20,000
1 - 6 - 3710 - 270 - 300	Miscellaneous	8,306	20,351	3,000	15,890	5,000		5,000
	Sub total	624,108	625,074	758,937	220,419	772,845	-	772,845
	TOTAL - Expenditures	1,205,325	2,262,019	2,431,593	1,792,819	2,511,576	-	2,511,576

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM General Administration

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
1 - 5 - 3710 - 975 - 949	Interfund Transfers Fees & Charges	55,364	38,620	48,430	32,612	65,104	0	65,104
		-	-	-	-	0	0	0
1 - 5 - 3710 - 820 - 812	Provincial Grants	224,600	133,600	-	0	0		0
	Provincial Grants	224,600	133,600	-	-	-	-	-
	Other Revenues							
1 - 5 - 3710 - 870 - 813	Elderly Persons Centre Grant	67,182	43,169	42,700	57,409	45,500		45,500
1 - 5 - 3710 - 870 - 200	Game Day Insurance Recovery	7,637	29,295	20,000	43,893	25,000		25,000
1 - 5 - 3710 - 870 - 300	Miscellaneous	11,889	22,173	12,000	7,523	12,000		12,000
	Sub total	86,708	94,637	74,700	108,825	82,500	-	82,500
	TOTAL - Revenue	366,672	266,857	123,130	141,437	147,604	0	147,604
	NET	838,653	1,995,162	2,308,463	1,651,383	2,363,972	0	2,363,972

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM St. Jacobs Arena

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	113,297	21,602	42,183	21,073	42,834	0	42,834
Equipment Costs	47,242	62,098	47,750	34,201	53,750	0	53,750
Facility Costs	93,300	120,959	100,250	99,740	116,500	0	116,500
Operating/Material Costs	12,427	13,641	35,300	32,955	30,300	0	30,300
External Contracts	-	-	-	-	0	0	0
Other Costs	103,513	108,233	116,093	106,419	133,135	0	133,135
Subsidized Costs	56,298	74,747	59,400	63,816	73,000	0	73,000
TOTAL - Expenditures	426,077	401,280	400,976	358,204	449,519	0	449,519
PROGRAM REVENUE							
Interfund Transfers	10,322	10,396	33,000	31,184	28,000	0	28,000
Fees & Charges	283,092	345,912	302,000	333,324	339,500	10,000	349,500
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	1,117	1,617	2,000	1,980	2,500	0	2,500
TOTAL - Revenue	294,531	357,925	337,000	366,488	370,000	10,000	380,000
NET	131,546	43,354	63,976 -	8,284	79,519	-10,000	69,519

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM St. Jacobs Arena

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 3740 - 010 - 001	Full Time Salaries	86,836	0	-	0	0		0
1 - 6 - 3740 - 010 - 002	Part Time Salaries	2,659	18,247	37,000	17,948	37,000		37,000
1 - 6 - 3740 - 010 - 011	Concession Salaries	0	0	-	0	0		0
1 - 6 - 3740 - 020 - 021	CPP	4,785	826	1,993	619	1,993		1,993
1 - 6 - 3740 - 020 - 022	EI	1,744	417	758	417	776		776
1 - 6 - 3740 - 020 - 023	Group Benefits	6,723	0	-	0	0		0
1 - 6 - 3740 - 020 - 025	OMERS	6,004	1,162	500	1,185	1,200		1,200
1 - 6 - 3740 - 020 - 026	EHT	1,787	356	722	350	722		722
1 - 6 - 3740 - 020 - 027	WSIB	2,760	594	1,210	554	1,143		1,143
	Sub total	113,297	21,602	42,183	21,073	42,834	0	42,834
Equipment Costs								
1 - 6 - 3740 - 080 - 081	Fuel	14,319	17,720	14,000	12,262	15,000		15,000
1 - 6 - 3740 - 080 - 082	External Repairs	2,852	1,199	750	0	750		750
1 - 6 - 3740 - 090 - 098	Equipment R & M	6,660	18,316	11,000	7,245	15,000		15,000
1 - 6 - 3740 - 090 - 121	Service Contracts	23,410	24,863	22,000	14,694	23,000		23,000
	Sub total	47,242	62,098	47,750	34,201	53,750	0	53,750
Facility Costs								
1 - 6 - 3740 - 110 - 098	Building R & M	9,290	18,159	11,750	19,631	18,000		18,000
1 - 6 - 3740 - 120 - 123	Snow removal	8,560	6,527	8,000	4,935	8,000		8,000
1 - 6 - 3740 - 150 - 151	Hydro	42,858	58,631	52,000	45,494	55,000		55,000
1 - 6 - 3740 - 150 - 152	Heat	12,757	12,531	13,000	15,501	14,000		14,000
1 - 6 - 3740 - 150 - 153	Water	8,711	9,483	7,500	5,467	9,500		9,500
1 - 6 - 3740 - 150 - 154	Sewer	11,123	15,629	8,000	8,712	12,000		12,000
	Sub total	93,300	120,959	100,250	99,740	116,500	0	116,500
Operating/Material Costs								
1 - 6 - 3740 - 200 - 216	Concession	0	992	-	0	0		0
1 - 6 - 3740 - 270 - 271	Office Supplies	98	93	100	27	100		100
1 - 6 - 3740 - 270 - 276	Telephone	2,007	2,160	2,200	1,744	2,200		2,200
1 - 6 - 3740 - 758 - 800	Minor Capital	10,322	10,396	33,000	31,184	28,000		28,000
	Sub total	12,427	13,641	35,300	32,955	30,300	0	30,300
External Contracts								
		-	-	-	-	0	0	0
Other Costs								
1 - 6 - 3740 - 190 - 962	Transfer to Insurance Reserve	19,181	20,101	23,138	21,210	24,666		24,666
1 - 6 - 3740 - 190 - 965	Transfer to Equipment Reserve Fund	8,333	8,333	9,166	8,402	10,082		10,082
1 - 6 - 3740 - 190 - 966	Transfer to Building Reserve Fund	75,999	79,799	83,789	76,807	98,387		98,387
	Sub total	103,513	108,233	116,093	106,419	133,135	0	133,135
Subsidized Costs								
1 - 6 - 3740 - 220 - 839	Girls Minor Hockey	19,474	23,227	19,800	17,998	23,000		23,000
1 - 6 - 3740 - 220 - 841	Minor Hockey	36,825	51,520	39,600	45,818	50,000		50,000
1 - 6 - 3740 - 220 - 842	Minor Ringette	-	-	-	-	0		0
1 - 6 - 3740 - 220 - 854	Board of Education	-	-	-	-	0		0
	Sub total	56,298	74,747	59,400	63,816	73,000	0	73,000
	TOTAL - Expenditures	426,077	401,280	400,976	358,204	449,519	0	449,519

Ammonia
detector - \$8,000
Alarm panel
update - \$16,000
Shower grout
work - \$4,000

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM St. Jacobs Arena

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Interfund Transfers							
1 - 5 - 3740 - 190 - 949	Contribution from Reserve Fund	10,322	10,396	33,000	31,184	28,000	0	28,000
1 - 5 - 3740 - 830 - 831	Donation	-	-		-	0		0
	Sub total	10,322	10,396	33,000	31,184	28,000	0	28,000
	Fees & Charges							
1 - 5 - 3740 - 840 - 840	General Rentals	114,141	121,411	120,000	122,128	124,000		124,000
1 - 5 - 3740 - 840 - 839	Girls Minor Hockey	58,273	69,334	60,000	54,164	70,000		70,000
1 - 5 - 3740 - 840 - 841	Minor Hockey	110,352	154,219	120,000	154,336	142,000	10,000	152,000
1 - 5 - 3740 - 840 - 842	Minor Ringette	0	0	-	0	0		0
1 - 5 - 3740 - 840 - 844	Public Skating	327	948	2,000	1,981	3,000		3,000
1 - 5 - 3740 - 840 - 845	Floor	0	0	-	0	0		0
1 - 5 - 3740 - 840 - 854	Board of Education	0	0	-	716	500		500
	Sub total	283,092	345,912	302,000	333,324	339,500	10,000	349,500
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenues							
1 - 5 - 3740 - 870 - 216	Concessions	0	654	500	980	1,000		1,000
1 - 5 - 3740 - 870 - 273	Advertising	617	462	1,000	1,000	1,000		1,000
1 - 5 - 3740 - 870 - 300	Miscellaneous	0	0	-	0			0
1 - 5 - 3740 - 870 - 885	Lions Grass Cutting	500	500	500	0	500		500
	Sub total	1,117	1,617	2,000	1,980	2,500	-	2,500
	TOTAL - Revenue	294,531	357,925	337,000	366,488	370,000	10,000	380,000
	NET	131,546	43,354	63,976 -	8,284	79,519	-10,000	69,519

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Woolwich Memorial Centre

2024 Full-time Equivalent 2.85
2025 Full-time Equivalent 3.28

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	1,435,750	1,183,255	935,079	1,138,123	1,185,247	- 5,000	1,180,247
Equipment Costs	294,052	355,651	303,500	280,152	314,500	-	314,500
Facility Costs	562,845	567,480	523,000	468,614	567,500	-	567,500
Operating/Material Costs	69,896	76,212	90,300	85,098	154,500	-	154,500
External Contracts	560	946	3,000	15,973	3,000	-	3,000
Subsidized Costs	152,651	152,315	145,200	154,298	155,000	-	155,000
Other Costs	182,139	190,515	204,098	187,090	234,280	-	234,280
TOTAL - Expenditures	2,697,892	2,526,374	2,204,177	2,329,347	2,614,027	-5,000	2,609,027

PROGRAM REVENUE

Interfund Transfers	39,751	41,602	60,000	67,470	120,000	0	120,000
Fees & Charges	1,084,479	1,343,937	1,360,000	1,374,448	1,445,500	4,000	1,449,500
Provincial Grants	8,045	4,340	3,000	2,318	4,000	0	4,000
Other Revenue	89,133	144,248	131,300	151,558	155,500	0	155,500
TOTAL - Revenue	1,221,409	1,534,127	1,554,300	1,595,795	1,725,000	4,000	1,729,000
NET	1,476,484	992,247	649,877	733,552	889,027	-9,000	880,027

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Woolwich Memorial Centre

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
Arena Staff								
1 - 6 - 3721 - 010 - 001	Full Time Salaries	424,266	0	-	0	0		0
1 - 6 - 3721 - 010 - 002	Part Time Salaries	123,246	152,348	110,000	133,896	172,000		172,000
1 - 6 - 3721 - 020 - 021	CPP	26,122	3,968	6,337	3,243	8,836		8,836
1 - 6 - 3721 - 020 - 022	EI	10,727	3,448	2,254	3,175	3,187		3,187
1 - 6 - 3721 - 020 - 025	OMERS	33,059	2,966	300	5,139	4,000		4,000
1 - 6 - 3721 - 020 - 026	EHT	10,616	2,928	2,154	2,664	2,964		2,964
1 - 6 - 3721 - 020 - 027	WSIB	16,487	4,988	3,597	4,221	4,697		4,697
Aquatic Staff								
1 - 6 - 3731 - 010 - 001	Aquatic - Full-time	38,697	56,027	60,091	54,391	64,841		64,841
1 - 6 - 3731 - 010 - 002	Aquatic - Part-time	268,203	339,098	265,000	350,768	360,000	-5,000	355,000
1 - 6 - 3731 - 020 - 021	CPP	7,090	8,256	18,519	9,753	21,405		21,405
1 - 6 - 3731 - 020 - 022	EI	6,547	8,773	6,456	9,220	8,367		8,367
1 - 6 - 3731 - 020 - 025	OMERS	5,200	14,802	14,408	16,378	14,836		14,836
1 - 6 - 3731 - 020 - 026	EHT	5,846	7,616	6,144	7,846	7,680		7,680
1 - 6 - 3731 - 020 - 027	WSIB	9,056	12,741	10,303	12,432	12,170		12,170
Administrative Staff								
1 - 6 - 3711 - 010 - 001	Administrative - Full-time	165,485	215,493	173,131	217,318	191,863		191,863
1 - 6 - 3711 - 010 - 002	Customer Service - Part-time	93,794	139,511	90,000	106,788	115,000		115,000
1 - 6 - 3711 - 010 - 003	Program Instruction - Part-time	28,771	36,251	15,000	36,357	30,000		30,000
1 - 6 - 3711 - 010 - 011	Concession Salaries	0	0	-	0	0		0
1 - 6 - 3711 - 020 - 021	CPP	11,727	16,626	13,216	16,992	17,014		17,014
1 - 6 - 3711 - 020 - 022	EI	4,850	6,734	4,748	7,146	6,086		6,086
1 - 6 - 3711 - 020 - 023	Group Benefits	68,175	24,155	26,751	24,341	23,817		23,817
1 - 6 - 3711 - 020 - 025	OMERS	17,935	32,214	24,377	27,631	28,757		28,757
1 - 6 - 3711 - 020 - 026	EHT	5,505	7,288	5,424	7,017	6,471		6,471
1 - 6 - 3711 - 020 - 027	WSIB	8,347	12,205	8,706	11,118	10,255		10,255
1 - 6 - 3711 - 040 - 044	Membership Fees	1,290	1,742	1,600	0	1,750		1,750
1 - 6 - 3711 - 040 - 046	Training and Development	0	61	-	0	0		0
1 - 6 - 3711 - 040 - 048	Uniforms	2,394	1,486	2,500	0	3,000		3,000
Sub total		1,393,434	1,111,727	871,016	1,067,835	1,118,996	-5,000	1,113,996
Equipment Costs								
1 - 6 - 3725 - 080 - 081	Fuel	3,453	2,772	2,000	4,366	3,000		3,000
1 - 6 - 3725 - 080 - 082	External Repairs	3,069	1,351	1,500	36	1,500		1,500
1 - 6 - 3725 - 090 - 098	Equipment R & M	73,476	92,001	80,000	63,804	84,000		84,000
1 - 6 - 3731 - 090 - 098	Pool - Equipment R & M	29,873	51,285	35,000	35,463	38,000		38,000
1 - 6 - 3725 - 090 - 121	Service Contracts	184,181	208,241	185,000	176,483	188,000		188,000
Sub total		294,052	355,651	303,500	280,152	314,500	0	314,500
Facility Costs								
1 - 6 - 3725 - 110 - 098	Building R & M	95,939	103,197	93,000	84,510	99,500		99,500
1 - 6 - 3725 - 110 - 125	Grounds Maintenance	3,404	1,367	4,000	3,849	4,000		4,000
1 - 6 - 3725 - 120 - 123	Snow removal	32,490	15,413	28,000	12,575	28,000		28,000
1 - 6 - 3725 - 150 - 151	Hydro	202,027	173,830	160,000	144,596	170,000		170,000
1 - 6 - 3725 - 150 - 152	Heat	170,211	204,271	178,000	157,348	195,000		195,000
1 - 6 - 3725 - 150 - 153	Water	30,723	26,123	30,000	25,207	30,000		30,000
1 - 6 - 3725 - 150 - 154	Sewer	28,050	43,279	30,000	40,529	41,000		41,000
Sub total		562,845	567,480	523,000	468,614	567,500	0	567,500

LH on days - reqd
as per previous
collective bargain

- Min Wage
(100 staff)
- daytime hourly
recruit & retain
health & safety

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Woolwich Memorial Centre

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPT	ADJUSTMENTS	2025 BUDGET
Operating/Material Costs								
1 - 6 - 3725 - 200 - 216	Concession	0	0	-	0	0		0
1 - 6 - 3725 - 210 - 112	Program Supplies	5,700	8,322	5,500	4,325	6,500		6,500
1 - 6 - 3725 - 210 - 290	Aquatic Program Supplies	13,316	16,122	15,000	15,627	15,000		15,000
1 - 6 - 3725 - 200 - 273	Rink Board / Program Advertising	422	881	2,000	1,848	2,000		2,000
1 - 6 - 3725 - 270 - 271	Office Supplies	3,158	1,407	-	621	0		0
1 - 6 - 3725 - 270 - 276	Telephone	5,070	5,367	5,000	4,158	5,000		5,000
1 - 6 - 3725 - 270 - 278	Bank Charges	1,335	1,848	1,300	1,711	1,500		1,500
1 - 6 - 3725 - 270 - 218	Event & Trade Show	0	0	-	3,773	2,000		2,000
1 - 6 - 3725 - 270 - 300	Miscellaneous	821	145	500	19	500		500
1 - 6 - 3725 - 758 - 800	Minor Capital	39,751	41,602	60,000	52,666	120,000		120,000
	Sub total	69,572	75,694	89,300	84,748	152,500	0	152,500
External Contracts								
		-	-	-	-	0	0	0
Subsidized Costs								
1 - 6 - 3725 - 220 - 839	Girls Minor Hockey	36,527	40,319	39,600	46,923	42,000		42,000
1 - 6 - 3725 - 220 - 841	Minor Hockey	116,124	111,996	105,600	107,375	113,000		113,000
	Sub total	152,651	152,315	145,200	154,298	155,000	-	155,000
Other Costs								
1 - 6 - 3725 - 190 - 962	Transfer to Insurance Reserve	32,008	33,544	38,612	35,394	41,162		41,162
1 - 6 - 3725 - 190 - 965	Transfer to Equipment Reserve Fund	13,333	13,333	14,666	13,444	16,132		16,132
1 - 6 - 3725 - 190 - 966	Transfer to Building Reserve Fund	136,798	143,638	150,820	138,252	176,986		176,986
	Sub total	182,139	190,515	204,098	187,090	234,280	0	234,280
Fitness Centre								
1 - 6 - 3726 - 010 - 002	Fitness - Parttime	38,328	62,273	55,000	61,101	57,000		57,000
1 - 6 - 3726 - 020 - 021	CPP	1,217	2,552	3,064	2,668	3,183		3,183
1 - 6 - 3726 - 020 - 022	EI	854	1,422	1,127	1,420	1,195		1,195
1 - 6 - 3726 - 020 - 025	OMERS	0	2,036	2,000	2,020	2,000		2,000
1 - 6 - 3726 - 020 - 026	EHT	751	1,214	1,073	1,191	1,112		1,112
1 - 6 - 3726 - 020 - 027	WSIB	1,166	2,031	1,799	1,888	1,761		1,761
1 - 6 - 3726 - 210 - 515	External Contracts	560	946	3,000	15,973	3,000		3,000
1 - 6 - 3726 - 210 - 517	Materials	324	518	1,000	349	2,000		2,000
	Sub total	43,199	72,993	68,063	86,610	71,251	0	71,251
TOTAL - Expenditures								
		2,697,892	2,526,374	2,204,177	2,329,347	2,614,027	-	5,000
								2,609,027

door work - \$11,000
WMC Door Frame Rep - \$10,000
EPDM /sloped Roof Repairs - \$15,000
Boiler 1 Repairs - \$20,000
WMC Water Tank replacement - \$14,000
chairs - 4,000
Ammonia det - \$8,000
CC LED Lights - \$16,000
Pump VFD - \$8,000
Fitness equipment - \$8,000
Adapted rowing machine
Firewall - \$5,000
Pool deck cleaning
Wall mounted fan

