



# 2023 Municipal Budget

March 20, 2023



# Wilmot at a Glance

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



## Property Values

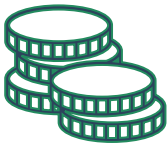
The average household assessment value used to calculate property taxes is **\$408,600**

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



## Population

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



## Household Income

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

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



## Land Area

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

# Environmental Scan

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

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

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

## Notes

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



# 2023 Operating Budget Overview

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPERATING BUDGET SUMMARY

	2022 Budget	2022 Actual	2023 Budget
<b>REVENUES</b>			
PROPERTY TAXATION			
GENERAL LEVY <sup>1</sup>	(9,920,990)	(9,920,999)	(10,643,850)
PAYMENTS IN LIEU OF TAXES	(199,100)	(205,495)	(206,300)
SUPPLEMENTARY TAXES (NET OF WRITE-OFFS)	(94,225)	(7,845)	(59,100)
OPERATING REVENUES	(9,728,115)	(9,684,399)	(10,986,120)
GRANTS <sup>2</sup>	(1,159,455)	(1,159,675)	(630,555)
INVESTMENT INCOME <sup>3</sup>	(692,700)	(1,033,609)	(1,036,000)
CONTRIBUTION FROM DEVELOPMENT CHARGES	-	-	(470,800)
CONTRIBUTION FROM USER-PAY DIVISIONS	(1,257,230)	(1,257,230)	(1,406,990)
<b>Total Revenues</b>	<b>(23,051,815)</b>	<b>(23,269,252)</b>	<b>(25,439,715)</b>
<b>EXPENDITURES</b>			
OPERATING EXPENSES	20,062,160	20,703,138	22,018,015
TRANSFER TO CAPITAL PROGRAM	1,402,400	1,419,818	1,063,410
TRANSFER TO INFRASTRUCTURE RESERVE FUNDS <sup>4</sup>	1,587,255	1,282,829	1,702,530
LONG TERM DEBT REPAYMENT	-	-	655,760
<b>Total Expenditures</b>	<b>23,051,815</b>	<b>23,405,785</b>	<b>25,439,715</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>(136,533)</b>	<b>-</b>

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

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

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

4 Transfer to Levy Funded Infrastructure Reserve Funds (\$838,760), User Funded Reserve Funds (\$838,770); Election Reserve Fund (\$25,000)



# 2023 Operating Budget Overview (Revenues)

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

## **Property Taxes:**

Overall revenues generated from Property Taxes in 2023 are estimated at \$10.9M, inclusive of the 2.80% infrastructure levy adjustment, 0.38% assessment growth, payment-in-lieu of taxes (PILs) and supplementary taxes (net of write-offs). The increased levy requirement for 2023 of approximately \$722,860 will result in an additional \$75.53 in annual property taxes for the average residential property, the equivalent of \$6.29/month.

## **Operating Revenues:**

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

## **Grant Funding:**

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

## **Investment Income:**

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



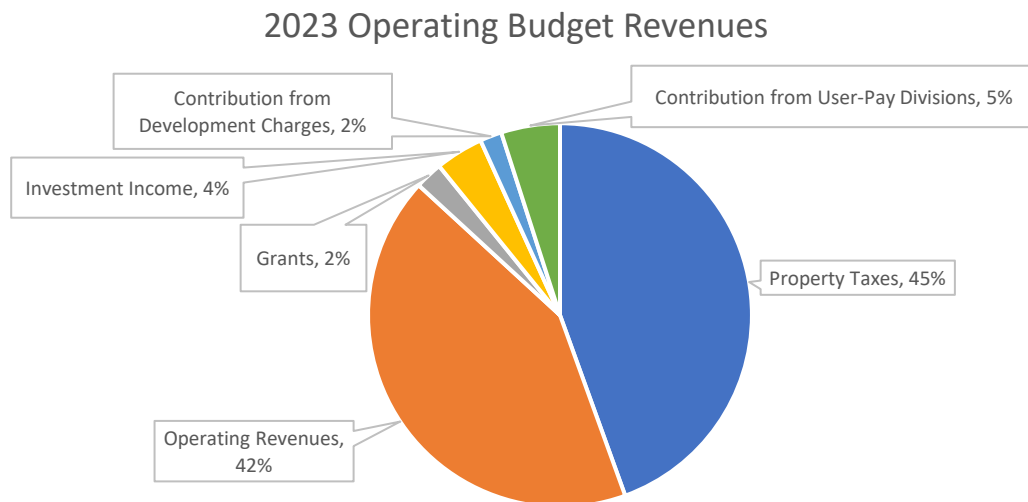
# 2023 Operating Budget Overview (Revenues)