TOWNSHIP OF WOOLWICH **2025 BUDGET**

DEPARTMENT **RECREATION & COMMUNITY SERVICES**
PROGRAM **Woolwich Memorial Centre**

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 3725 - 190 - 949	Contribution from Reserve Fund	39,751	41,602	60,000	52,666	120,000	0	120,000
1 - 5 - 3726 - 190 - 949	Contribution from Reserve Fund	-	-	-	14,804	0	0	0
	Sub total	39,751	41,602	60,000	67,470	120,000	-	120,000
Fees & Charges - Ice Rental								
1 - 5 - 3725 - 840 - 840	General Ice Rentals	259,284	200,920	275,000	232,489	250,000		250,000
1 - 5 - 3725 - 840 - 845	Floor	3,711	11,634	10,000	6,691	12,000		12,000
1 - 5 - 3725 - 870 - 884	Event & Trade Show	0	0	-	0	0		0
1 - 5 - 3725 - 840 - 850	Sugar Kings	54,087	61,381	52,000	52,785	57,000		57,000
1 - 5 - 3725 - 840 - 839	Girls Minor Hockey	109,321	126,611	120,000	139,996	135,000		135,000
1 - 5 - 3725 - 840 - 841	Minor Hockey	245,175	334,245	300,000	303,251	336,000		336,000
1 - 5 - 3725 - 840 - 842	Minor Ringette	0	0	-	0			0
1 - 5 - 3725 - 840 - 843	Figure Skating	0	0	-	0			0
1 - 5 - 3725 - 840 - 861	Sledge Hockey	9,162	9,216	10,000	13,081	13,000		13,000
1 - 5 - 3725 - 840 - 844	Public Skating	13,230	20,623	17,000	18,652	21,000		21,000
1 - 5 - 3725 - 840 - 854	Board of Education	5,494	9,891	7,000	12,396	11,000		11,000
	Sub total	699,464	774,521	791,000	779,340	835,000	-	835,000
Fees & Charges - Aquatic								
1 - 5 - 3725 - 845 - 815	Learn to Swim	198,436	280,157	325,000	302,369	325,000		325,000
1 - 5 - 3725 - 845 - 816	Advanced	70,366	0	-	0			0
1 - 5 - 3725 - 845 - 819	Public Swims	15,309	112,261	90,000	93,941	100,000		100,000
1 - 5 - 3725 - 840 - 865	Pool Rentals	21,464	27,556	20,000	42,964	37,500		37,500
1 - 5 - 3725 - 840 - 245	Swim Club	0	21,795	19,000	19,703	23,000		23,000
1 - 5 - 3725 - 840 - 847	Board of Education - staff	0	0	-	0			0
	Sub total	305,575	441,770	454,000	458,977	485,500	-	485,500
Fees & Charges - Fitness								
1 - 5 - 3726 - 845 - 817	Fitness Centre Memberships	79,440	127,646	115,000	136,132	125,000	4,000	129,000
	Sub total	79,440	127,646	115,000	136,132	125,000	4,000	129,000
Provincial Grants								
1 - 5 - 3725 - 810 - 812	Provincial Grants	-	-	-	-	0		0
1 - 5 - 3725 - 810 - 811	Federal Grants	8,045	4,340	3,000	2,318	4,000		4,000
	Sub total	8,045	4,340	3,000	2,318	4,000	-	4,000

ice rates capped
at 2% previous
council
resolution

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Woolwich Memorial Centre

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Other Revenues								
1 - 5 - 3725 - 830 - 823	Recreation Program Registration	24,375	52,984	40,000	55,642	52,000		52,000
1 - 5 - 3725 - 830 - 831	Donation	0	3,333	4,000	0	4,000		4,000
1 - 5 - 3725 - 870 - 846	Community Rooms	23,529	34,992	30,000	37,835	35,000		35,000
1 - 5 - 3725 - 870 - 874	Rent/Lease	25,350	27,140	27,000	27,657	28,000		28,000
1 - 5 - 3725 - 870 - 216	Concessions	96	1,343	3,000	3,442	3,000		3,000
1 - 5 - 3725 - 870 - 273	Advertising	11,615	18,503	16,000	19,966	19,000		19,000
1 - 5 - 3725 - 870 - 300	Miscellaneous/Game Day Insurance	402	562	800	7,015	4,000		4,000
1 - 5 - 3725 - 870 - 200	Lion's Hall Hydro	3,766	5,390	10,500	0	10,500		10,500
Sub total		89,133	144,248	131,300	151,558	155,500	-	155,500
TOTAL - Revenue		1,221,409	1,534,127	1,554,300	1,595,795	1,725,000	4,000	1,729,000
NET		1,476,484	992,247	649,877	733,552	889,027	-9,000	880,027

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Parks

2024 Full-time Equivalent 1.00
2025 Full-time Equivalent 1.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	383,303	233,504	256,668	242,440	279,936	-	279,936
Equipment Costs	135	1,137	-	-	0	0	0
Facility Costs	25,745	38,268	60,000	60,571	92,900	-14,000	78,900
Operating/Material Costs	132,390	231,958	184,500	167,491	179,000	0	179,000
External Contracts	144,377	150,379	150,000	152,888	155,000	0	155,000
Other Costs/Fees For Service	23,885	25,088	26,334	24,140	36,284	0	36,284
Woolwich Trails	148,199	165,906	166,500	229,045	109,500	-	109,500
TOTAL - Expenditures	858,034	846,241	844,002	876,574	852,620	-14,000	838,620

PROGRAM - REVENUE

Interfund Transfers	119,870	325,673	226,000	141,537	161,000	0	161,000
Fees & Charges	52,144	86,535	91,000	92,094	105,000	0	105,000
Provincial Grants	22,498	19,910	45,000	2,318	20,000	-	20,000
Other Revenue	30,780	49,487	49,000	39,931	29,000	3,000	32,000
TOTAL - Revenues	225,292	481,605	411,000	275,880	315,000	3,000	318,000
NET	632,742	364,636	433,002	600,695	537,620	-17,000	520,620

TOWNSHIP OF WOOLWICH 2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Parks

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET	
Staff Costs									
1 - 6 - 3750 - 010 - 001	Full Time Salaries	125,223	0	-	0	0		0	
1 - 6 - 3750 - 010 - 002	Part Time Salaries	77,542	90,619	112,500	105,451	123,000		123,000	student
1 - 6 - 3750 - 020 - 021	CPP	10,835	4,828	6,486	5,582	8,628		8,628	
1 - 6 - 3750 - 020 - 022	EI	4,190	2,064	2,305	2,499	3,113		3,113	
1 - 6 - 3750 - 020 - 023	Group Benefits	14,991	0	-	0	0		0	
1 - 6 - 3750 - 020 - 025	OMERS	11,433	3,191	4,000	4,984	4,500		4,500	
1 - 6 - 3750 - 020 - 026	EHT	4,036	1,764	2,194	2,099	2,896		2,896	
1 - 6 - 3750 - 020 - 027	WSIB	6,242	2,957	3,679	3,327	4,589		4,589	eliminate irrigation at Lions Park soccer pitches
	Sub total	254,493	105,422	131,164	123,943	146,726	0	146,726	eliminate irrigation (water/sewer costs)
Equipment Costs									
1 - 6 - 3750 - 080 - 081	Fuel	0	0	-	0	0		0	
1 - 6 - 3750 - 080 - 082	External Repairs	0	1,137	-	0	0		0	Accounting for water use splash pads, new Lions Park, cemetery, etc.
1 - 6 - 3750 - 080 - 362	License Fee	135	0	-	0	0		0	Accounting for sanitary as Lions Park *new, etc.
	Sub total	135	1,137	-	-	0	0	0	Line painting, crack sealing, gravel
Facility Costs									
1 - 6 - 3750 - 150 - 151	Hydro	9,505	8,663	10,000	8,392	10,000		10,000	
1 - 6 - 3750 - 150 - 152	Heat	-	1,832	-	690	0		0	
1 - 6 - 3750 - 150 - 153	Water	11,625	25,263	46,000	48,802	69,900	-5,000	64,900	
1 - 6 - 3750 - 150 - 154	Sewer	4,614	2,511	4,000	2,687	13,000	-9,000	4,000	
	Sub total	25,745	38,268	60,000	60,571	92,900	-14,000	78,900	Park signs - 15,000 Light post removal - \$4,000 Aspen Park fence - \$4,000 Gore Pk fountain pump - \$2,000 Riverside Pk pavilion - \$10,000 Disc golf - \$15,000 (Donation) Bolender Drainage - \$5,000 Breslau Park Playground Drainage - \$5,000 Breslau Ball lights - \$5,000 Garbage bin Replacements - \$3,000 Snider Park Fieldhouse slab - \$5,000 Playground equipment replacements - \$10,000
Operating/Material Costs									
1 - 6 - 3750 - 100 - 102	Maintenance & Supplies	47,908	68,461	60,000	57,567	63,000		63,000	
1 - 6 - 3750 - 100 - 103	Maintenance - Trees	27,603	3,307	20,000	15,770	15,000		15,000	
1 - 6 - 3750 - 100 - 104	Maintenance - Parking Lots	-	-	18,000	4,896	18,000		18,000	
1 - 6 - 3750 - 758 - 800	Minor Capital	56,878	160,190	86,500	89,259	83,000		83,000	
	Sub total	132,390	231,958	184,500	167,491	179,000	0	179,000	
External Contracts									
1 - 6 - 3750 - 200 - 121	Maintenance Contracts	144,377	150,379	150,000	152,888	155,000		155,000	
	Sub total	144,377	150,379	150,000	152,888	155,000	0	155,000	
Other Costs									
1 - 6 - 3750 - 190 - 962	Transfer to Insurance Reserve	0	0	-	0			0	
1 - 6 - 3750 - 190 - 965	Transfer to Equipment Reserve Fund	0	0	-	0			0	
1 - 6 - 3750 - 190 - 966	Transfer to Building Reserve Fund	23,885	25,088	26,334	24,140	36,284		36,284	
	Sub total	23,885	25,088	26,334	24,140	36,284	0	36,284	

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Parks

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Trails/Environments Initiatives								
1 - 6 - 3759 - 010 - 001	Full Time Salaries	78,948	83,565	83,613	75,523	89,709		89,709
1 - 6 - 3759 - 010 - 002	Part Time Salaries	25,689	19,905	16,000	17,858	16,600		16,600
1 - 6 - 3759 - 020 - 021	CPP	4,746	4,700	4,752	4,914	4,987		4,987
1 - 6 - 3759 - 020 - 022	EI	1,765	1,709	1,731	1,707	1,817		1,817
1 - 6 - 3759 - 020 - 023	Group Benefits	5,001	5,192	5,731	4,785	5,477		5,477
1 - 6 - 3759 - 020 - 025	OMERS	7,573	7,815	8,478	8,986	9,262		9,262
1 - 6 - 3759 - 020 - 026	EHT	2,000	1,943	1,942	1,828	2,073		2,073
1 - 6 - 3759 - 020 - 027	WSIB	3,090	3,255	3,257	2,897	3,285		3,285
1 - 6 - 3759 - 040 - 041	Mileage	274	0	-	0	0		0
1 - 6 - 3759 - 100 - 105	Trail Maintenance	8,538	8,345	10,000	7,509	12,000		12,000
1 - 6 - 3759 - 100 - 106	TWEEC	82,762	54,643	66,500	155,284	69,000		69,000
1 - 6 - 3759 - 100 - 107	Clean Waterways	0	0	-	3,403	4,000		4,000
1 - 6 - 3759 - 100 - 109	Greening/Climate	47,863	102,406	57,500	34,889	20,000		20,000
1 - 6 - 3759 - 100 - 108	Woolwich Healthy Communities	317	512	2,500	2,035	1,500		1,500
1 - 6 - 3759 - 758 - 800	Minor Capital	8,445	0	30,000	25,925	3,000		3,000
Sub total		277,010	293,988	292,004	347,542	242,710	0	242,710
TOTAL -Expenditures		858,034	846,241	844,002	876,574	852,620	-14,000	838,620

Annual budget - \$14,500
Climate Actions Events - \$2,500
Ennova Donation - \$52,000

Tree Giveaway - \$20,000

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 3750 - 190 - 948	Contribution from Reserve	-	49,772	-	-	0		0
1 - 5 - 3750 - 190 - 949	Contribution from Reserve Fund	65,323	155,054	174,000	0	106,000	0	106,000
1 - 5 - 3750 - 830 - 831	Donations	54,547	120,848	52,000	141,537	55,000		55,000
Sub total		119,870	325,673	226,000	141,537	161,000	0	161,000
Fees & Charges								
1 - 5 - 3750 - 840 - 849	Diamond Rental	21,737	53,239	53,000	48,235	53,000		53,000
1 - 5 - 3750 - 840 - 821	Park Rental	8,540	10,971	9,500	21,421	20,000		20,000
1 - 5 - 3750 - 840 - 822	Soccer Pitch Rental	6,192	3,460	8,500	904	8,500		8,500
1 - 5 - 3750 - 840 - 238	Minor Ball	2,354	5,625	4,000	6,754	7,500		7,500
1 - 5 - 3750 - 840 - 237	Youth Soccer	13,320	13,241	16,000	14,781	16,000		16,000
Sub total		52,144	86,535	91,000	92,094	105,000	-	105,000
1 - 5 - 3750 - 810 - 811	Federal Grants	22,498	19,910	45,000	2,318	20,000		20,000
1 - 5 - 3750 - 810 - 812	Provincial Grants	-	-	-	-	0	0	0
Other Revenues								
1 - 5 - 3750 - 870 - 106	TWEEC	0	2,917	15,000	0	0		0
1 - 5 - 3750 - 870 - 300	Miscellaneous	26,030	43,598	30,000	37,895	25,000	3,000	28,000
1 - 5 - 3750 - 870 - 832	Board of Ed Recovery (snow clearing)	4,751	2,971	4,000	2,036	4,000		4,000
Sub total		30,780	49,487	49,000	39,931	29,000	3,000	32,000
TOTAL - Revenue		225,292	481,605	411,000	275,880	315,000	3,000	318,000
NET		632,742	364,636	433,002	600,695	537,620	-17,000	520,620

\$83,000 MC
\$2,500 TWEEC
\$20,000 Greening

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Special Events & Community Programs

2024 Full-time Equivalent 0.25
2025 Full-time Equivalent 0.25

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	19,453	17,856	23,502	19,359	22,138	0	22,138
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	4,634	7,973	5,000	5,015	5,000	0	5,000
External Contracts	-	-	-	-	0	0	0
Other Costs	1,814	2,183	2,000	1,172	2,000	0	2,000
TOTAL - Expenditures	25,902	28,012	30,502	25,547	29,138	0	29,138

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees & Charges	2,730	2,719	3,000	-	3,000	0	3,000
Provincial Grants	1,890	1,912	4,000	2,928	3,300	-	3,300
Other Revenue	2,042	4,592	5,000	489	5,000	0	5,000
TOTAL - Revenue	6,662	9,223	12,000	3,418	11,300	0	11,300

NET	19,240	18,789	18,502	22,129	17,838	0	17,838
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TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Special Events & Community Programs

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 3760 - 010 - 001	Full Time Salaries	15,688	14,294	18,155	14,836	17,074		17,074
1 - 6 - 3760 - 010 - 002	Instructor Wages	-	-	-	-			0
1 - 6 - 3760 - 020 - 021	CPP	833	788	1,002	835	1,061		1,061
1 - 6 - 3760 - 020 - 022	EI	284	303	351	345	367		367
1 - 6 - 3760 - 020 - 023	Group Benefits	463	481	1,328	1,261	1,238		1,238
1 - 6 - 3760 - 020 - 025	OMERS	1,410	1,262	1,718	1,335	1,537		1,537
1 - 6 - 3760 - 020 - 026	EHT	304	272	354	289	333		333
1 - 6 - 3760 - 020 - 027	WSIB	471	456	594	458	528		528
	Sub total	19,453	17,856	23,502	19,359	22,138	-	22,138
Equipment Costs								
		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3760 - 200 - 874	Facility Rental	-	-	-	-	0		0
	Sub total	-	-	-	-	0	0	0
Operating/Materials Costs								
1 - 6 - 3760 - 200 - 112	Program Supplies	-	-	-	-			0
1 - 6 - 3760 - 200 - 824	Special Activities	4,634	7,973	5,000	5,015	5,000		5,000
	Sub total	4,634	7,973	5,000	5,015	5,000	0	5,000
External Contracts								
		-	-	-	-		0	0
1 - 6 - 3760 - 270 - 219	Volunteer Recognition	1,814	2,183	2,000	1,172	2,000		2,000
	Other Costs	1,814	2,183	2,000	1,172	2,000	-	2,000
	TOTAL - Expenditures	25,902	28,012	30,502	25,547	29,138	0	29,138
PROGRAM - REVENUE								
Interfund Transfers								
		-	-	-	-	0	0	0
Fees & Charges								
1 - 5 - 3760 - 830 - 823	Registration	2,730	2,719	3,000	-	3,000		3,000
	Sub total	2,730	2,719	3,000	-	3,000	0	3,000
1 - 5 - 3760 - 820 - 812	Provincial Grants	-	24	2,000	1,417	2,000		2,000
1 - 5 - 3760 - 820 - 811	Federal Grants	1,890	1,887	2,000	1,512	1,300	0	1,300
Other Revenue								
1 - 5 - 3760 - 870 - 824	Special Activities	2,042	4,592	5,000	489	5,000		5,000
1 - 5 - 3760 - 870 - 825	Band Concerts	-	-	-	-			0
	Sub total	2,042	4,592	5,000	489	5,000	0	5,000
	TOTAL - Revenue	6,662	9,223	12,000	3,418	11,300	-	11,300
	NET	19,240	18,789	18,502	22,129	17,838	0	17,838