## Contribution from Development Charges:

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

## Contribution from User Pay Divisions:

The general levy is the recipient of funding from Wilmot's user-funded divisions for program support provided by levy funded service areas. The majority of this contribution is towards engineering services for support of the water/sanitary system. The formula used to calculate program support costs was last updated in 2019, and will be reviewed and updated during the 2023 fiscal year. The current year contribution has been calculated to total \$1.4M.



# 2023 Operating Budget Overview (Expenses)

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

## **Operating Expenses:**

The levy funded and user-funded operating budgets support the day-to-day operating requirements of the municipality across all services areas. To ensure consistent service level delivery is maintained in 2023, the draft budget will require additional levy funding of approximately \$722,860 alongside the previously approved 4.59% adjustment to water/sanitary user fees<sup>1</sup>. Inflation has driven commodity pricing (heat, hydro, fuel) and third-party contract costs higher, while staffing costs, mandatory employment related costs (MERCs) and legal fees also increased, bringing total operating expenses \$22.0M.

## **Capital Expenses:**

The Capital Program<sup>2</sup> is funded from a variety of sources. The current year levy funding towards the 2023 capital program is approximately \$1.1M, representing a reduction from the \$1.4M allocation in 2022.

## **Transfer to Infrastructure Reserve Fund**

Council endorsed a 2.80% Dedicated Infrastructure Levy for 2023. This adjustment generates an additional \$278,000 in funding transfers to levy funded infrastructure reserve funds, bringing the total annual transfer to \$838,760. Net transfers to user-funded reserve funds (\$837,770) and annual allocations to the Election Reserve Fund (\$25,000) bring the total budgeted transfer to \$1.7M.

## **Long Term Debt Servicing**

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

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

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







THE CORPORATION OF THE TOWNSHIP OF WILMOT

# Council

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2023 Municipal Operating Budget  
Township of Wilmot



# Role of Council

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

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

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



# Council's Goals & Objectives

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

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

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

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



# Council Operating Budget Summary

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

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

### Summary of Details:

The Council operating budget represents all costs directly attributable to the elected officials of the Corporation. Council honorariums are budgeted to increase by \$12,130 (7.9%), while total expenses are budgeted to increase by \$24,750 (9.4%).

### Council:

Honorariums include:

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

### Operating Expenses:

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

### Municipal Grants Program:

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







# Office of the CAO

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2023 Municipal Operating Budget  
Township of Wilmot

# Office of the CAO

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

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

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

## **Corporate Communications/Strategic Initiatives**

Staff within the Office of the CAO work to enhance the Township's two-way communications programs and coordinate cross-departmental strategic initiatives, plans and projects, including Council's strategic initiatives. In 2023, the new Manager of Strategic Initiatives and Corporate Communications position will support expanded program delivery in the areas of strategic communications, citizen engagement, strategic planning and performance measures and strategic project support in the office of the CAO. The Digital Media Coordinator/Website Administrator manages the Township's social media platforms and tracks trends and progress, ensuring branding is consistent and works directly with departments to develop communications and marketing of Township services and programs.





# Office of the CAO

## **2023 Major Initiatives/Pressures/Challenges:**

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

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

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

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



# Office of the CAO

## Operating Budget Summary

### TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

	2022 Budget	2022 Actual	2023 Budget
<b>OFFICE OF THE CAO</b>			
<b>EXPENDITURES</b>			
Staffing Costs	728,933	747,761	842,515
Contracted Services / Materials and Supplies	45,350	64,493	61,210
Minor Capital	-	6,786	-
<b>Office of the CAO - Expenditures</b>	<b>774,283</b>	<b>819,040</b>	<b>903,725</b>

### Summary of Details:

The Office of CAO budget includes the Chief Administrative Officer, Executive Assistant to the CAO, Human Resources / Health and Safety, and the Corporate Communications / Strategic Initiatives functions. Increased costs in 2022 relate to additional time required through staff transitions. The 2023 budget is projecting an increase of \$129,442 (16.7%), which is mainly attributable the annualization of staffing costs, inclusion of the Manager of Communications/Strategic Initiatives and movement of staff within the grid.

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

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







# Corporate Services

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2023 Municipal Operating Budget  
Township of Wilmot



# Corporate Services

## Service Delivery Summary

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

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

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

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

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

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

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

# Corporate Services

## Service Delivery Summary

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

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

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

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

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

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

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



# Corporate Services

## Operating Budget Summary

### TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

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

#### Summary of Details:

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

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



# Corporate Services Operating Budget Summary

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

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

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

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

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





# Fire Services and Emergency Management

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2023 Municipal Operating Budget  
Township of Wilmot

# Fire Services and Emergency Management Service Delivery Summary

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

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

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

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

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





# Fire Services and Emergency Management Service Delivery Summary

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

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

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

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





# Fire Services and Emergency Management Operating Budget Summary

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

	2022 Budget	2022 Actual	2023 Budget
<b><u>FIRE SERVICES AND EMEGENCY MANAGEMENT</u></b>			
<b><u>REVENUES</u></b>			
Service Fees	(40,080)	(24,665)	(40,190)
Burn Permits	(40,000)	(10,392)	(16,000)
<b>Fire Services and Emergency Management - Revenues</b>	<b>(80,080)</b>	<b>(35,058)</b>	<b>(56,190)</b>
<b><u>EXPENDITURES</u></b>			
Staffing Costs	1,149,355	1,026,043	1,162,370
Operating Program Expenses			
Contracted Services / Materials and Supplies	232,780	226,156	248,500
Building	66,700	88,731	76,500
Fleet	56,100	60,225	66,000
Minor Capital	7,400	8,723	22,480
<b>Fire Services and Emergency Management - Expenditures</b>	<b>1,512,335</b>	<b>1,409,877</b>	<b>1,575,850</b>

### Summary of Details:

The Fire Services and Emergency Management budget includes direct and indirect staffing costs for Fire Services, including Practices, Fire Calls and other VFF activities. Revenues are budgeted to decrease by \$23,890 (29.8%), while operating expenses are budgeted to increase by \$63,515 (4.2%),

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

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

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





# Infrastructure Services

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2023 Municipal Operating Budget  
Township of Wilmot