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

2024 Full-time Equivalent 0.75
2025 Full-time Equivalent 0.75

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	170,107	179,125	207,097	200,623	245,500	- 3,000	242,500
Equipment Costs	-	-	-	-	-	-	-
Facility Costs	69,454	75,346	68,150	61,112	73,000	-	73,000
Operating/Material Costs	54,803	43,074	78,650	59,519	73,500	-	73,500
External Contracts	29,264	33,576	19,000	23,631	28,000	-	28,000
Other Costs/Fees For Service	-	-	-	-	-	-	-
Subsidized Costs	-	-	-	-	-	-	-
TOTAL - Expenditures	323,629	331,122	372,897	344,885	420,000	-3,000	417,000

PROGRAM - REVENUE

Interfund Transfers	9,638	13,424	44,000	30,859	36,500	-	36,500
Fees & Charges	161,364	153,730	170,500	255,019	212,700	6,000	218,700
Provincial Grants	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-
TOTAL - Revenues	171,002	167,154	214,500	285,878	249,200	6,000	255,200
NET	152,626	163,969	158,397	59,007	170,800	-9,000	161,800

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT **RECREATION & COMMUNITY SERVICES**
PROGRAM **Recreation Programming and Community Development**

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Bloomingdale Recreation Centre</u>								
Staff Costs								
1 - 6 - 3751 - 010 - 001	Full Time Salaries	7,223	4,744	5,810	4,747	5,464		5,464
1 - 6 - 3751 - 010 - 002	Part Time Salaries	5,453	790	7,500	3,858	4,000		4,000
1 - 6 - 3751 - 020 - 021	CPP	542	262	559	403	429		429
1 - 6 - 3751 - 020 - 022	EI	257	115	266	200	222		222
1 - 6 - 3751 - 020 - 023	Group Benefits	370	385	425	403	424		424
1 - 6 - 3751 - 020 - 025	OMERS	636	459	550	695	492		492
1 - 6 - 3751 - 020 - 026	EHT	249	102	260	168	204		204
1 - 6 - 3751 - 020 - 027	WSIB	383	171	435	266	323		323
Sub total		15,113	7,028	15,805	10,740	11,558	-	11,558
Equipment Costs								
1 - 6 - 3751 - 080 - 081	Fuel	-	-	-	-			0
1 - 6 - 3751 - 080 - 082	External Repairs	-	-	-	-			0
1 - 6 - 3751 - 080 - 362	License Fee	-	-	-	-			0
Sub total		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3751 - 150 - 151	Hydro	4,047	4,932	4,000	2,804	4,500		4,500
1 - 6 - 3751 - 150 - 152	Heat	3,422	1,843	4,000	1,990	3,000		3,000
1 - 6 - 3751 - 150 - 153	Water	-	-	-	0			0
1 - 6 - 3751 - 150 - 154	Sewer	-	-	-	0			0
1 - 6 - 3751 - 110 - 098	Maintenance/repair	2,539	2,158	2,000	1,712	2,500		2,500
Sub total		10,007	8,933	10,000	6,506	10,000	0	10,000
Operating/Material Costs								
1 - 6 - 3751 - 100 - 102	Maintenance & Supplies	953	1,887	3,000	953	3,000		3,000
1 - 6 - 3751 - 170 - 270	Contrib to Rec Assoc/Gen Admin	-	-	-	0			0
1 - 6 - 3751 - 270 - 276	Telephone	0	0	-	0			0
1 - 6 - 3751 - 270 - 271	Office Supplies/Program Supplies	-	-	-	0			0
1 - 6 - 3751 - 758 - 800	Minor Capital	0	0	1,000	0	1,500		1,500
Sub total		953	1,887	4,000	953	4,500	0	4,500
External Contracts								
1 - 6 - 3751 - 200 - 121	Maintenance Contracts	54	243	-	-	0		0
Sub total		54	243	-	-	0	0	0
TOTAL -Expenditures		26,128	18,091	29,805	18,200	26,058	0	26,058

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 3751 - 190 - 949	Contribution from Reserve Fund	-	-	1,000	-	1,500	0	1,500
		-	-	1,000	-	1,500	0	1,500
Fees & Charges								
1 - 5 - 3751 - 840 - 849	Diamond Rental	16,368	-	-	-			0
	Park Rental	-	-	-	-			0
	Soccer Pitch Rental	-	-	-	-			0
1 - 5 - 3751 - 840 - 846	Centre Rentals	3,054	1,887	4,000	3,930	4,000		4,000
	Program Registration	0	0	-	0	0		0
1 - 5 - 3751 - 870 - 200	Contribution from Rec Assoc. (Wage l	0	0	-	0	0		0
	Sub total	19,422	1,887	4,000	3,930	4,000	0	4,000
	TOTAL - Revenue	19,422	1,887	5,000	3,930	5,500	0	5,500
	NET	6,706	16,204	24,805	14,270	20,558	0	20,558

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Breslau Recreation Centre							daytime cs hours	
Staff Costs								
1 - 6 - 3752 - 010 - 001	Full Time Salaries	36,092	27,217	32,679	26,707	30,732		30,732
1 - 6 - 3752 - 010 - 002	Part Time Salaries	36,044	64,126	67,000	84,663	94,000		94,000
1 - 6 - 3752 - 010 - 018	Part-time Salaries - Facility Janitorial / Rentals	13,906	14,935	20,000	8,932	29,000	-3,000	26,000
1 - 6 - 3752 - 010 - 121	Program Instruction	13,563	22,149	20,000	20,688	20,000		20,000
1 - 6 - 3752 - 020 - 021	CPP	4,039	4,708	7,962	5,264	11,103		11,103
1 - 6 - 3752 - 020 - 022	EI	1,873	2,383	2,824	2,893	3,911		3,911
1 - 6 - 3752 - 020 - 023	Group Benefits	2,776	2,887	2,391	2,269	2,386		2,386
1 - 6 - 3752 - 020 - 025	OMERS	3,124	4,887	4,000	6,116	5,766		5,766
1 - 6 - 3752 - 020 - 026	EHT	1,762	2,061	2,724	2,428	3,622		3,622
1 - 6 - 3752 - 020 - 027	WSIB	2,726	3,449	4,567	3,847	5,739		5,739
Sub total		115,905	148,801	164,147	163,807	206,259	- 3,000	203,259
Equipment Costs								
1 - 6 - 3752 - 080 - 081	Fuel	-	-	-	-			0
1 - 6 - 3752 - 080 - 082	External Repairs	-	-	-	-			0
1 - 6 - 3752 - 080 - 362	License Fee	-	-	-	-			0
Sub total		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3752 - 150 - 151	Hydro	17,592	18,388	18,000	18,509	19,000		19,000
1 - 6 - 3752 - 150 - 152	Heat	6,398	11,322	9,500	4,939	9,000		9,000
1 - 6 - 3752 - 150 - 153	Water	3,111	2,317	2,500	2,029	3,000		3,000
1 - 6 - 3752 - 150 - 154	Sewer	2,591	2,852	2,500	2,517	4,000		4,000
1 - 6 - 3752 - 270 - 276	Telephone	1,792	1,703	1,800	1,456	1,800		1,800
1 - 6 - 3752 - 110 - 098	Maintenance/repair	11,676	9,884	9,000	12,994	11,000		11,000
Sub total		43,162	46,466	43,300	42,443	47,800	0	47,800
Operating/Material Costs								
1 - 6 - 3752 - 100 - 102	Maintenance & Supplies	5,477	2,515	4,500	15,002	7,000		7,000
1 - 6 - 3752 - 200 - 123	Snow Removal	17,942	9,421	19,000	8,368	18,000		18,000
1 - 6 - 3752 - 170 - 270	General Administration	-	-	-	0			0
1 - 6 - 3752 - 270 - 271	Office Supplies/Program Supplies	1,256	1,382	1,500	1,533	1,500		1,500
1 - 6 - 3752 - 758 - 800	Minor Capital	3,706	8,810	38,000	28,911	32,000		32,000
Sub total		28,381	22,129	63,000	53,813	58,500	0	58,500
External Contracts								
1 - 6 - 3752 - 200 - 121	Maintenance Contracts	12,058	19,521	10,000	10,802	13,000		13,000
1 - 6 - 3752 - 200 - 515	External Contracts	-	-	-	-	0		0
Sub total		12,058	19,521	10,000	10,802	13,000	-	13,000
TOTAL -Expenditures		199,505	236,918	280,447	270,865	325,559	-3,000	322,559

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

PROGRAM - REVENUE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 3752 - 190 - 949	Contribution from Reserve Fund	3,706	8,810	38,000	28,911	32,000	0	32,000
		3,706	8,810	38,000	28,911	32,000	0	32,000
Fees & Charges								
1 - 5 - 3752 - 840 - 849	Diamond Rental	13,782	0	-	0	1,500	non-resident fee permits	1,500
1 - 5 - 3752 - 840 - 821	Park Rental	265	541	1,000	1,384	1,500		1,500
1 - 5 - 3752 - 840 - 822	Soccer Pitch Rental	0	0	-	0			0
1 - 5 - 3752 - 840 - 846	Centre Rentals	71,470	103,617	97,000	162,420	125,000	6,000	131,000
1 - 5 - 3752 - 830 - 823	Programs	25,907	32,179	45,000	66,233	54,000		54,000
1 - 5 - 3752 - 870 - 300	Miscellaneous	100	75	2,000	375			0
	Sub total	111,525	136,413	145,000	230,412	182,000	6,000	188,000
	TOTAL - Revenue	115,231	145,223	183,000	259,322	214,000	6,000	220,000
	NET	84,275	91,695	97,447	11,542	111,559	-9,000	102,559

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Conestogo Recreation Centre</u>								
Staff Costs								
1 - 6 - 3753 - 010 - 001	Full Time Salaries	3,462	1,186	1,452	1,186	1,366		1,366
1 - 6 - 3753 - 010 - 002	Part Time Salaries	-	-	-	-	0		0
1 - 6 - 3753 - 020 - 021	CPP	196	64	80	67	85		85
1 - 6 - 3753 - 020 - 022	EI	70	23	28	27	29		29
1 - 6 - 3753 - 020 - 023	Group Benefits	93	96	106	101	106		106
1 - 6 - 3753 - 020 - 025	OMERS	302	101	137	107	123		123
1 - 6 - 3753 - 020 - 026	EHT	71	22	28	23	27		27
1 - 6 - 3753 - 020 - 027	WSIB	110	36	47	37	42		42
	Sub total	4,304	1,528	1,878	1,548	1,778	0	1,778
Equipment Costs								
	Sub total	0	0	0	0	0	0	0
Facility Costs								
1 - 6 - 3753 - 150 - 151	Hydro	1,532	1,411	1,500	1,314	1,500		1,500
1 - 6 - 3753 - 150 - 152	Heat	2,954	1,669	1,200	843	1,200		1,200
1 - 6 - 3753 - 150 - 153	Water	264	584	600	1,051	750		750
1 - 6 - 3753 - 150 - 154	Sewer	-	-	-	-			0
	Sub total	4,750	3,665	3,300	3,207	3,450	0	3,450
Operating/Material Costs								
1 - 6 - 3753 - 100 - 102	Maintenance & Supplies	1,808	11,460	1,500	642	1,500		1,500
1 - 6 - 3753 - 170 - 270	General Administration	-	-	-	0			0
1 - 6 - 3753 - 270 - 273	Adverstising	-	-	-	0			0
1 - 6 - 3753 - 270 - 271	Office Supplies/Program Supplies	-	-	-	0			0
1 - 6 - 3753 - 758 - 800	Minor Capital	-	3,504	3,000	863	1,500		1,500
	Sub total	1,808	14,964	4,500	1,505	3,000	0	3,000
External Contracts								
	Sub total	-	-	-	-	0	0	0
	TOTAL -Expenditures	10,861	20,157	9,678	6,260	8,228	0	8,228

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - REVENUE

ACCOUNT NUMBER										ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers																	
1	-	5	-	3753	-	190	-	949	Contribution from Reserve Fund	-	3,504	3,000	863	1,500			1,500
										-	3,504	3,000	863	1,500		0	1,500
Fees & Charges																	
1	-	5	-	3753	-	840	-	849	Diamond Rental	64	-	-	-	0			0
1	-	5	-	3753	-	840	-	821	Park Rental	-	-	-	-	0			0
1	-	5	-	3753	-	840	-	846	Centre Rentals	230	31	-	98	0			0
1	-	5	-	3753	-	870	-	200	Contribution from Rec Assoc. (Wage l	-	-	-	-	0			0
Sub total										294	31	-	98	0		0	0
TOTAL - Revenue																	
										294	3,535	3,000	961	1,500		-	1,500
NET																	
										10,567	16,621	6,678	5,298	6,728		0	6,728

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Heidelberg Recreation Centre							new program	
Staff Costs								
1 - 6 - 3755 - 010 - 001	Full Time Salaries	13,290	5,930	7,262	5,934	6,829		6,829
1 - 6 - 3755 - 010 - 002	Part Time Salaries	136	489	2,000	1,710	3,000		3,000
1 - 6 - 3755 - 020 - 021	CPP	723	317	401	356	424		424
1 - 6 - 3755 - 020 - 022	EI	272	132	181	177	216		216
1 - 6 - 3755 - 020 - 023	Group Benefits	463	481	531	504	530		530
1 - 6 - 3755 - 020 - 025	OMERS	1,215	504	687	614	615		615
1 - 6 - 3755 - 020 - 026	EHT	266	118	181	149	198		198
1 - 6 - 3755 - 020 - 027	WSIB	408	198	303	236	313		313
Sub total		16,772	8,170	11,546	9,681	12,125	0	12,125
Equipment Costs								
Sub total		0	0	0	0	0	0	0
Facility Costs								
1 - 6 - 3755 - 150 - 151	Hydro	1,388	1,926	1,200	1,092	2,400		2,400
1 - 6 - 3755 - 150 - 152	Heat	1,275	1,124	800	478	800		800
1 - 6 - 3755 - 150 - 153	Water	257	259	350	239	350		350
1 - 6 - 3755 - 150 - 154	Sewer	-	-	-	0			0
Sub total		2,920	3,309	2,350	1,809	3,550	0	3,550
Operating/Material Costs								
1 - 6 - 3755 - 100 - 102	Maintenance & Supplies	1,302	1,594	2,000	1,286	2,000		2,000
1 - 6 - 3755 - 170 - 270	Contrib to Rec Assoc/Gen Admin	-	-	-	0			0
1 - 6 - 3755 - 270 - 273	Adverstising	-	143	150	0			0
1 - 6 - 3755 - 270 - 271	Office Supplies/Program Supplies	-	-	-	0	500		500
1 - 6 - 3755 - 758 - 800	Minor Capital	1,611	-	1,000	1,086	1,500		1,500
Sub total		2,913	1,737	3,150	2,372	4,000	0	4,000
External Contracts								
1 - 6 - 3755 - 200 - 121	Maintenance Contracts	8,192	5,422	4,000	7,219	7,000		7,000
Sub total		8,192	5,422	4,000	7,219	7,000	0	7,000
TOTAL -Expenditures		30,798	18,637	21,046	21,081	26,675	0	26,675

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - REVENUE

ACCOUNT NUMBER										ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers																	
1	-	5	-	3755	-	190	-	949	Contribution from Reserve Fund	1,611	0	1,000	1,086	1,500	0	1,500	
										1,611	-	1,000	1,086	1,500	0	1,500	
Fees & Charges																	
1	-	5	-	3755	-	820	-	849	Diamond Rental	-	-	-	-			0	
1	-	5	-	3755	-	820	-	821	Park Rental	-	-	-	-			0	
1	-	5	-	3755	-	820	-	822	Soccer Pitch Rental	-	-	-	-			0	
1	-	5	-	3755	-	820	-	846	Centre Rentals	3,783	2,048	7,000	3,664	6,000		6,000	
1	-	5	-	3755	-	820	-	823	Programs	-	-	500	2,155	3,500		3,500	
1	-	5	-	3755	-	820	-	814	Wellesley Township	2,000	-	2,000	-			0	
1	-	5	-	3755	-	870	-	200	Miscellaneous	0	0	-	0				
Sub total										5,783	2,048	9,500	5,819	9,500	0	9,500	
TOTAL - Revenue										7,394	2,048	10,500	6,904	11,000	0	11,000	
NET										23,404	16,589	10,546	14,176	15,675	0	15,675	

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Recreation Programming and Community Development