# Infrastructure Services

## Service Delivery Summary

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

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

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

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

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



# Infrastructure Services Service Delivery Summary

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

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

## Drinking Water Systems

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

## Wastewater (Sanitary)

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

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



# Infrastructure Services Operating Budget Summary

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

	2022 Budget	2022 Actual	2023 Budget
<b>INFRASTRUCTURE SERVICES</b>			
<b>REVENUES</b>			
Service Charges	(215,000)	(311,567)	(490,500)
Development Charges	(36,500)	(36,500)	(59,500)
Utility User Fees	(6,398,210)	(6,345,986)	(6,728,780)
Utilities Sales, Service Charges	(44,990)	(56,985)	(44,990)
Aggregate Resource Fees	(175,000)	(133,317)	(162,000)
<b>Infrastructure Services - Revenues</b>	<b>(6,869,700)</b>	<b>(6,884,356)</b>	<b>(7,485,770)</b>
<b>EXPENDITURES</b>			
<b>Engineering Services</b>			
Staffing Costs	953,980	871,490	1,213,390
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	26,400	29,657	43,500
Fleet	1,450	1,458	2,150
<b>Transportation Services</b>			
Staffing Costs	712,185	740,063	805,800
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	10,500	9,061	10,000
Building	17,200	21,710	19,900
Fleet	190,100	198,337	235,200
Roads Maintenance Programs	567,000	600,084	559,500
Minor Capital	-	795	-
<b>Water and Sanitary Services</b>			
Staffing Costs	643,190	587,518	764,810
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	322,650	319,738	508,500
Building	32,000	33,275	37,260
Fleet	56,400	69,332	72,910
Water Regional Charges	1,517,000	1,514,902	1,551,000
Sanitary Regional Charges	1,854,830	1,764,978	1,887,410
Minor Capital	11,100	11,186	-
Program Support	940,540	940,540	1,090,310
<b>Winter Control</b>			
Staffing Costs	181,910	225,120	226,800
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	524,500	517,977	524,500
Fleet	69,900	120,528	125,800
Minor Capital	-	9,976	-
<b>Street Lighting</b>			
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	88,000	69,316	78,300
<b>Municipal Drains</b>			
<b>Operating Program Expenses</b>			
Contracted Services / Materials and Supplies	57,000	27,215	40,000
<b>Infrastructure Services - Expenditures</b>	<b>8,777,835</b>	<b>8,684,258</b>	<b>9,797,040</b>



# Infrastructure Services

## Operating Budget Summary

### Summary of Details:

This budget combines the tax-funded and user-funded portions of Infrastructure Services. Revenues are projected to increase by \$616,070 (9.0%) through increased development fees and increased water/sanitary system user fees. Operating expenses are budgeted to increase by \$1,019,205 (11.6%).

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

Revenues outside of the water/sanitary utility are budgeted to increase by \$285,500 due to increased development activity anticipated in 2023 and additional revenues captured by the two (2) new staffing positions. All development related fees and user rates were endorsed under the Township's updated Fees and Charges By-Law. Aggregate Resource Fees are calculated at \$0.12/tonne of material extracted within Wilmot borders.

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

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

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

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







# Community Services

2023 Municipal Operating Budget  
Township of Wilmot



# Community Services

## Service Delivery Summary

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

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

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

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

# Community Services

## Service Delivery Summary

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

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

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





# Community Services Operating Budget Summary

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

	2022 Budget	2022 Actual	2023 Budget
<b>COMMUNITY SERVICES</b>			
<b>REVENUE</b>			
Wilmot Recreation Complex Revenues	(1,136,920)	(1,418,332)	(1,574,500)
Parks and Facilities Rental Income	(143,050)	(184,478)	(287,340)
Castle Kilbride Revenues	(26,825)	(36,642)	(41,500)
Cemetery User Fees	(80,300)	(95,010)	(89,700)
Cemetery Investment Income	(3,000)	(9,630)	(9,750)
Service Charges	(10,000)	(44,818)	(48,000)
<b>Community Services - Revenues</b>	<b>(1,400,095)</b>	<b>(1,788,911)</b>	<b>(2,050,790)</b>
<b>EXPENDITURES</b>			
<b>Community Services Administration</b>			
Staffing Costs	739,268	768,220	805,990
Operating Program Expenses			
Contracted Services / Materials and Supplies	4,450	7,720	17,500
<b>Parks and Facilities</b>			
Staffing Costs	1,044,525	1,010,543	1,120,920
Operating Program Expenses			
Contracted Services / Materials and Supplies	21,150	19,080	18,600
Building	378,170	383,089	393,600
Fleet	48,400	65,204	66,500
Minor Capital	72,900	72,906	48,100
<b>Wilmot Recreation Complex</b>			
Staffing Costs	1,584,112	1,623,692	1,749,390
Operating Program Expenses			
Contracted Services / Materials and Supplies	83,300	158,261	137,050
Building	603,000	740,166	732,000
Fleet	25,300	35,016	34,000
Minor Capital	15,900	33,454	-
<b>Castle Kilbride</b>			
Staffing Costs	312,320	329,069	210,010
Operating Program Expenses			
Contracted Services / Materials and Supplies	19,570	17,338	19,850
Minor Capital	2,000	2,000	-
<b>Cemetery Services</b>			
Staffing Costs	24,000	20,998	24,900
Operating Program Expenses			
Contracted Services / Materials and Supplies	10,000	13,972	11,700
Building	1,100	1,437	3,000
Fleet	2,800	5,528	2,820
Minor Capital	2,500	252	-
Program Support	39,970	39,970	39,830
<b>Community Services - Expenditures</b>	<b>5,034,735</b>	<b>5,347,917</b>	<b>5,435,760</b>

# Community Services Operating Budget Summary

## Summary of Details:

Revenues are budgeted to increase by \$650,695 (46.5%) with the inclusion of leaseback rental fees (\$100,000) and a return to pre-COVID activity levels. Operating expenses are budgeted to increase by \$401,025 (8.0%).

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

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

**Expenses:** Expenses are separated across the various divisions of Community Services. Staffing Costs includes annualized wages and MERCs for an additional Customer Service Representative and Parks and Facilities Technician approved in 2022. The budget also includes staffing level adjustments to include a Night Custodian with a portion of these costs offset by part-time staffing hours. Overall WRC staffing cost increases are inclusive of additional part time staffing resources to accommodate increased activity levels on ice pads and at the aquatic centre.

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

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





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

# Development Services

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2023 Municipal Operating Budget  
Township of Wilmot

# Development Services

## Service Delivery Summary

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

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

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

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

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

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



# Development Services Operating Budget Summary

## TOWNSHIP OF WILMOT 2023 MUNICIPAL OPEARTING BUDGET

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

### Summary of Details:

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

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

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

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



# 2023 Capital Program

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2023 Municipal Budget  
Township of Wilmot

**WILMOT TOWNSHIP - 10 YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>TOTAL CAPITAL EXPENDITURES</b> <i>(from Capital Expenditures Summary)</i>	<b>\$ 155,949,605</b>	<b>\$ 22,472,950</b>	<b>\$ 34,528,040</b>	<b>\$ 16,723,100</b>	<b>\$ 25,225,620</b>	<b>\$ 18,492,300</b>	<b>\$ 7,101,220</b>	<b>\$ 3,444,000</b>	<b>\$ 8,874,125</b>	<b>\$ 12,487,300</b>	<b>\$ 6,600,950</b>
<b>Senior/Other Government Funding:</b>											
Canada Community Building Fund (CCBF)	6,119,262	679,918	679,918	679,918	679,918	679,918	679,918	-	1,359,836	-	679,918
Ontario Community Infrastructure Fund (OCIF)	10,630,872	1,158,945	1,158,945	1,158,945	1,158,945	1,158,945	808,945	946,605	1,721,285	988,735	370,577
Investing in Canada Infrastructure Program (ICIP) - Rural / Northern	970,211	970,211	-	-	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) - Green	931,150	931,150	-	-	-	-	-	-	-	-	-
Museum Assistance Program	25,166	25,166	-	-	-	-	-	-	-	-	-
Infrastructure Canada - Natural Infrastructure Fund	535,000	535,000	-	-	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) - Strategic Priorities	4,181,032	-	836,206	836,206	2,508,620	-	-	-	-	-	-