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
<u>Maryhill Recreation Centre</u>								
Staff Costs								
1 - 6 - 3756 - 010 - 001	Full Time Salaries	12,389	5,930	7,262	5,934	6,829		6,829
1 - 6 - 3756 - 010 - 002	Part Time Salaries	2,252	5,235	4,000	6,278	4,500		4,500
1 - 6 - 3756 - 020 - 021	CPP	740	533	431	576	484		484
1 - 6 - 3756 - 020 - 022	EI	301	240	222	283	251		251
1 - 6 - 3756 - 020 - 023	Group Benefits	463	481	531	504	530		530
1 - 6 - 3756 - 020 - 025	OMERS	1,130	614	687	657	615		615
1 - 6 - 3756 - 020 - 026	EHT	290	211	220	238	221		221
1 - 6 - 3756 - 020 - 027	WSIB	448	353	368	377	350		350
Sub total		18,013	13,598	13,721	14,847	13,780	0	13,780
Equipment Costs								
1 - 6 - 3756 - 080 - 081	Fuel	-	-	-	-			0
1 - 6 - 3756 - 080 - 082	External Repairs	-	-	-	-			0
1 - 6 - 3756 - 080 - 362	License Fee	-	-	-	-			0
Sub total		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3756 - 150 - 151	Hydro	3,553	3,797	2,500	3,608	3,700		3,700
1 - 6 - 3756 - 150 - 152	Heat	1,111	1,245	1,500	815	1,300		1,300
1 - 6 - 3756 - 150 - 153	Water	1,009	1,256	1,200	846	1,200		1,200
1 - 6 - 3756 - 150 - 154	Sewer	-	-	-	0			0
1 - 6 - 3756 - 270 - 276	Telephone	131	0	-	0			0
1 - 6 - 3756 - 110 - 098	Maintenance/repair	2,811	6,675	4,000	1,878	2,000		2,000
Sub total		8,615	12,974	9,200	7,148	8,200	0	8,200
Operating/Material Costs								
1 - 6 - 3756 - 100 - 102	Maintenance & Supplies	1,520	1,248	3,000	421	3,000		3,000
1 - 6 - 3756 - 170 - 270	General Administration	-	-	-	0			0
1 - 6 - 3756 - 270 - 271	Office Supplies/Program Supplies	-	-	-	0	500		500
1 - 6 - 3756 - 758 - 800	Minor Capital	19,228	1,109	1,000	455			0
Sub total		20,748	2,357	4,000	876	3,500	0	3,500
External Contracts								
1 - 6 - 3756 - 200 - 121	Maintenance Contracts	8,960	8,390	5,000	5,609	8,000		8,000
Sub total		8,960	8,390	5,000	5,609	8,000	0	8,000
TOTAL -Expenditures		56,336	37,319	31,921	28,480	33,480	0	33,480

TOWNSHIP OF WOOLWICH
2025 BUDGET

PROGRAM - REVENUE

ACCOUNT NUMBER										ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers																	
1	-	5	-	3756	-	190	-	949	Contribution from Reserve Fund	4,321	1,109	1,000	-	0	0	0	
										4,321	1,109	1,000	-	0	0	0	
Fees & Charges																	
1	-	5	-	3756	-	840	-	846	Community Hall	9,135	13,251	12,000	14,189	14,000		14,000	
1	-	5	-	3756	-	830	-	823	Programs	198	-	-	496	3,000		3,000	
1	-	5	-	3756	-	870	-	300	Miscellaneous	15,007	100	-	75	200		200	
Sub total										24,340	13,351	12,000	14,760	17,200	-	17,200	
TOTAL - Revenue										28,662	14,460	13,000	14,760	17,200	-	17,200	
NET										27,675	22,859	18,921	13,720	16,280	0	16,280	

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Day Camps

2024 Full-time Equivalent 0.00
 2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	91,907	105,372	97,067	124,083	145,824	0	145,824
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	-	-	-	-	0	0	0
Operating/Material Costs	7,206	12,852	12,000	11,470	17,000	0	17,000
External Contracts	-	-	-	-	0	0	0
Other Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	99,112	118,224	109,067	135,553	162,824	0	162,824

PROGRAM - REVENUE

Interfund Transfers	-	-	-	-	0	0	0
Fees & Charges	159,389	193,162	195,000	208,241	220,000	5,000	225,000
Provincial/Federal Grants	23,100	10,850	20,000	9,274	20,000	0	20,000
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenues	182,489	204,012	215,000	217,515	240,000	5,000	245,000

NET	-83,377	-85,788	-105,933	-81,962	-77,176	-5,000	-82,176
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TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Day Camps

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 3770 - 010 - 002	Part Time Wages	80,502	90,648	80,000	108,947	124,000	min wage inc 40 staff	124,000
1 - 6 - 3770 - 020 - 021	CPP	2,498	1,815	4,552	2,270	7,217		7,217
1 - 6 - 3770 - 020 - 022	EI	1,777	2,066	1,639	2,526	2,617		2,617
1 - 6 - 3770 - 020 - 023	Group Benefits	-	-	0	-	0		0
1 - 6 - 3770 - 020 - 025	OMERS	-	3,293	3,200	2,932	2,000		2,000
1 - 6 - 3770 - 020 - 026	EHT	1,567	1,766	1,560	2,120	2,434		2,434
1 - 6 - 3770 - 020 - 027	WSIB	2,418	2,961	2,616	3,359	3,856		3,856
1 - 6 - 3770 - 040 - 041	Mileage	25	78	0	-			0
1 - 6 - 3770 - 040 - 048	Uniforms	613	932	1,000	913	1,200		1,200
1 - 6 - 3770 - 200 - 117	Leadership Training	2,507	1,815	2,500	1,016	2,500		2,500
1 - 6 - 3770 - 200 - 116	Pool Guard	-	-	0	-			0
	Sub total	91,907	105,372	97,067	124,083	145,824	0	145,824
Equipment Costs		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3770 - 200 - 874	Facility Rental		-	-	-	0		0
		-	-	-	-	0	0	0
Operating/Materials Costs								
1 - 6 - 3770 - 210 - 112	Program Supplies	7,206	12,852	12,000	11,470	17,000		17,000
	Sub total	7,206	12,852	12,000	11,470	17,000	0	17,000
External Contracts		-	-	-	-	0	0	0
Other Costs								
1 - 6 - 3770 - 200 - 262	Refunds	-	-	-	-	0		0
	Sub total	-	-	-	-	0	0	0
	TOTAL - Expenditures	99,112	118,224	109,067	135,553	162,824	0	162,824
PROGRAM - REVENUE								
Interfund Transfers		-	-	-	-	0	non-resident fee	0
Fees & Charges								
1 - 5 - 3770 - 830 - 823	Registrations	159,389	193,162	195,000	208,241	220,000	5,000	225,000
	Sub total	159,389	193,162	195,000	208,241	220,000	5,000	225,000
1 - 5 - 3770 - 810 - 812	Provincial Grants	-	-	-	-	0		0
1 - 5 - 3770 - 870 - 811	Federal Grants	23,100	10,850	20,000	9,274	20,000		20,000
Other Revenues								
1 - 5 - 3770 - 870 - 300	Miscellaneous	-	-	-	-			0
1 - 5 - 3770 - 830 - 831	Donations	-	-	-	-			0
	Sub total	-	-	-	-	0	0	0
	TOTAL - Revenue	182,489	204,012	215,000	217,515	240,000	5,000	245,000
	NET	-83,377	-85,788	-105,933	-81,962	-77,176	-5,000	-82,176

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Libraries

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	4,789	433	-	-	0	0	0
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	3,754	26,296	26,587	26,211	33,162	0	33,162
Operating/Materials Costs	16,880	8,670	5,000	710	14,000	0	14,000
External Contracts	-	-	-	-	0	0	0
Other Costs	15,053	15,804	16,694	15,303	19,103	0	19,103
Subsidized Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	40,476	51,202	48,281	42,224	66,265	0	66,265

PROGRAM - REVENUE

Interfund Transfers	6,003	3,163	5,000	710	14,000	0	14,000
Fees & Charges	-	14,000	19,888	12,938	19,888	0	19,888
Provincial Grants	-	-	-	-	0	0	0
Other Revenue	-	-	-	6,300	0	0	0
TOTAL - Revenue	6,003	17,163	24,888	19,948	33,888	0	33,888
 NET	 34,473	 34,039	 23,393	 22,277	 32,377	 0	 32,377

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Libraries

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs								
1 - 6 - 3800 - 010 - 001	Full Time Wages	4,413	433	0	-	-		0
1 - 6 - 3800 - 020 - 021	CPP	99	-	0	-	-		0
1 - 6 - 3800 - 020 - 022	EI	36	-	0	-	-		0
1 - 6 - 3800 - 020 - 023	Group Benefits	-	-	0	-	-		0
1 - 6 - 3800 - 020 - 025	OMERS	151	-	0	-	-		0
1 - 6 - 3800 - 020 - 026	EHT	35	-	0	-	-		0
1 - 6 - 3800 - 020 - 027	WSIB	55	-	0	-	-		0
	Sub total	4,789	433	-	-	-	-	-
Equipment Costs		-	-	-	-	0	0	0
Facility Costs								
1 - 6 - 3800 - 120 - 123	Snow Removal	3,754	13,796	12,000	13,274	13,274		13,274
1 - 6 - 3800 - 120 - 124	Garbage	-	-	-	-	0		0
1 - 6 - 3800 - 120 - 311	Rental/Lease	-	12,500	14,587	12,938	19,888		19,888
	Sub total	3,754	26,296	26,587	26,211	33,162	-	33,162
Operating/Material Costs								
1 - 6 - 3800 - 120 - 098	Library Outside Maintenance	10,878	5,506	-	-			0
1 - 6 - 3800 - 758 - 800	Minor Capital	6,003	3,163	5,000	710	14,000		14,000
	Sub total	16,880	8,670	5,000	710	14,000	0	14,000
External Contracts		-	-	-	-	0	0	0
Other Costs								
1 - 6 - 3800 - 190 - 962	Transfer to Insurance Reserve	939	984	1,133	1,039	1,208		1,208
1 - 6 - 3800 - 190 - 966	Transfer to Building Reserve Fund	14,114	14,820	15,561	14,264	17,895		17,895
	Sub total	15,053	15,804	16,694	15,303	19,103	0	19,103
TOTAL - Expenditures		40,476	51,202	48,281	42,224	66,265	0	66,265
PROGRAM - REVENUE								
Interfund Transfers								
1 - 5 - 3800 - 190 - 949	Transfer from Building Reserve	6,003	3,163	5,000	710	14,000	0	14,000
	Sub Total	6,003	3,163	5,000	710	14,000	0	14,000
1 - 5 - 3800 - 870 - 874	Rent	-	14,000	19,888	12,938	19,888		19,888
	Fees & Charges	-	14,000	19,888	12,938	19,888	-	19,888
	Provincial Grants	-	-	-	-	0	0	0
1 - 5 - 3800 - 270 - 200	Misc Recoverable	-	-	-	6,300		0	0
1 - 5 - 3800 - 870 - 300	Miscellaneous	-	-	-	13,274	13,274		
	Other Revenue	-	-	-	19,574	13,274	-	-
TOTAL - Revenue		6,003	17,163	24,888	33,222	47,162	0	33,888
NET		34,473	34,039	23,393	9,002	19,103	0	32,377

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT **RECREATION & COMMUNITY SERVICES**
PROGRAM **Other Township Owned Facilities**

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs	1,298	-	-	-	0	0	0
Equipment Costs	-	-	-	-	0	0	0
Facility Costs	28,507	30,688	28,850	26,897	73,460	-	73,460
Operating/Material Costs	18,439	8,151	20,000	12,807	20,000	0	20,000
External Contracts	17,342	16,767	30,000	20,447	40,000	0	40,000
Other Costs	42,906	45,043	47,700	43,725	54,468	0	54,468
Subsidized Costs	-	-	-	-	0	0	0
TOTAL - Expenditures	108,493	100,650	126,550	103,876	187,928	0	187,928

PROGRAM - REVENUE

Interfund Transfers	18,439	8,151	20,000	12,807	20,000	0	20,000
Fees & Charges	118,188	121,324	125,000	114,780	213,800	0	213,800
Provincial Grants	-	-	-	-	0	0	0
Other Revenues	-	-	-	-	0	0	0
TOTAL - Revenues	136,627	129,475	145,000	127,587	233,800	0	233,800
NET	-28,134	-28,825	-18,450	-23,711	-45,872	0	-45,872

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT

RECREATION & COMMUNITY SERVICES

PROGRAM

Other Township Owned Facilities

PROGRAM - EXPENDITURES

					2022	2023	2024	2024	2025		2025
					ACTUAL	ACTUAL	BUDGET	ACTUAL	DEPARTMENT	ADJUSTMENTS	BUDGET
ACCOUNT DESCRIPTION											
Staff Costs											
1	-	6	-	3795 - 010 - 001	Full Time Wages	1,067	-	-	-	-	0
1	-	6	-	3795 - 020 - 021	CPP	59	-	-	-	-	0
1	-	6	-	3795 - 020 - 022	EI	21	-	-	-	-	0
1	-	6	-	3795 - 020 - 023	Group Benefits	-	-	-	-	-	0
1	-	6	-	3795 - 020 - 025	OMERS	98	-	-	-	-	0
1	-	6	-	3795 - 020 - 026	EHT	21	-	-	-	-	0
1	-	6	-	3795 - 020 - 027	WSIB	33	-	-	-	-	0
Sub Total						1,298	0	0	0	0	0
Equipment Costs						0	0	0	0	0	0
Facility Costs											
Bristow Park Building - Elmira											
1	-	6	-	3795 - 712 - 098	VIC (Elmira/St. Jacobs) - R & M	-	1,953	500	523	1,000	1,000
1	-	6	-	3795 - 712 - 151	VIC (Elmira/St. Jacobs) - Hydro	1,276	1,118	1,250	1,036	1,200	1,200
1	-	6	-	3795 - 712 - 152	VIC (Elmira/St. Jacobs) - Heat	-	-	-	-	-	0
1	-	6	-	3795 - 712 - 153	VIC (Elmira/St. Jacobs) - Water	206	235	200	145	200	200
1	-	6	-	3795 - 712 - 154	VIC (Elmira/St. Jacobs) - Sewer	226	290	200	154	260	260
Sub Total						1,709	3,597	2,150	1,857	2,660	2,660
Warehouse/Mockingbird - St. Jacobs/Elmira											
1	-	6	-	3795 - 764 - 098	Warehouse/Mockingbird - R & M	3,713	4,244	3,000	5,765	7,500	7,500
1	-	6	-	3795 - 764 - 151	Warehouse /Mockingbird- Hydro	8,212	8,377	8,000	6,638	10,800	10,800
1	-	6	-	3795 - 764 - 152	Warehouse/Mockingbird - Heat	4,784	5,540	5,500	4,432	13,000	13,000
1	-	6	-	3795 - 764 - 153	Warehouse/Mockingbird - Water	495	374	500	301	13,500	13,500
1	-	6	-	3795 - 764 - 154	Warehouse/Mockingbird - Sewer	436	521	500	408	18,000	18,000
1	-	6	-	3795 - 764 - 155	Warehouse/Mockingbird - Taxes	6,614	6,934	7,200	7,288	8,000	8,000
Sub Total						24,255	25,991	24,700	24,832	70,800	70,800
Mincellaneous											
1	-	6	-	3795 - 772 - 098	Surplus Building Costs-General Repairs	2,544	1,101	2,000	-	-	0
1	-	6	-	3795 - 772 - 153	Surplus Building Costs-Water	-	-	-	104	-	-
1	-	6	-	3795 - 772 - 154	Surplus Building Costs-Sewer	-	-	-	104	-	-
Sub Total						2,544	1,101	2,000	208	-	-
Operating/Material Costs											
1	-	6	-	3795 - 758 - 800	Minor Capital	18,439	8,151	20,000	12,807	20,000	20,000
Sub Total						18,439	8,151	20,000	12,807	20,000	20,000
External Contracts											
1	-	6	-	3795 - 711 - 121	Contract Facilities Inspection	17,342	16,767	30,000	20,447	40,000	40,000
Sub Total						17,342	16,767	30,000	20,447	40,000	40,000
Other Costs											
1	-	6	-	3795 - 190 - 962	Transfer to Insurance Reserve	3,821	4,004	4,609	4,225	4,914	4,914
1	-	6	-	3795 - 190 - 966	Transfer to Building Reserve Fund	39,085	41,039	43,091	39,500	49,554	49,554
Sub Total						42,906	45,043	47,700	43,725	54,468	54,468
TOTAL -Expenditures						108,493	100,650	126,550	103,876	187,928	187,928

Lawn Bowling foundation wall, vapour barrier, dehumidifier, structural

OSIMs - \$5,000
SJA Structural review - \$5,000
Legislated Designated Substance Audits - \$20,000

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Other Township Owned Facilities

PROGRAM - REVENUE

ACCOUNT DESCRIPTION		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Interfund Transfers								
1 - 5 - 3795 - 190 - 949	Transfer from Reserve Fund	18,439	8,151	20,000	12,807	20,000	0	20,000
Sub Total		18,439	8,151	20,000	12,807	20,000	-	20,000
Fees & Charges								
Warehouse (St. Jacobs), VIC (Elmira), Mockingbird (Elmira)								
1 - 5 - 3795 - 870 - 151	Hydro	9,046	8,346	8,000	6,565	12,000		12,000
1 - 5 - 3795 - 870 - 152	Heat	4,755	5,540	5,000	4,098	13,000		13,000
1 - 5 - 3795 - 870 - 153	Water	496	374	500	240	13,200		13,200
1 - 5 - 3795 - 870 - 154	Sewer	436	521	500	324	17,600		17,600
1 - 5 - 3795 - 870 - 155	Taxes	6,614	6,934	7,200	7,288	8,000		8,000
1 - 5 - 3795 - 870 - 874	Rent	96,842	99,609	103,800	96,265	150,000		150,000
1 - 5 - 3795 - 870 - 200	Misc Recoverable	-	-	-	-			0
Sub Total		118,188	121,324	125,000	114,780	213,800	0	213,800
Provincial Grants		-	-	-	-	0	0	0
Other Revenues		-	-	-	-	0	0	0
TOTAL - Revenue		136,627	129,475	145,000	127,587	233,800	0	233,800
NET		-28,134	-28,825	-18,450	-23,711	-45,872	0	-45,872

22 mockingbird

TOWNSHIP OF WOOLWICH
2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Administrative Building

2024 Full-time Equivalent 0.00
2025 Full-time Equivalent 0.00

PROGRAM - EXPENDITURES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
	Staff Costs	22,704	36,050	32,494	37,657	34,886	0	34,886
	Equipment Costs	-	-	-	-	0	0	0
	Facility Costs	28,151	33,127	30,000	12,706	33,000	0	33,000
	Operating/Material Costs	86,009	72,229	55,100	42,512	71,950	0	71,950
	External Contracts	23,816	22,028	20,000	18,727	21,000	0	21,000
	Other Costs	38,795	40,730	42,965	39,385	49,219	0	49,219
	Subsidized Costs	-	-	-	-	0	0	0
	TOTAL Expenditures	199,475	204,164	180,559	150,987	210,055	0	210,055
PROGRAM - REVENUE								
	Interfund Transfer	20,148	20,963	2,000	-	15,000	0	15,000
	Fees and Charges	-	-	-	-	0	0	0
	Provincial Grants	-	-	-	-	0	0	0
	Other Revenue	219,902	160,097	178,559	163,679	195,055	0	195,055
	TOTAL - Revenue	240,050	181,060	180,559	163,679	210,055	0	210,055
	NET	-	40,575	23,104	-	-	12,692	0
						0	0	0

TOWNSHIP OF WOOLWICH

2025 BUDGET

DEPARTMENT RECREATION & COMMUNITY SERVICES
PROGRAM Administrative Building

PROGRAM - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 DEPARTMENT	ADJUSTMENTS	2025 BUDGET
Staff Costs							
1 - 6 - 3794 - 010 - 001 Full Time Wages	20,043	-	-	-	-		0
1 - 6 - 3794 - 010 - 002 Part Time Wages	-	30,140	28,000	31,089	29,000		29,000
1 - 6 - 3794 - 020 - 021 CPP	983	1,467	1,458	1,523	1,309		1,309
1 - 6 - 3794 - 020 - 022 EI	439	687	574	723	522		522
1 - 6 - 3794 - 020 - 023 Group Benefits	-	-	-	-	-		0
1 - 6 - 3794 - 020 - 025 OMERS	241	2,190	1,000	2,756	2,800		2,800
1 - 6 - 3794 - 020 - 026 EHT	394	586	546	606	486		486
1 - 6 - 3794 - 020 - 027 WSIB	604	980	916	961	769		769
Sub total	22,704	36,050	32,494	37,657	34,886	-	34,886
Equipment Costs	-	-	-	-	0	0	0
Facility Costs							
1 - 6 - 3794 - 110 - 098 Repairs	22,163	30,192	25,000	10,099	28,000		28,000
1 - 6 - 3794 - 120 - 122 Services	-	-	-	-			0
1 - 6 - 3794 - 120 - 123 Snow Removal	5,988	2,936	5,000	2,608	5,000		5,000
Sub total	28,151	33,127	30,000	12,706	33,000	0	33,000
Operating/Material Costs							
1 - 6 - 3794 - 150 - 151 Hydro	24,901	25,692	28,000	19,378	28,000		28,000
1 - 6 - 3794 - 150 - 152 Heat	5,345	8,583	8,500	6,397	9,000		9,000
1 - 6 - 3794 - 150 - 153 Water	844	775	800	692	850		850
1 - 6 - 3794 - 150 - 154 Sewer	779	1,040	800	924	1,100		1,100
1 - 6 - 3794 - 270 - 276 Telephone	13,845	15,176	15,000	13,534	18,000		18,000
1 - 6 - 3794 - 758 - 800 Minor Capital	40,295	20,963	2,000	1,587	15,000		15,000
Sub total	86,009	72,229	55,100	42,512	71,950	0	71,950
External Contracts							
1 - 6 - 3794 - 120 - 121 Contracts	23,816	22,028	20,000	18,727	21,000		21,000
Sub total	23,816	22,028	20,000	18,727	21,000	0	21,000
Other Costs							
1 - 6 - 3794 - 190 - 962 Transfer to Insurance Reserve	1,881	1,971	2,268	2,079	2,418		2,418
1 - 6 - 3794 - 190 - 966 Transfer to Building Reserve Fund	36,914	38,759	40,697	37,306	46,801		46,801
Sub total	38,795	40,730	42,965	39,385	49,219	0	49,219
TOTAL Expenditures	199,475	204,164	180,559	150,987	210,055	0	210,055

DSL backup - \$2,500

Office Painting

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

Capital Budget Summary

	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<u>CAPITAL EXPENDITURES</u>													
INFORMATION TECHNOLOGY	337,800	-	667,000	380,000	297,000	159,000	153,000	162,000	171,000	195,000	190,000	200,000	2,574,000
INFRASTRUCTURE SERVICES	23,263,000	-	18,499,500	17,659,050	24,155,050	20,660,050	36,952,550	38,985,300	13,819,300	11,543,300	11,125,300	10,625,300	204,024,700
FIRE DEPARTMENT	190,000	-	320,659	249,860	1,907,846	156,631	106,295	116,924	128,616	1,716,478	295,626	1,171,188	6,170,123
EQUIPMENT REPLACEMENT	3,528,291	-	945,000	4,933,000	180,000	2,807,000	4,910,000	5,160,000	1,240,000	3,400,000	5,720,000	160,000	29,455,000
RECREATION & COMMUNITY SERVICES													
PARKS	785,308	-	545,000	235,000	635,000	300,000	510,000	855,000	325,000	700,000	575,000	200,000	4,880,000
FACILITIES MAINTENANCE	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461
MAJOR FACILITIES	40,000	-	100,000	15,000,000	530,000	2,600,000	330,000	5,000,000	0	0	0	40,000,000	63,560,000
Total Capital Expenditures	29,100,399	-	21,826,620	41,141,910	28,229,896	26,737,681	43,486,845	50,584,224	16,533,916	18,354,778	18,505,926	52,906,488	318,308,284
<u>CAPITAL REVENUE</u>													
INFORMATION TECHNOLOGY	243,800	-	469,000	230,000	165,000	15,000	0	0	0	15,000	0	0	894,000
INFRASTRUCTURE SERVICES	22,358,587	-	17,558,910	16,718,460	23,214,461	19,719,460	36,011,960	38,044,710	12,878,710	10,602,710	10,184,710	9,684,710	194,618,800
FIRE DEPARTMENT	-	-	160,659	0	0	0	0	0	0	0	0	0	160,659
EQUIPMENT REPLACEMENT	3,528,291	-	945,000	4,933,000	180,000	2,807,000	4,910,000	5,160,000	1,240,000	3,400,000	5,720,000	160,000	29,455,000
RECREATION & COMMUNITY SERVICES													
PARKS	775,308	-	545,000	235,000	635,000	300,000	510,000	855,000	325,000	700,000	575,000	200,000	4,880,000
PROPERTY MAINTENANCE	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461
MAJOR FACILITIES	40,000	-	85,000	15,000,000	530,000	2,600,000	330,000	5,000,000	0	0	0	40,000,000	63,545,000
Total Capital Revenue	27,901,986	-	20,513,030	39,801,460	25,249,461	25,496,460	42,286,960	49,364,710	15,293,710	15,517,710	17,079,710	50,594,710	301,197,920
GENERAL LEVY	1,198,413	-	1,313,590	1,340,450	2,980,436	1,241,221	1,199,885	1,219,514	1,240,206	2,837,068	1,426,216	2,311,778	17,110,364

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: INFORMATION TECHNOLOGY

PROGRAM: INFORMATION TECHNOLOGY CAPITAL 2025 - 2034

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL	
Computer:														
Hardware, Misc. Equipment	107,800		99,500	50,000	212,000	44,000	53,000	70,000	57,000	195,000	132,000	59,000	971,500	\$49.5k - PC Replacements \$40k - VMWare Storage \$10k - Remote Access Portal
Financial Software			413,000	207,000									620,000	\$413K New Financial Software
Software	230,000		122,500		50,000	55,000							227,500	(\$207K Implementation, \$206.5K for additional staff resources)
Digitizing/Scanning Documents (incl Software)													0	\$620K over 2 years
Facility UPS Replacements			10,000										10,000	
TV Display Replacement - WMC													0	
Photocopier					15,000	18,000	15,000	15,000			15,000	18,000	96,000	\$65K for Building Software Funded
Security Testing			22,000			22,000			25,000			25,000	94,000	from Building Reserves
Facility WiFi Project				40,000	20,000	20,000							80,000	\$41,500 UKG HR/Payroll
Contribution to/from Reserve Fund				83,000			85,000	77,000	89,000		43,000	98,000	475,000	implementation
ANNUAL GRAND TOTAL	337,800	-	667,000	380,000	297,000	159,000	153,000	162,000	171,000	195,000	190,000	200,000	2,574,000	\$16K UKG HR/Payroll staffing portion
FUNDING METHOD :														
Provincial/Federal Grants	150,000		150,000										150,000	\$65k Building Software from Building
Water reserve fund	25,000		75,000										75,000	Reserves
Sewer reserve fund - other	25,000		75,000										75,000	\$16k IT Reserve
Other Reserves/Reserve Funds	43,800		81,000		65,000	15,000				15,000			176,000	
Infrastructure Reserve Fund			88,000	230,000	100,000								418,000	
FUNDING TOTAL	243,800	-	469,000	230,000	165,000	15,000	0	0	0	15,000	0	0	894,000	
NET EXPENDITURE - general levy	94,000	-	198,000	150,000	132,000	144,000	153,000	162,000	171,000	180,000	190,000	200,000	1,680,000	

TOWNSHIP OF WOOLWICH

Capital Forecast 2025

DEPARTMENT: INFRASTRUCTURE SERVICES
PROGRAM: INFRASTRUCTURE SERVICES CAPITAL 2025 - 2034

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Capital Paving Program	402,000		2,900,000	3,105,300	3,105,300	3,105,300	3,105,300	3,105,300	3,105,300	3,105,300	3,105,300	3,105,300	30,847,700
Capital Bridge and Culvert Program	3,008,000		2,395,000	1,807,000	2,100,000	5,800,000	2,100,000	5,100,000	2,100,000	2,100,000	2,100,000	2,100,000	27,702,000
Capital Streetlights	245,000		215,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,205,000
Arthur Street Construction					1,275,000	700,000							1,975,000
Barnswallow Drive Engineering/Construction	50,000		15,000		6,200,000		200,000						6,415,000
Bauman / College / Union Construction				70,000									70,000
Breslau Drain #1 Construction	5,775,000		2,600,000										2,600,000
Breslau Servicing Expansion (ESL)	350,000		1,050,000	750,000	500,000		25,000,000	25,000,000					52,300,000
Breslau Wet Well	230,000		250,000	2,500,000									2,750,000
Centre Street Engineering/Construction				100,000		1,000,000		100,000					1,200,000
Church Street Construction													0
Duke Street Engineering/Construction	70,000		70,000		5,890,000		195,000						6,155,000
East Side Lands SPS - EA and Engineering													0
East Side Lands Lift/Pump Station	600,000												0
Elmira Drain #1 Construction	360,000												0
Elmira Downtown Core Revitalization Plan	2,898,000		100,000	1,396,750	1,069,750	699,750	592,250	1,200,000	1,094,000	648,000			6,800,500
First Street East Engineering/Construction						90,000		875,000		75,000			1,040,000
Flamingo Drive / Grosbeak Road	50,000		50,000				2,300,000						2,350,000
George St. / High St. Construction	3,700,000		75,000	150,000									225,000
Greenhouse Road Engineering/Construction	75,000		90,000			2,800,000		175,000					3,065,000
Halter / Isley / Notre Dame Construction	450,000		15,000	100,000									115,000
Hampton Street Engineering/Construction						95,000		650,000		75,000			820,000
Henry Street Engineering/Construction							150,000		2,500,000		175,000		2,825,000
Housing Accelerator Fund (HAF)			4,804,500										4,804,500
Industrial Drive Construction	205,000												0
Kramp Road Engineering/Construction						150,000		1,700,000		120,000			1,970,000
Maintenance Paving Program	402,000		100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,900,000
Martin's Lane Engineering/Construction	110,000						110,000		1,000,000		75,000		1,185,000
Maryhill Rd. Storm Sewer Construction	150,000		150,000		600,000								750,000
North SPS - Elmira Construction	810,000												0
Old Scout Place Surface Asphalt	130,000		150,000										150,000
Queen Street Engineering/Construction				100,000		2,400,000		160,000					2,660,000
Queensway Drive Engineering/Construction							180,000		3,000,000		250,000		3,430,000
Road Conversion Program	90,000		0	6,500,000	2,400,000	2,900,000							11,800,000
Sanitary Capital Renewal			0	0	0	0	0	0	0	2,500,000	2,500,000	2,500,000	7,500,000
Sanitary Lining	550,000		0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,500,000
Sanitary Upsizing - ESL (Cambridge)	230,000		260,000	160,000									420,000
Sawmill Rd Bloomingdale (Region)	150,000												0
Sidewalks Repair and Replacement	100,000		100,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,090,000
Water Capital Renewal										2,000,000	2,000,000	2,000,000	6,000,000
Study	225,000		50,000										50,000
Water / Wastewater Rate Review Study	250,000												0
Water St. / Young St. I&I Construction	1,350,000		810,000										810,000
Weigel Drain Improvements	595,000		2,250,000										2,250,000
Woolwich Street North													0
Woolwich Street South (Municipal Servicing)													0
Wyatt Street East Engineering/Construction					95,000		2,100,000		100,000				2,295,000
Total	23,263,000	-	18,499,500	17,659,050	24,155,050	20,660,050	36,952,550	38,985,300	13,819,300	11,543,300	11,125,300	10,625,300	204,024,700

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: INFRASTRUCTURE SERVICES
PROGRAM: INFRASTRUCTURE SERVICES CAPITAL 2025 - 2034

Project Description	2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
FUNDING METHOD													
Water reserve fund	2,803,100		60,600	247,500	2,121,700	1,932,500	3,335,900	892,500	1,980,000	2,075,000	2,150,000	2,000,000	16,795,700
Sewer reserve fund	1,722,100		860,500	568,000	3,638,850	1,337,500	1,840,500	552,000	2,928,000	3,000,000	3,183,500	3,000,000	20,908,850
Development charges reserve fund	3,514,400		1,718,521	4,979,750	5,989,311	4,397,600	7,974,450	9,763,600	1,586,100	349,000	343,425	238,600	37,340,356
Infrastructure reserve fund	2,225,817		1,709,019	1,419,520	1,419,520	1,419,520	1,419,520	1,419,520	1,419,520	1,419,520	1,419,520	1,419,520	14,484,699
Other Funding [Incls Unexpended]	6,065,443		3,972,800	525,000	350,000	0	17,500,000	17,500,000	0	0	0	0	39,847,800
Provincial/Federal Grants	543,265		6,450,770	1,907,002	1,907,002	1,907,002	1,907,002	1,907,002	1,907,002	1,907,002	1,907,002	1,907,002	23,613,788
Debt/Debenture	5,484,462		2,786,700	0	0	0	0	0	0	0	0	0	2,786,700
Unfunded	0		0	7,071,688	7,788,078	8,725,338	2,034,588	6,010,088	3,058,088	1,852,188	1,181,263	1,119,588	38,840,907
FUNDING TOTAL	22,358,587	-	17,558,910	16,718,460	23,214,461	19,719,460	36,011,960	38,044,710	12,878,710	10,602,710	10,184,710	9,684,710	194,618,800
NET LEVY	904,413	-	940,590	940,590	940,590	940,590	940,590	940,590	940,590	940,590	940,590	940,590	9,405,900

DEPARTMENT: INFRASTRUCTURE SERVICES
PROGRAM: INFRASTRUCTURE SERVICES CAPITAL 2025 - 2034

2025 Projects	Total Cost	Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Barnswallow Engineering	15,000				15,000					15,000		15,000	
Breslau Drain #1 Construction	2,600,000									2,600,000		2,600,000	
Breslau Servicing Expansion (East Side Lands) Engineering	1,050,000			315,000		1,762,800	61.3%	837,200	TWP portion of Drain 32.2%	2,600,000		2,600,000	
Breslau Wet Well Engineering	250,000			250,000		735,000	TWP = 32.2%			1,050,000		1,050,000	
Capital Bridge and Culvert Program	2,395,000			635,909	359,091	1,400,000				250,000		250,000	
Cox Creek Rd. Engineering (SW 350027)										2,395,000		2,395,000	
Delion Pl. Culvert Repair (Structure 350528)													
Fountain Street / Randal Drain Engineering and Construction													
Low Level Bridge EA/Engineering (Structure 310121)													
Pine Creek Rd. Engineering (Structure 380164)													
Weisenberg Rd. Bridge EA (Centre Wellington)													
Duke St. Engineering	70,000	23,100	28,000	3,812	15,089					70,000		70,000	
Elmira Downtown Core Revitalization Plan	100,000					100,000	HAF			100,000		100,000	
Flamingo Dr. / Grosbeak Rd. Engineering	50,000	25,000	10,000		15,000					50,000		50,000	
George St. / High St. / Charles St. Construction	75,000				75,000					75,000		75,000	
Greenhouse Road Engineering	90,000			82,800	7,200					90,000		90,000	
Halter Ave. / Isley Dr. / Notre Dame Ave. Construction	15,000				15,000					15,000		15,000	
Hot Mix Resurfacing Program	2,900,000				620,967	1,363,737	OCIF	543,265		2,527,969	372,031	2,900,000	
Chilligo Rd.													
Covered Bridge Dr.													
Maryhill Rd.													
Peel St.													
Side Road 16													
Housing Accelerator Fund (HAF)	4,804,500					2,855,000	HAF	1,949,500		4,804,500		4,804,500	
Maintenance Paving Program	100,000				100,000					100,000	0	100,000	
Sunset Dr.													
Maryhill Rd. Storm Sewer Construction (Region)	150,000					75,000	Region's share			75,000	75,000	150,000	
Old Scout Pl. Surface Asphalt	150,000			120,000						120,000	30,000	150,000	
Road Conversion Program	0												
Sanitary Lining	0												
Sanitary Upsizing - East Side Lands (Cambridge)	260,000			260,000						260,000		260,000	
Sidewalk - Repairs/Expansion	100,000			26,000						100,000		100,000	
Streetslights	215,000				74,000	215,000	\$115k for Hydro Pole Relocations on Duke Street			215,000		215,000	
Water St. / Young St. I&I Construction	810,000		810,000							810,000		810,000	
Water / Wastewater Network and Growth Study	50,000	12,500	12,500	25,000						50,000		50,000	
Weigel Drain Improvements	2,250,000				197,673	1,588,768	Remaining ICIP Grant. Original funding was 73.3%			1,786,441	463,559	2,250,000	
Culvert Replacements													
Headwall Replacement - #59 Church St W													
Weigel SWM Pond Cleanout													
	18,499,500	60,600	860,500	1,718,521	1,709,019	9,880,305		543,265	2,786,700	0	17,558,910	940,590	18,499,500