Region of Waterloo	1,800,000	900,000	900,000	-	-	-	-	-	-	-	-
City of Waterloo	150,000	-	-	150,000	-	-	-	-	-	-	-
Township of Blandford Blenheim	295,945	-	-	163,695	132,250	-	-	-	-	-	-
<b>Total - Senior/Other Government Funding</b>	<b>25,638,638</b>	<b>5,200,390</b>	<b>3,575,069</b>	<b>2,988,764</b>	<b>4,479,733</b>	<b>1,838,863</b>	<b>1,488,863</b>	<b>946,605</b>	<b>3,081,121</b>	<b>988,735</b>	<b>1,050,495</b>
<b>Development Charges:</b>											
Administration	207,000	65,000	142,000	-	-	-	-	-	-	-	-
Fire Services	4,300,000	10,000	340,000	-	1,975,000	1,975,000	-	-	-	-	-
Public Works	18,968,737	1,843,670	3,007,370	1,289,768	1,565,782	1,315,730	516,687	214,270	1,091,905	6,733,540	1,390,015
Water	3,734,825	270,000	1,430,000	770,100	1,264,725	-	-	-	-	-	-
Sanitary	15,940,332	3,115,841	9,502,793	1,577,313	1,401,525	-	342,860	-	-	-	-
Recreational Facilities	12,095,000	3,550,000	1,222,500	1,042,000	2,948,250	2,943,750	388,500	-	-	-	-
<b>Total - Development Charges</b>	<b>55,245,894</b>	<b>8,854,511</b>	<b>15,644,663</b>	<b>4,679,181</b>	<b>9,155,282</b>	<b>6,234,480</b>	<b>1,248,047</b>	<b>214,270</b>	<b>1,091,905</b>	<b>6,733,540</b>	<b>1,390,015</b>
<b>Other Funding</b>											
Kitchener Wilmot Hydro Grant	465,000	15,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Community Donations	250,000	-	50,000	50,000	150,000	-	-	-	-	-	-
<b>Total - Other Funding</b>	<b>715,000</b>	<b>15,000</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Reserves, Reserve Funds:</b>											
Infrastructure Reserve Fund - Water	9,752,106	1,237,186	1,332,210	810,710	832,690	707,925	493,100	227,200	1,423,235	1,415,600	1,272,250
Infrastructure Reserve Fund - Water Meter	3,000,000	-	-	-	-	1,500,000	1,500,000	-	-	-	-
Infrastructure Reserve Fund - Sanitary	14,590,060	1,850,696	5,026,597	1,817,027	732,510	877,175	633,190	395,000	505,715	1,623,500	1,128,650
Infrastructure Reserve Fund - Facilities	1,739,378	256,378	388,000	285,000	275,000	175,000	-	-	360,000	-	-
Infrastructure Reserve Fund - Equipment	1,739,379	256,379	388,000	285,000	275,000	175,000	-	-	360,000	-	-
Infrastructure Reserve Fund - Transportation	1,739,378	256,378	388,000	285,000	275,000	175,000	-	-	360,000	-	-
Building Services Reserve Funds	80,000	-	-	40,000	40,000	-	-	-	-	-	-
Infrastructure Reserve Fund - Cemetery	672,500	100,000	57,500	10,000	100,000	355,000	50,000	-	-	-	-
<b>Total - Reserves, Reserve Funds</b>	<b>33,312,801</b>	<b>3,957,017</b>	<b>7,580,307</b>	<b>3,532,737</b>	<b>2,530,200</b>	<b>3,965,100</b>	<b>2,676,290</b>	<b>622,200</b>	<b>3,008,950</b>	<b>3,039,100</b>	<b>2,400,900</b>
<b>Total Funding</b>	<b>114,912,333</b>	<b>18,026,918</b>	<b>26,900,039</b>	<b>11,300,682</b>	<b>16,365,215</b>	<b>12,088,443</b>	<b>5,463,200</b>	<b>1,833,075</b>	<b>7,231,976</b>	<b>10,811,375</b>	<b>4,891,410</b>
<b>Levy Funded Debentures</b>	<b>25,743,965</b>	<b>3,382,622</b>	<b>6,169,594</b>	<b>3,934,294</b>	<b>7,342,205</b>	<b>4,856,250</b>	<b>59,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance of Capital - from General Levy</b>	<b>15,293,307</b>	<b>1,063,410</b>	<b>1,458,407</b>	<b>1,488,124</b>	<b>1,518,200</b>	<b>1,547,607</b>	<b>1,579,020</b>	<b>1,610,925</b>	<b>1,642,149</b>	<b>1,675,925</b>	<b>1,709,540</b>