2026 Projects

2026 Projects	0	Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Bauman St. / College St. Surface Asphalt	70,000	21,000	28,000	18,200						67,200	2,800	70,000	
Breslau Servicing Expansion Engineering (East Side Lands)	750,000			225,000		525,000	Regional Airport and CMP share			750,000		750,000	
Breslau Wet Well Construction	2,500,000			2,500,000						2,500,000		2,500,000	
Capital Bridge and Culvert Program	1,807,000			180,700	1,219,520					1,400,220	406,780	1,807,000	
Low Level Bridge Engineering (Structure 310121)													
Martin Creek Rd. Rehab (Structure 340246)													
Pine Creek Rd. Replacement (Structure 380164)													
Centre St. Engineering	100,000	50,000	20,000							70,000	30,000	100,000	
Elmira Downtown Core Revitalization Plan	1,396,750								1,396,750	1,396,750		1,396,750	
George St. / High St. / Charles St. Surface Asphalt	150,000	76,500		38,250						114,750	35,250	150,000	
Halter Ave. / Isley Dr. / Notre Dame Ave. Surface Asphalt	100,000	50,000								50,000	50,000	100,000	
Hot Mix Resurfacing Program	3,105,300			204,000		1,363,737	OCIF	543,265	799,938	2,910,940	194,360	3,105,300	
Hopewell Rd. / Spitzig Rd. Intersection													
Spitzig Rd.													
Maintenance Paving Program	200,000				200,000					200,000		200,000	
Queen St. Engineering	100,000	50,000	20,000							70,000	30,000	100,000	
Road Conversion Program	6,500,000			1,625,000					4,875,000	6,500,000		6,500,000	
Hopewell Creek Rd.													
Spitzig Rd.													
Sanitary Lining	500,000									500,000		500,000	
Sanitary Upsizing - East Side Lands (Cambridge)	160,000			160,000						160,000		160,000	
Sidewalk - Repairs/Expansion	110,000			28,600						28,600	81,400	110,000	
Streetlights	110,000										110,000	110,000	
Total 2026	17,659,050	247,500	568,000	4,979,750	1,419,520	1,888,737		543,265	0	7,071,688	16,718,460	940,590	17,659,050

2027 Projects

2027 Projects	South St to Kenning Pl. Year 1 of 2		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check
Arthur St. Construction (Region)		1,275,000	140,000	732,500	350,000						1,222,500	52,500	1,275,000
North SPS - Elmira Forcemain Construction													
Barnswallow Dr. Construction		6,200,000			4,030,000					2,170,000	6,200,000		6,200,000
Breslau Servicing Expansion Engineering (East Side Lands)		500,000			150,000		350,000	Regional Airport and CMP share			500,000		500,000
Capital Bridge and Culvert Program		2,100,000			210,000					1,890,000	2,100,000		2,100,000
Union St. Rehab (Structure 222210)													
Duke St. Construction		5,890,000	1,943,700	2,356,000	320,711	1,269,590					5,890,001		5,890,001
Elmira Downtown Core Revitalization Plan	Region Project involving Maryhill Rd to facilitate the storm sewer connection from the St. Charles St system	1,069,750								1,069,750	1,069,750		1,069,750
Hot Mix Resurfacing Program		3,105,300				149,930	1,363,737	OCIF	543,265	858,328	2,915,260	190,040	3,105,300
Maintenance Paving Program		200,000		Average annual amount identified per 2023 SOTI for Roads								200,000	200,000
Maryhill Rd. Storm Sewer Construction (Region)		600,000			300,000						300,000	300,000	600,000
Road Conversion Program		2,400,000			600,000					1,800,000	2,400,000		2,400,000
Reid Woods Dr.													
Scotch Line Rd.													
Sanitary Lining	TWP Rd #26 New Jerusalem to Northfield Dr (2.3km)	500,000									500,000		500,000
Sidewalk - Repairs/Expansion	GR to HMA due to Detour routing	110,000			28,600						28,600	81,400	110,000
Streetlights		110,000										110,000	110,000
Wyatt St. E. Engineering	Arthur St to Union St (540m) between Queen and Centre	95,000	38,000	50,350							88,350	6,650	95,000
Total 2027		24,155,050	2,121,700	3,638,850	5,989,311	1,419,520	1,713,737	543,265	0	7,788,078	23,214,461	940,590	24,155,051

2028 Projects		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Arthur St. Construction (Region)		700,000	140,000	157,500						647,500	52,500	700,000	
Capital Bridge and Culvert Program		5,800,000		580,000					5,220,000	5,800,000		5,800,000	
Low Level Bridge Construction (Structure 310121)	First Street East to Bauman Street (250m) WTM Replacement												
Middlebrook Place Culvert Replacement (Structure 170160)													
Middlebrook Place Bridge Removal (Structure 180160)													
Weisenberg Rd. Bridge Engineering (Centre Wellington)													
Centre St. Construction	Union Street St. to East End (255m) WTM Replacement	1,000,000	500,000	200,000	300,000					1,000,000		1,000,000	
Elmira Downtown Core Revitalization Plan		699,750							699,750	699,750		699,750	
First St. E. Engineering		90,000	45,000							45,000	45,000	90,000	
Greenhouse Rd. Construction	Victoria to Kramp	2,800,000								2,576,000	224,000	2,800,000	
Hampton Street Engineering		95,000								47,500	47,500	95,000	
Hot Mix Resurfacing Program		3,105,300								2,937,110	168,190	3,105,300	
Kramp Rd. Engineering	Snyder Ave S to Dunke St S (160m) WTM Replacement	150,000			138,000					138,000	12,000	150,000	
Maintenance Paving Program		200,000									200,000	200,000	
Queen St. Construction		2,400,000	1,200,000	480,000	720,000					2,400,000		2,400,000	
Road Conversion Program	First St E to Wyatt St (620m) WTM Replacement	2,900,000			725,000				2,175,000	2,900,000		2,900,000	
Tillman Dr.													
Sanitary Lining	TWP Rd #10 Arthur St. to Northfield Dr. (3.5km) GR to HMA.	500,000		500,000						500,000		500,000	
Sidewalk - Repairs/Expansion		110,000			28,600					28,600	81,400	110,000	
Streetslights		110,000									110,000	110,000	
Total 2028		20,660,050	1,932,500	1,337,500	4,397,600	1,419,520	1,363,737	543,265	0	8,725,338	19,719,460	940,590	20,660,050

2029 Projects		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Barnswallow Dr. Surface Asphalt	First St. to Church St. (890m)	200,000	- Arthur St Streetscaping (over 4yrs) - Final Year -Riverwalk	130,000						130,000	70,000	200,000	
Breslau Servicing Expansion Construction (East Side Lands)		25,000,000		7,500,000		17,500,000	Regional Airport and CMP share			25,000,000		25,000,000	
Capital Bridge and Culvert Program		2,100,000		210,000	221,222				1,442,338	1,873,560	226,440	2,100,000	
Duke St. Surface Asphalt		195,000	58,500	78,000						136,500	58,500	195,000	
Elmira Downtown Core Revitalization Plan		592,250							592,250	592,250		592,250	
Flamingo Dr. / Grosbeak Rd. Construction	King St N to 560m West (Settlement Limit)	2,300,000								2,300,000		2,300,000	
Henry St. Engineering		150,000	45,000	55,500						115,350	34,650	150,000	
Hot Mix Resurfacing Program		3,105,300	Average annual amount identified per 2023 SOTT for Roads		1,198,298	1,363,737	OCIF	543,265		3,105,300		3,105,300	
Maintenance Paving Program	Bio-Eng upgrades require new watermain servicing - look into drainage ditch agreement	200,000									200,000	200,000	
Martin's Ln. Engineering		110,000	33,000	22,000						110,000		110,000	
Queensway Dr. Engineering		180,000	59,400	72,000	36,000					167,400	12,600	180,000	
Sanitary Lining	Henry St to Albert St W (750m)	500,000		500,000						500,000		500,000	
Sidewalk - Repairs/Expansion		110,000			28,600					28,600	81,400	110,000	
Streetslights		110,000									110,000	110,000	
Wyatt St. E. Construction	Arthur St to Union St (540m) between Queen and Centre	2,100,000	840,000	1,113,000						1,953,000	147,000	2,100,000	
Total 2029		36,952,550	3,335,900	1,840,500	7,974,450	1,419,520	18,863,737	543,265	0	2,034,588	36,011,960	940,590	36,952,550

2030 Projects			Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check
Breslau Servicing Expansion (East Side Lands) Construction	First Street East to Bauman Street (250m) WTM Replacement				7,500,000						25,000,000		25,000,000
Capital Bridge and Culvert Program		25,000,000	- Purchase remaining Arthur St properties to implement parking plan	510,000		151,694	17,500,000	Regional Airport and CMP share		4,438,306	5,100,000		5,100,000
Peel St. Pedestrian Conversion (Structure 270148)													
Centre St. Surface Asphalt	Union Street St. to East End (255m) WTM Replacement	100,000	50,000	20,000		30,000					100,000		100,000
Elmira Downtown Core Revitalization Plan		1,200,000								1,200,000	1,200,000		1,200,000
First St. E. Construction		875,000	437,500			400,000					837,500	37,500	875,000
Greenhouse Rd. Surface Asphalt	Victoria to Kramp	175,000			161,000	14,000					175,000	0	175,000
Hampton St. Construction		650,000	325,000			325,000					650,000		650,000
Hot Mix Resurfacing Program	Snyder Ave S to Dunke St S (160m) WTM Replacement	3,105,300	Average annual amount identified per 2023 SOTI for Roads			450,826	1,363,737	OCIF	543,265	371,782	2,729,610	375,690	3,105,300
Kramp Rd. Construction		1,700,000			1,564,000						1,564,000	136,000	1,700,000
Maintenance Paving Program		200,000										200,000	200,000
Queen St. Surface Asphalt		160,000	80,000	32,000		48,000					160,000	0	160,000
Sanitary Lining		500,000		500,000							500,000		500,000
Sidewalk - Repairs/Expansion	First St E to Wyatt St (620m) WTM Replacement	110,000			28,600						28,600	81,400	110,000
Streetslights		110,000										110,000	110,000
Total 2030		38,985,300	892,500	552,000	9,763,600	1,419,520	18,863,737	543,265	0	6,010,088	38,044,710	940,590	38,985,300

- Church St W Streetscaping
- One-way portion of Mill St closure and conversion to Public Space

2031 Projects

2031 Projects	- Church St W Streetscaping - One-way portion of Mill St closure and conversion to Public Space		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check
Capital Bridge and Culvert Program		2,100,000			210,000					1,890,000	2,100,000		2,100,000
Elmira Downtown Core Revitalization Plan		1,094,000								1,094,000	1,094,000		1,094,000
Henry St. Construction	King St N to 560m West (Settlement Limit)	2,500,000	750,000	925,000	247,500	577,500					2,500,000		2,500,000
Hot Mix Resurfacing Program		3,105,300				842,020	1,363,737	OCIF	543,265	74,088	2,823,110	282,190	3,105,300
Maintenance Paving Program		200,000										200,000	200,000
Martin's Ln. Construction	Henry St to Albert St W (750m)	1,000,000	200,000	250,000	500,000						950,000	50,000	1,000,000
Queensway Dr. Construction		3,000,000	990,000	1,200,000	600,000						2,790,000	210,000	3,000,000
Sanitary Lining		500,000		500,000							500,000		500,000
Sidewalk - Repairs/Expansion		110,000			28,600						28,600	81,400	110,000
Streetlights		110,000										110,000	110,000
Wyatt St. E. Surface Asphalt	Arthur St to Union St (540m) between Queen and Centre	100,000	40,000	53,000							93,000	7,000	100,000
Total 2031		13,819,300	1,980,000	2,928,000	1,586,100	1,419,520	1,363,737	543,265	0	3,058,088	12,878,710	940,590	13,819,300

2032 Projects

2032 Projects		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Capital Bridge and Culvert Program		2,100,000		210,000	146,222				1,204,188	1,560,410	539,590	2,100,000	
Elmira Downtown Core Revitalization Plan	Union Street St. to East End (255m)	648,000							648,000	648,000		648,000	
First St. E. Surface Asphalt		75,000	37,500		37,500					75,000		75,000	
Hampton St. Surface Asphalt	WTM Replacement	75,000	37,500		37,500					75,000		75,000	
Hot Mix Resurfacing Program		3,105,300			1,198,298	1,363,737	OCIF	543,265		3,105,300		3,105,300	
Kramp Rd. Surface Asphalt	Snyder Ave S to Dunke St S (160m)	120,000								110,400	9,600	120,000	
Maintenance Paving Program		200,000			110,400					200,000		200,000	
Sanitary Capital Renewal	WTM Replacement	2,500,000	2,500,000							2,500,000		2,500,000	
Sanitary Lining		500,000	500,000							500,000		500,000	
Sidewalk - Repairs/Expansion		110,000		28,600						28,600	81,400	110,000	
Streetlights		110,000									110,000	110,000	
Water Capital Renewal		2,000,000	2,000,000							2,000,000		2,000,000	
Total 2032		11,543,300	2,075,000	3,000,000	349,000	1,419,520	1,363,737	543,265	0	1,852,188	10,602,710	940,590	11,543,300

2033 Projects

2033 Projects		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check	
Capital Bridge and Culvert Program	King St N to 560m West (Settlement Limit)	2,100,000		210,000	163,297				1,181,263	1,554,560	545,440	2,100,000	
Henry St. Surface Asphalt		175,000	52,500	64,750	17,325					175,000	0	175,000	
Hot Mix Resurfacing Program		3,105,300	Average annual amount identified per 2023 SOTI for Roads			1,198,298	1,363,737	OCIF	543,265	3,105,300		3,105,300	
Maintenance Paving Program		200,000									200,000	200,000	
Martin's Ln. Surface Asphalt	Henry St to Albert St W (750m)	75,000	15,000	18,750	37,500					71,250	3,750	75,000	
Queensway Dr. Surface Asphalt		250,000	82,500	100,000	50,000	17,500				250,000	0	250,000	
Sanitary Capital Renewal		2,500,000		2,500,000						2,500,000		2,500,000	
Sanitary Lining		500,000	500,000							500,000		500,000	
Sidewalk - Repairs/Expansion		110,000		28,600						28,600	81,400	110,000	
Streetlights		110,000									110,000	110,000	
Water Capital Renewal		2,000,000	2,000,000							2,000,000		2,000,000	
Total 2033		11,125,300	2,150,000	3,183,500	343,425	1,419,520	1,363,737	543,265	0	1,181,263	10,184,710	940,590	11,125,300

2034 Projects

2034 Projects		Water	Sewer Other	Development Charges	Infrastructure Reserve Fund	Other Funding	Canada Community Building Fund	Debt	Unfunded	Fund Total	Levy Cost	Check
Capital Bridge and Culvert Program	2,100,000	Average annual amount identified per 2023 SOTT for Roads		210,000	221,222				1,119,588	1,550,810	549,190	2,100,000
Hot Mix Resurfacing Program	3,105,300				1,198,298	1,363,737	OCIF	543,265		3,105,300		3,105,300
Maintenance Paving Program	200,000										200,000	200,000
Sanitary Capital Renewal	2,500,000		2,500,000							2,500,000		2,500,000
Sanitary Lining	500,000		500,000							500,000		500,000
Sidewalk - Repairs/Expansion	110,000			28,600						28,600	81,400	110,000
Streetlights	110,000										110,000	110,000
Water Capital Renewal	2,000,000	2,000,000								2,000,000		2,000,000
Total 2034	10,625,300	2,000,000	3,000,000	238,600	1,419,520	1,363,737	543,265	0	1,119,588	9,684,710	940,590	10,625,300

TOWNSHIP OF WOOLWICH

Capital Forecast 2025

DEPARTMENT: FIRE DEPARTMENT
PROGRAM: FIRE CAPITAL 2025 - 2034

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Low Angle Rope Equipment				2 sets of air bags		60,000					60,000		120,000
Fire Fighting Gear - Replacement	66,000		75,000	79,860	87,846	96,631	106,295	116,924	128,616	141,478	155,626	171,188	1,159,464
Auto Ex. Air Bags	10,000		10,000	20,000	20,000								50,000
Thermal Imaging Cameras	49,000				70,000	2 sets of cutters, spreaders and rams				75,000			145,000
Auto Ex Equipment - Jaws Replacement	65,000		75,000	150,000	150,000								375,000
Bunker Gear Extractor & Dryer - St. Jacobs			70,067										70,067
Bunker Gear Extractor & Dryer - Floradale			40,592	Contingent on Grant funding	Contingent on Grant funding								40,592
Air filling Station - Breslau		Funding from the Fire Protection Grant									80,000		80,000
Air Filling Station - Elmira					80,000					Based on 2024 pricing			80,000
P-25 Portable ECO Radios, Air Scrubbers			50,000										50,000
SCBA Replacement												1,000,000	1,000,000
P-25 Radios Replacement					1,500,000	Based on 2024 pricing				1,500,000			3,000,000
Transfer to Fire Capital Reserve													0
Total Expenditures	190,000	-	320,659	249,860	1,907,846	156,631	106,295	116,924	128,616	1,716,478	295,626	1,171,188	6,170,123
FUNDING METHOD													
Other Funding			160,659										160,659
Infrastructure Reserve Fund													0
Other Reserves/Reserve Funds [Deferred Revenue]													0
Development Charges													0
FUNDING TOTAL	-	-	160,659	0	0	0	0	0	0	0	0	0	160,659
NET EXPENDITURE - general levy	190,000	-	160,000	249,860	1,907,846	156,631	106,295	116,924	128,616	1,716,478	295,626	1,171,188	6,009,464

DEPARTMENT: RECREATION & FACILITIES SERVICES
PROGRAM: EQUIPMENT REPLACEMENT CAPITAL 2025-2034

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Fire Rolling Stock													
Breslau Pierce Aerial (used)								2,500,000	24% funded by DC				2,500,000
New Breslau Pumper (DC)				1,700,000									1,700,000
2012 Breslau Pumper/Tanker										2,700,000			2,700,000
2001 Conestogo Rescue	1,169,862												0
2020 Conestogo Pumper Tanker													0
2002 Freightliner Rescue - Elmira	700,000			700,000									700,000
2002 Spartan Pumper/tanker (used)						1,900,000							1,900,000
2006 Elmira Pumper				1,700,000									1,700,000
1986 E-One Platform Aerial (2005)	1,000,000		500,000										500,000
2009 Floradale Pumper							2,100,000						2,100,000
2010 Floradale Tanker								2,310,000					2,310,000
2009 Floradale Rescue							2,100,000						2,100,000
2019 Maryhill PumperTanker													0
2013 Maryhill Rescue											2,500,000		2,500,000
2015 St. Jacobs Tanker													0
2023 St Jacobs Pumper	0												0
2013 St. Jacobs Rescue											2,500,000		2,500,000
New Pick up for Fire Prevention				100,000									100,000
Argo / Training Truck -2019 Dodge Ram					100,000								100,000
Argo And Trailer Replacement	0								75,000				75,000
													0
Sub total	2,869,862	-	500,000	4,200,000	100,000	1,900,000	4,200,000	4,810,000	75,000	2,700,000	5,000,000	0	23,485,000
Public Works Rolling Stock													
E019 - 2020 Chev 1/2 ton Pickup (EO03)						75,000							75,000
E004 - 2011 Case 621E Loader													0
E026 - 2022 Ford 1 Ton Utility Truck (EO97)								140,000					140,000
NEW - Tractor (125 HP)													0
NEW - Utility Crane Truck													0
E030 - 2022 Freightliner Tandem										400,000			400,000
EO14 - 2018 Freightliner Tandem						400,000							400,000
EO15 - 2018 Freightliner Tandem						400,000							400,000
E027 - 2021 Tymco Regenerative Air Street Sweeper (EO06)									450,000				450,000
E018 - 2019 Dodge 1500							75,000						75,000
EO21 - 2019 Freightliner Tandem							400,000						400,000
E029 - 2022 Freightliner Tandem									400,000				400,000
E033 - 2024 Freightliner Tandem (EO95)													0
New - 3/4 Ton 4x4 Crew Cab									90,000				90,000
New - 1/2 Ton with Cap								75,000					75,000
New - 1 Ton Crew Cab with dump bed	88,428									120,000			120,000
New- Tandem Plow/Salter (EO34)													0
New - Roller Attachment for Grader (2 Units)													0
E009 - 2015 Ford F350 Sign Truck				120,000							150,000		270,000
E010 - 2015 Ford F350 Water Utility Truck			60,000	60,000							150,000		270,000
E005 - 2012 International Single Axel Plow Tru	300,000		225,000	225,000									450,000
E011 - 2016 Ford F150	60,000			60,000						75,000			75,000
E013 - 2017 Ford F150				60,000							75,000		135,000
E016 - 2018 Dodge 2500 Cargo Van				60,000									60,000
E017 - 2018 1 Ton Ford 4500 w/ Chipper Box				100,000									100,000
New - Automatic Valve Turner (Trailer Mount)	80,000												0
Sub total	448,428	-	285,000	625,000	0	875,000	475,000	215,000	940,000	595,000	375,000	0	4,385,000

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Recreation Rolling Stock													
2013 Pickup (Replacement)													0
2012 Pickup (Replacement)													0
New - 2500 Pickup 4x4 (DC)													0
New - Water Trailer													0
New - Rotary Turf Mower													0
Chevy Bolt EV (Insurance Replacement)													0
2014 Pickup	55,000												0
New - 1/2-Ton Truck	55,000												0
1999 Tractor (Replacement)	60,000												0
Trailer (Replacement)			15,000										15,000
1/2-Ton Truck (New)				54,000									54,000
1/2-Ton Truck (New)				54,000									54,000
2017 3/4-Ton Truck (Replacement)					80,000								80,000
2002 Tractor (Replacement)						32,000							32,000
2017 Ice Resurfacer (Replacement)							200,000						200,000
2019 Mower (Replacement)							35,000						35,000
2020 Mower (Replacement)								35,000					35,000
2023 Mower (Replacement)								100,000					100,000
2006 Tractor (Replacement)									50,000				50,000
2021 1-Ton Truck (Replacement)									100,000				100,000
2021 Van (Replacement)									75,000				75,000
2022 Mid-Size Truck (Replacement)										60,000			60,000
2023 Mid-Size Truck (Replacement)											60,000		60,000
2023 3/4-Ton Truck (Replacement)											95,000		95,000
2023 Electric Vehicle (Replacement)											65,000		65,000
2023 1/2-Ton Truck (Replacement)											80,000		80,000
2024 1/2-Ton Truck (Replacement)												80,000	80,000
2025 1/2-Ton Truck (Replacement)												80,000	80,000
Sub total	170,000	-	15,000	108,000	80,000	32,000	235,000	135,000	225,000	60,000	300,000	160,000	1,350,000
Other Rolling Stock													
By-law Enforcement Truck	40,000									45,000			45,000
Building Vehicles (x2)			100,000										100,000
NEW By-law Vehicle			45,000								45,000		90,000
Sub total	40,000	-	145,000	0	0	0	0	0	0	45,000	45,000	0	235,000
Total Expenditures	3,528,291	-	945,000	4,933,000	180,000	2,807,000	4,910,000	5,160,000	1,240,000	3,400,000	5,720,000	160,000	29,455,000
FUNDING TOTAL													
Other Funding			100,000										100,000
Development Charges	55,000		45,000	1,800,000	0			600,000					2,445,000
Equipment Reserve Fund	3,473,291		800,000	3,133,000	180,000	2,807,000	4,910,000	4,560,000	1,240,000	3,400,000	5,720,000	160,000	26,910,000
Total Funding	3,528,291	-	945,000	4,933,000	180,000	2,807,000	4,910,000	5,160,000	1,240,000	3,400,000	5,720,000	160,000	29,455,000
NET EXPENDITURE - general levy	0	-	0	0	0	0	0	0	0	0	0	0	0

TOWNSHIP OF WOOLWICH

Capital Forecast 2025

DEPARTMENT: RECREATION & COMMUNITY SERVICES
PROGRAM: PARKS CAPITAL 2025 - 2034

Project Description	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Playground Renewal/Trail Development													0
Accessibility Enhancements													0
Woodlot/Park Hazard Tree Removals (Maintenance)			25,000										25,000
Heidelberg Park - Phase 1 Re-Design (Replacement)			120,000										120,000
Sunset Hills Estates Park Development (New)			120,000										120,000
Playground Surfacing, Drainage (Maintenance)			40,000										40,000
Breslau Memorial Park Fieldhouse (Replacement)			190,000										190,000
Walter Bean Trail Footbridges (Replacement)			50,000										50,000
Heidelberg Park - Phase 2 (Replacement)				50,000									50,000
Starlight Park Development (New)				80,000									80,000
Breslau Memorial Park Fencing (Replacement)				65,000									65,000
Gibson Park Bridge Replacement (Replacement)				40,000									40,000
Bloomingdale Ball Diamond Fencing (Replacement)					80,000								80,000
Gibson Park Playground Rubber Surfacing					100,000								100,000
Hopewell Crossing Park Development - 1st Phase (New)					125,000								125,000
Conestogo Ball Diamond Fencing (Replacement)					60,000								60,000
Optimist Park Playground (Replacement)					90,000								90,000
Gibson Park/Breslau Memorial Park Tennis Court Asphalt (Replacement)					180,000								180,000
Gibson Park Parking Lot (Replacement)						50,000							50,000
Hopewell Heights Park Additions (New)						100,000							100,000
Snider Park Stairway (Replacement)						50,000							50,000
Hopewell Crossing Park Development - 2nd Phase						100,000							100,000
Crane Park Playground (Replacement)							100,000						100,000
Snider Park Pavilion (Replacement)							70,000						70,000
Maryhill Park Parking Lot (Replacement)							150,000						150,000
Bolender Splashpad Surfacing							100,000						100,000
Bristow Creek Playground (Partial Replacement)							90,000						90,000
Sportsfield Lighting (Lions LED)								250,000					250,000
Westfield Park Playground (Replacement)								130,000					130,000
Floradale Park Ball Diamond Backstop (Replacement)								25,000					25,000
Gibson Park Surfacing								300,000					300,000
Future Park Amenities (New)								150,000					150,000
Conestogo Ball Diamond Light Poles (Replacement)									80,000				80,000
Valleyview Park Playground (Replacement)									100,000				100,000
Snider Park Tennis Court (Replacement)									60,000				60,000
Riverside Meadows Ball Diamond Fencing (Replacement)									85,000				85,000
Lunar Park Development (New)										300,000			300,000
Floradale Park Pavilion (Replacement)										150,000			150,000
Breslau Memorial Park Parking Lot Paving (Replacement)										150,000			150,000
Future Park Amenities (New)										100,000			100,000
Breslau Memorial Park Ball Diamond Fencing (Replacement)											125,000		125,000
Breslau Memorial Park Ball Diamond Lighting											300,000		300,000
Future Park Amenities (New)											150,000		150,000
Future Park Amenities (New)												200,000	200,000
													0
													0
													0
TOTAL EXPENDITURES	785,308	-	545,000	235,000	635,000	300,000	510,000	855,000	325,000	700,000	575,000	200,000	4,880,000

		TOWNSHIP OF WOOLWICH										
		Capital Forecast 2025										
FUNDING METHOD		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Donations		0										0
Development Charges		114,000	80,000	125,000	200,000		150,000		400,000	150,000	200,000	1,419,000
Park Fund		0	115,000		50,000							165,000
Infrastructure Reserve Fund		125,000		180,000	50,000	340,000	550,000			300,000		1,545,000
Property Building Reserve Fund								85,000				85,000
Canada Community Building Fund		256,000	40,000	330,000		170,000	155,000	240,000	300,000	125,000		1,616,000
Reserve Fund		50,000										50,000
Capital Reserve		0										0
Provincial/Federal Grants		0										0
Recreation Association		0										0
Other Funding		0										0
TOTAL REVENUE	775,308 -	545,000	235,000	635,000	300,000	510,000	855,000	325,000	700,000	575,000	200,000	4,880,000

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: RECREATION & COMMUNITY SERVICES
PROGRAM: PARKS FUNDING 2025 - 2034

	Project Total Cost	Donations	Development Charges	Park Fund	Infrastructure Res Fund	Property Building	Canada Community Building Fund	Reserve Fund	Capital Reserve	Grants	Recreation Associations	Other Funding	Funding Total	Levy cost
2025 Projects														
Woodlot/Park Hazard Tree Removals (Maintenance)	25,000		-Re-work ball diamond (light removal, fencing replacement)		25,000								25,000	
Heidelberg Park - Phase 1 Re-Design (Replacement)	120,000		-multi-use path				120,000						120,000	-
Sunset Hills Estates Park Development (New)	120,000		Playground	114,000			6,000						120,000	-
Playground Surfacing, Drainage (Maintenance)	40,000		Multi use trail				40,000						40,000	-
Breslau Memorial Park Fieldhouse (Replacement)	190,000		Surfacing - Valleryview, Floradale, Optimist		100,000		90,000						190,000	-
Walter Bean Trail Footbridges (Replacement)	50,000							50,000	WB Reserve Fund				50,000	-
Total	545,000	-	114,000	-	125,000	-	256,000	50,000	-	-	-	-	545,000	-
2026 Projects														
Heidelberg Park - Phase 2 (Replacement)	50,000			50,000									50,000	-
Starlight Park Development (New)	80,000		80,000										80,000	-
Breslau Memorial Park Fencing (Replacement)	65,000			65,000									65,000	-
Gibson Park Bridge Replacement (Replacement)	40,000						40,000						40,000	-
Total	235,000	-	80,000	115,000	-	-	40,000	-	-	-	-	-	235,000	-
2027 Projects														
Bloomingtondale Ball Diamond Fencing (Replacement)	80,000						80,000						80,000	-
Gibson Park Playground Rubber Surfacing	100,000						100,000						100,000	-
Hopewell Crossing Park Development - 1st Phase (New)	125,000		125,000										125,000	-
Conestogo Ball Diamond Fencing (Replacement)	60,000						60,000						60,000	-
Optimist Park Playground (Replacement)	90,000						90,000						90,000	-
Gibson Park/Breslau Memorial Park Tennis Court Asphalt (Replacement)	180,000				180,000								180,000	-
Total	635,000	-	125,000	-	180,000	-	330,000	-	-	-	-	-	635,000	-
2028 Projects														
Gibson Park Parking Lot (Replacement)	50,000				50,000								50,000	-
Hopewell Heights Park Additions (New)	100,000		100,000										100,000	-
Snider Park Stairway (Replacement)	50,000			50,000									50,000	-
Hopewell Crossing Park Development - 2nd Phase	100,000		100,000										100,000	-
Total	300,000	-	200,000	50,000	50,000	-	-	-	-	-	-	-	300,000	-
2029 Projects														
Crane Park Playground (Replacement)	100,000				100,000								100,000	-
Snider Park Pavilion (Replacement)	70,000						70,000						70,000	-
Maryhill Park Parking Lot (Replacement)	150,000				150,000								150,000	-
Bolender Splashpad Surfacing	100,000						100,000						100,000	-
Bristow Creek Playground (Partial Replacement)	90,000				90,000								90,000	-
Total	510,000	-	-	-	340,000	-	170,000	-	-	-	-	-	510,000	-

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: RECREATION & COMMUNITY SERVICES

PROGRAM: PARKS FUNDING 2025 - 2034

2030 Projects												
Sportsfield Lighting (Lions LED)	250,000			250,000						250,000	-	
Westfield Park Playground (Replacement)	130,000						130,000			130,000	-	
Floradale Park Ball Diamond Backstop (Replacement)	25,000						25,000			25,000	-	
Gibson Park Surfacing	300,000			300,000						300,000	-	
Future Park Amenities (New)	150,000		150,000							150,000	-	
Total	855,000	-	150,000	-	550,000	-	155,000	-	-	-	-	855,000
2031 Projects												
Conestogo Ball Diamond Light Poles (Replacement)	80,000						80,000			80,000	-	
Valleyview Park Playground (Replacement)	100,000						100,000			100,000	-	
Snider Park Tennis Court (Replacement)	60,000						60,000			60,000	-	
Riverside Meadows Ball Diamond Fencing (Replacement)	85,000					85,000				85,000	-	
Total	325,000	-	-	-	-	85,000	240,000	-	-	-	-	325,000
2032 Projects												
Lunar Park Development (New)	300,000		300,000							300,000	-	
Floradale Park Pavilion (Replacement)	150,000						150,000			150,000	-	
Breslau Memorial Park Parking Lot Paving (Replacement)	150,000						150,000			150,000	-	
Future Park Amenities (New)	100,000		100,000							100,000	-	
Total	700,000	-	400,000	-	-	-	300,000	-	-	-	-	700,000
2033 Projects												
Breslau Memorial Park Ball Diamond Fencing (Replacement)	125,000						125,000			125,000	-	
Breslau Memorial Park Ball Diamond Lighting	300,000				300,000					300,000	-	
Future Park Amenities (New)	150,000		150,000							150,000	-	
Total	575,000	-	150,000	-	300,000	-	125,000	-	-	-	-	575,000
2034 Projects												
Future Park Amenities (New)	200,000		200,000							200,000	-	
Total	200,000	-	200,000	-	-	-	-	-	-	-	-	200,000
Grand Total	4,880,000	-	1,419,000	165,000	1,545,000	85,000	1,616,000	50,000	-	-	-	4,880,000

DEPARTMENT: RECREATION & COMMUNITY SERVICES
PROGRAM: PROPERTY MAINTENANCE CAPITAL 2025-2034

Facility	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
			-St. Jacobs Fire Station and Warehouse -Lions Park Washroom -Union Cemetery -Gibson Park -Gore Park Fountain -Bolender Park Washroom										0
Accessibility Improvements													0
Breslau Community Centre Porch, Entrance (Replacement)			190,000										190,000
WMC Parking Lot Paving Planning (Replacement and New)			40,000										40,000
St. Jacobs Arena Hot Water Heaters (Replacement)			110,000										110,000
Facility Backflows / Meters			100,000										100,000
Heat Pump Installations (Replacements)			155,000										155,000
Union Cemetery 2 Columbariums (New)			30,000										30,000
Breslau Community Centre Exterior Washroom Addition (New)			124,461										124,461
St. Jacobs Arena Underfloor Cooling, Rink Boards, stands (Replacement)				2,200,000									2,200,000
Union Cemetery 2 Columbariums (New)				90,000									90,000
WMC Parking Lot Paving (Replacement)				300,000									300,000
Asset Management BCAs				95,000									95,000
St. Jacobs Fire Station Renovations (Replacement and New)					200,000								200,000
Vestibule (Replacement and New)					125,000								125,000
Elmira Library Heat Pumps (Replacement)					80,000								80,000
St. James Cemetery Paving (Replacement)					120,000								120,000
Floradale Fire Station Heat Pump (Replacement)						55,000							55,000
Installation (New)							55,000						55,000
St. Jacobs Arena Lobby Flooring, Doors (Replacement)								120,000					120,000
Breslau community Centre Parking Lot (Replacement)								250,000					250,000
Maryhill Community Centre Heat Pumps (Replacement)								100,000					100,000
Elmira and St. Jacobs Library Windows (Replacement)								80,000					80,000
Adminstration Building Parking Lot Paving (Replacement)								75,000					75,000
Conestogo Fire Station Renovation (Replacement)								150,000					150,000
WMC Flat Roof Replacement									850,000				850,000
St. Jacobs Arena Air Handler (Replacement)										150,000			150,000
WMC Mechanical Equipment (Replacements)										200,000			200,000
WMC Changeroom Air Handler (Replacement)										450,000			450,000
Breslau Community Centre Heat Pumps (Replacement)											300,000		300,000
WMC Mechanical Equipment (Replacement)											300,000		300,000
WMC Boilers (Replacement)												550,000	550,000
Recreation & Other Facilities Totals	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461

Facility	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<u>Fire Services</u>		✓ - St. Jacobs Fire Station and Warehouse											-
Elmira Fire Station													-
Conestogo Fire Station													-
Floradale Fire Station													-
St Jacobs Fire Station													-
Fire Totals	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Infrastructure Services</u>													-
Township Yard - Elmira													-
Conestoga Works Yard HVAC/LED light replacement													-
Park Lot Improvements (Works Yards, Parks)													-
Township Yard - Conestogo													-
Engineering & Planning Totals	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461
Other Revenue													
Development Charges	-		31,115										31,115
Other Funding	-		-										-
Grants	20,000		93,346	1,000,000									1,093,346
Donations	-		-										-
Infrastructure Reserve Fund	502,500		225,000	1,200,000	325,000		525,000	305,000	850,000	750,000	500,000	550,000	5,230,000
Property Building Reserve Fund	130,000		170,000		120,000					50,000	100,000		440,000
Canada Community Building Fund	209,500		50,000	185,000									235,000
Reserve Fund	94,000		180,000	300,000	80,000	55,000							615,000
Sewer Reserve Fund	-		-										-
Water Reserve Fund	-		-										-
Unfunded	-		-										-
Sub total	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461
Total Revenue	956,000	-	749,461	2,685,000	525,000	55,000	525,000	305,000	850,000	800,000	600,000	550,000	7,644,461
NET EXPENDITURE - general levy	-	-	-	-	-	-	-	-	-	-	-	-	-

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: RECREATION & COMMUNITY SERVICES
PROGRAM: PROPERTY MAINTENANCE FUNDING 2025 - 2034

	Project Total Cost	Development Charges	Other Funding	Grants	Donations	Infrastructure Res Fund	Property Building Reserve Fund	Canada Community Building Fund	Reserve Fund	Sewer Res Fund	Water Res Fund	Unfunded	Funding Total	Levy cost	Check
2025 Projects															
Breslau Community Centre Porch, Entrance (Replacement)	190,000	-St. Jacobs FS & Warehouse -Lions Park Washroom -Union Cemetery -Gibson Park -Gore Park Fountain -Bolender Park Washroom				150,000		40,000					190,000	-	-
WMC Parking Lot Paving Planning (Replacement and New)	40,000	Conestogo, Elmira & St. Jacobs Fire Station, St. Jacobs Library				40,000				Climate Action			40,000	-	-
St. Jacobs Arena Hot Water Heaters (Replacement)	110,000						40,000	10,000	60,000				110,000	-	-
Facility Backflows / Meters	100,000						100,000			Climate Action			100,000	-	-
Heat Pump Installations (Replacements)	155,000					35,000			120,000				155,000	-	-
Union Cemetery 2 Columbariums (New)	30,000	Foundation and Sidewalk					30,000						30,000	-	-
Breslau Community Centre Exterior Washroom Addition (New)	124,461			93,346									124,461	-	-
Total	749,461	31,115	-	93,346	-	225,000	170,000	50,000	180,000	-	-	-	749,461	-	-
2026 Projects															
St. Jacobs Arena Underfloor Cooling, Rink Boards, stands (Replacement)	2,200,000			1,000,000		900,000		300,000					2,200,000	-	-
Union Cemetery 2 Columbariums (New)	90,000						90,000						90,000	-	-
WMC Parking Lot Paving (Replacement)	300,000					300,000							300,000	-	-
Asset Management BCAs	95,000						95,000						95,000	-	-
Total	2,685,000	-	-	1,000,000	-	1,200,000	185,000	300,000	-	-	-	-	2,685,000	-	-
2027 Projects															
St. Jacobs Fire Station Renovations (Replacement and New)	200,000	Flooring, paint, stucco.				200,000							200,000	-	-
Breslau Community Centre Empire Room Upgrades/Entrance Vestibule (Replacement and New)	125,000					125,000							125,000	-	-
Elmira Library Heat Pumps (Replacement)	80,000								80,000	Climate Action			80,000	-	-
St. James Cemetery Paving (Replacement)	120,000						120,000						120,000	-	-
Total	525,000	-	-	-	-	325,000	120,000	-	80,000	-	-	-	525,000	-	-
2028 Projects															
Floradale Fire Station Heat Pump (Replacement)	55,000								55,000	Climate Action			55,000	-	-
Total	55,000	-	-	-	-	-	-	-	55,000	-	-	-	55,000	-	-

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

2029 Projects		Capital Forecast 2025												
Bloomington Community Centre Parking Lot Lighting Installation (New)	55,000					55,000						55,000	-	-
St. Jacobs Arena Lobby Flooring, Doors (Replacement)	120,000					120,000						120,000	-	-
Breslau community Centre Parking Lot (Replacement)	250,000					250,000						250,000	-	-
Maryhill Community Centre Heat Pumps (Replacement)	100,000					100,000						100,000	-	-
Total	525,000	-	-	-	-	525,000	-	-	-	-	-	525,000	-	-
2030 Projects														
Elmira and St. Jacobs Library Windows (Replacement)	80,000					80,000						80,000	-	-
Administration Building Parking Lot Paving (Replacement)	75,000					75,000						75,000	-	-
Conestogo Fire Station Renovation (Replacement)	150,000					150,000						150,000	-	-
Total	305,000	-	-	-	-	305,000	-	-	-	-	-	305,000	-	-
2031 Projects														
WMC Flat Roof Replacement	850,000					850,000						850,000	-	-
Total	850,000	-	-	-	-	850,000	-	-	-	-	-	850,000	-	-
2032 Projects														
St. Jacobs Arena Air Handler (Replacement)	150,000	Pool pumps, pool filters, RTU's, A/C's, Boiler room				100,000	50,000					150,000	-	-
WMC Mechanical Equipment (Replacements)	200,000					200,000					200,000	-	-	
WMC Changeroom Air Handler (Replacement)	450,000					450,000					450,000	-	-	
Total	800,000	-	-	-	-	750,000	50,000	-	-	-	-	800,000	-	-
2033 Projects														
Breslau Community Centre Heat Pumps (Replacement)	300,000	Pool filters, Heat Pumps, A/C's, Pumps				200,000	100,000					300,000	-	-
WMC Mechanical Equipment (Replacement)	300,000					300,000					300,000	-	-	
Total	600,000	-	-	-	-	500,000	100,000	-	-	-	-	600,000	-	-
2034 Projects														
WMC Boilers (Replacement)	550,000					550,000						550,000	-	-
Total	550,000	-	-	-	-	550,000	-	-	-	-	-	550,000	-	-
GRAND Total	7,644,461	31,115	-	1,093,346	-	5,230,000	625,000	350,000	315,000	-	-	-	7,644,461	-

TOWNSHIP OF WOOLWICH
Capital Forecast 2025

DEPARTMENT: RECREATION & COMMUNITY SERVICES
PROGRAM : MAJOR FACILITIES CAPITAL 2025 - 2034

FACILITY	2024 Budget	2024 Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
RECREATION & FACILITIES													
Breslau Community Centre					130,000	site review and analysis		5,000,000					5,130,000
Total Rec & Fac	-	-	-	-	130,000	-	-	5,000,000	-	-	-	-	5,130,000
FIRE													
Elmira Fire Station	40,000				400,000	2,600,000							3,000,000
St Jacobs Public Washroom							330,000	Unfunded					330,000
Total Fire	40,000	-	-	-	400,000	2,600,000	330,000	-	-	-	-	-	3,330,000
INFRASTRUCTURE SERVICES													
Strategic Land Purchases			100,000	15,000,000								40,000,000	Breslau Community Centre
Total Eng & Plan	-	-	100,000	15,000,000	-	-	-	-	-	-	-	40,000,000	
Total Expenditures	40,000	-	100,000	15,000,000	530,000	2,600,000	330,000	5,000,000	-	-	-	40,000,000	63,560,000
Revenue													
Development Charges	11,600		85,000			931,200		5,000,000				34,000,000	40,016,200
Debenture													-
Regional Partnerships				7,000,000									7,000,000
Park Fund													-
Reserve Fund	28,400				530,000	1,600,000							2,130,000
Recreation Association													-
Sewer/Water Reserve													-
Sale of Assets/Donations													-
Unfunded				8,000,000		68,800	330,000					6,000,000	14,398,800
Revenue	40,000	-	85,000	15,000,000	530,000	2,600,000	330,000	5,000,000	-	-	-	40,000,000	63,545,000
Net Cost - Levy Impact	-	-	15,000	-	-	-	-	-	-	-	-	-	15,000

F01-2025 Budget Report - Attachment 4

Draft 2025 Budget Summary before SMT Reductions

	DEPARTMENT	2024 Exp	2024 Rev	2024 Net	2025 Exp	2025 Rev	2025 Net	Exp Chg %	Rev Chg %	Net Chg %
CAO	CHIEF ADMINISTRATIVE OFFICER	694,603	122,604	571,999	779,484	215,146	564,338	12.2%	75.5%	-1.3%
COR	CORPORATE SERVICES	2,042,276	589,150	1,453,126	2,311,453	637,087	1,674,366	13.2%	8.1%	15.2%
COU	COUNCIL/COMMITTEE	303,374	56,000	247,374	316,604	58,000	258,604	4.4%	3.6%	4.5%
DS	DEVELOPMENT SERVICES	3,604,119	3,367,593	236,526	4,635,391	4,284,447	350,944	28.6%	27.2%	48.4%
FIN	FINANCE	3,610,286	2,695,623	914,663	4,263,400	2,721,980	1,541,420	18.1%	1.0%	68.5%
FIRE	FIRE DEPARTMENT	2,926,454	234,684	2,691,770	3,753,695	441,420	3,312,275	28.3%	88.1%	23.1%
IS	INFRASTRUCTURE SERVICES	5,678,872	480,550	5,198,322	6,217,058	418,205	5,798,853	9.5%	-13.0%	11.6%
RCS	RECREATION & COMMUNITY SERVICES	6,841,016	3,351,077	3,489,939	7,595,566	3,662,847	3,932,719	11.0%	9.3%	12.7%
	SUBTOTAL OPERATING	25,701,000	10,897,281	14,803,719	29,872,651	12,439,132	17,433,520	16.2%	14.1%	17.8%
CAP	CAPITAL	29,100,399	27,901,986	1,198,413	21,826,620	20,513,030	1,313,590	-25.0%	-26.5%	9.6%
	GROSS TOTAL	54,801,399	38,799,266	16,002,132	51,699,271	32,952,161	18,747,110	-5.7%	-15.1%	17.2%
AS	ASSESSMENT GROWTH		0			430,750	(430,750)			2.7%
	NET TOTAL	54,801,399	38,799,266	16,002,132	51,699,271	33,382,911	18,316,360	-5.7%	-14.0%	14.5%

Dept	SMT Reductions Incorporated in Budget Sheets	2025 Exp	2025 Rev	2025 Net	Exp Chg %	Rev Chg %	Net Chg %
FIN	Inf Levy increase (Amt included in finance line above, removed here to show the base tax increase)	(400,000)		(400,000)			-2.50%
CAO	Offset EcDev position 50% with MAT		63,219	(63,219)			-0.40%
COU	Reduction in fee waiver allocation \$2500	(2,500)		(2,500)			-0.02%
COR	\$8000 grant reduction	(8,000)		(8,000)			-0.05%
COR	Removed Bylaw Manager positon (net cost)	(66,077)		(66,077)			-0.41%
COR	Crossing guard location reduction	(6,056)		(6,056)			-0.04%
COR	Increased W.WW OH allocation based on analysis phased in over 2 years		107,000	(107,000)			-0.67%
DS	Removed Heritage Study	(50,000)		(50,000)			-0.31%
DS	Reduced External Contracts to achieve target	(56,000)		(56,000)			-0.35%
FIN	Reduced investment income due to declining rates - increased impact		(100,000)	100,000			0.62%
FIN	Allocation 30% of Revenue Manager to utilities	(44,025)		(44,025)			-0.28%
FIR	Removed fire master plan (tax portion)	(25,000)		(25,000)			-0.16%
IS	Reduced winter control - parking lots based on experience	(20,000)		(20,000)			-0.12%
IS	Reduced winter control - overage can be funded from reserve	(40,000)		(40,000)			-0.25%
IS	Reduced gravel resurfacing	(125,000)		(125,000)			-0.78%
IS	Reduced hardtop surface treatment	(48,500)		(48,500)			-0.30%
IS	Removed sump pump relocation	(15,000)		(15,000)			-0.09%
IS	Reduced tree removal costs	(15,000)		(15,000)			-0.09%
IS	Removed Engineering Manager Position (net costs)	(72,779)		(72,779)			-0.45%
RCS	RCS adjustments including non resident fee revenue, increased ice fees, and cost reduction	(50,000)		(50,000)			-0.31%
	REVISED TOTAL	50,655,334	33,453,130	17,202,204			7.50%

F01-2025 Budget Report - Attachment 5

Draft 2025 Budget Summary inclusive of SMT Reductions with additional options to reduce to 2.5%

	DEPARTMENT	2024 Exp	2024 Rev	2024 Net	2025 Exp	2025 Rev	2025 Net	Exp Chg %	Rev Chg %	Net Chg %
CAO	CHIEF ADMINISTRATIVE OFFICER	694,603	122,604	571,999	779,484	278,365	501,119	12.2%	127.0%	-12.4%
COR	CORPORATE SERVICES	2,042,276	589,150	1,453,126	2,231,320	744,087	1,487,233	9.3%	26.3%	2.3%
COU	COUNCIL/COMMITTEE	303,374	56,000	247,374	314,104	58,000	256,104	3.5%	3.6%	3.5%
DS	DEVELOPMENT SERVICES	3,604,119	3,367,593	236,526	4,529,391	4,284,447	244,944	25.7%	27.2%	3.6%
FIN	FINANCE	3,610,286	2,695,623	914,663	4,219,375	2,621,980	1,597,395	16.9%	-2.7%	74.6%
FIRE	FIRE DEPARTMENT	2,926,454	234,684	2,691,770	3,653,695	366,420	3,287,275	24.9%	56.1%	22.1%
IS	INFRASTRUCTURE SERVICES	5,678,872	480,550	5,198,322	5,880,779	418,205	5,462,574	3.6%	-13.0%	5.1%
RCS	RECREATION & COMMUNITY SERVICES	6,841,016	3,351,077	3,489,939	7,573,566	3,690,847	3,882,719	10.7%	10.1%	11.3%
	SUBTOTAL OPERATING	25,701,000	10,897,281	14,803,719	29,181,714	12,462,351	16,719,364	13.5%	14.4%	12.9%
CAP	CAPITAL	29,100,399	27,901,986	1,198,413	21,826,620	20,513,030	1,313,590	-25.0%	-26.5%	9.6%
	GROSS TOTAL	54,801,399	38,799,266	16,002,132	51,008,334	32,975,380	18,032,954	-6.9%	-15.0%	12.7%
AS	ASSESSMENT GROWTH		0			430,750	(430,750)			2.7%
	NET TOTAL	54,801,399	38,799,266	16,002,132	51,008,334	33,406,130	17,602,204	-6.9%	-13.9%	10.0%
FIN	Inf Levy increase (Amt included in finance line above, removed here to show the base tax increase)				(400,000)		(400,000)			-2.50%
	REVISED TOTAL (Base Budget)				50,608,334	33,406,130	17,202,204			7.50%

	DEPARTMENT	2024 Exp	2024 Rev	2024 Net	2025 Exp	2025 Rev	2025 Net	Exp Chg %	Rev Chg %	Net Chg %
RCS	Reduce splash hours pad by 10%				(5,000)		(5,000)			-0.03%
RCS	Further reduce transfer to WMC building reserve (increased risk)				(20,000)		(20,000)			-0.12%
RCS	Eliminate parks summer student				(5,000)		(5,000)			-0.03%
RCS	Sugar Kings permit revenue				(2,500)		(2,500)			-0.02%
COR	Increase Bylaw revenue				(8,443)		(8,443)			-0.05%
ALL	Reduce Climate action levy to 2023 levels				(100,000)		(100,000)			-0.62%
RCS	Part-Time wages - daytime operating hour reduction - BCC				(10,000)		(10,000)			-0.06%
COR	Corporate Services grants reduction				(7,139)		(7,139)			-0.04%
COR	Reduce Clerks Salaries (local govt week and heritage meeting)				(3,390)		(3,390)			-0.02%
COR	Comms service reduction (no emergency communications)				(7,468)		(7,468)			-0.05%
COR	IT Repairs (increased risk)				(2,000)		(2,000)			-0.01%
COR	Bylaw salaries (no advance notice of parking)				(2,300)		(2,300)			-0.01%
DS	Remove Heritage Study				(50,000)		(50,000)			-0.31%
FIN	Increase finance investment revenue (risk)					35,000	(35,000)			-0.22%
CS	Increase utility overhead allocation based on analysis - not phased				(31,000)		(31,000)			-0.19%
FIRE	Remove Fire Training Officer - offset by grant - won't have tax impact				(90,000)		(90,000)			-0.56%
FIRE	Fire Training Grant - not receiving the grant with FTE will increase in tax rate					(90,000)	90,000			0.56%
CS	Remove HRIS software for 2025 (reduced operating impact)				(35,000)		(35,000)			-0.22%
RCS	Recreation facility reduction (asbestos, building mgt contracts)				(25,000)		(25,000)			-0.16%
RCS	Reduce Aquatic PT Wages				(10,000)		(10,000)			-0.06%
RCS	Repair and maintenance reduction				(10,000)		(10,000)			-0.06%
IS	Gravel Road program further reduction				(25,000)		(25,000)			-0.16%
IS	Remove Traffic Technician position				(90,000)		(90,000)			-0.56%
FIRE	Reduce Fire Equipment Transfer in 2025				(160,000)		(160,000)			-1.00%
IS	Remove Operations Supervisor position				(56,000)		(56,000)			-0.35%
FIN	Remove Senior Financial Analyst position				(100,000)		(100,000)			-0.62%
	REVISED TOTAL				49,753,094	33,351,130	16,401,964			2.50%