**WILMOT TOWNSHIP - 10 YEAR CAPITAL EXPENDITURE SUMMARY**

Budget Year		1	2	3	4	5	9	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Office of the Chief Administrative Officer</b>											
Chief Administrative Officer	250,000	150,000	-	-	-	50,000	-	-	-	50,000	-
Human Resources / Health and Safety	90,000	25,000	15,000	-	-	25,000	-	-	-	25,000	-
Corporate Communications	130,000	-	60,000	-	-	20,000	-	30,000	20,000	-	-
<b>Total Office of the Chief Administrative Officer</b>	<b>470,000</b>	<b>175,000</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>30,000</b>	<b>20,000</b>	<b>75,000</b>	<b>-</b>
<b>Corporate Services</b>											
Studies	240,000	-	80,000	-	40,000	50,000	-	30,000	-	40,000	-
Vehicles and Equipment	150,000	-	-	-	-	-	50,000	-	-	-	100,000
Legislative Services	50,000	-	-	25,000	-	-	-	25,000	-	-	-
IT Services	1,344,000	135,000	338,000	233,000	53,000	80,000	141,000	223,000	58,000	38,000	45,000
<b>Total Corporate Services</b>	<b>1,784,000</b>	<b>135,000</b>	<b>418,000</b>	<b>258,000</b>	<b>93,000</b>	<b>130,000</b>	<b>191,000</b>	<b>278,000</b>	<b>58,000</b>	<b>78,000</b>	<b>145,000</b>
<b>Fire Services:</b>											
Studies	135,000	-	15,000	35,000	-	-	-	-	85,000	-	-
Facilities	5,800,000	50,000	700,000	-	2,500,000	2,500,000	50,000	-	-	-	-
Vehicles	5,701,250	651,250	1,250,000	950,000	900,000	900,000	-	75,000	975,000	-	-
Other Fire Equipment	456,000	145,000	66,000	-	-	-	245,000	-	-	-	-
<b>Total Fire Services</b>	<b>12,092,250</b>	<b>846,250</b>	<b>2,031,000</b>	<b>985,000</b>	<b>3,400,000</b>	<b>3,400,000</b>	<b>295,000</b>	<b>75,000</b>	<b>1,060,000</b>	<b>-</b>	<b>-</b>
<b>Infrastructure Services:</b>											
Studies	1,625,000	65,000	200,000	500,000	45,000	375,000	65,000	-	300,000	75,000	-
Facilities	8,472,150	1,200,000	30,000	1,317,000	5,390,750	271,500	262,900	-	-	-	-
Vehicles & Equipment	8,156,200	1,050,000	993,600	724,600	572,400	1,888,800	1,689,000	415,800	228,000	594,000	-
Engineering & Reconstruction (incl. Underground)	46,392,955	6,548,900	9,910,090	3,811,380	2,685,400	2,969,200	2,186,250	989,800	5,976,085	6,407,900	4,907,950
Water / Sanitary Network Infrastructure	19,504,500	2,020,000	14,106,750	2,378,750	565,000	-	434,000	-	-	-	-
Storm Water Management Infrastructure	1,285,000	-	95,000	500,000	-	-	95,000	500,000	-	95,000	-
Hot Mix Paving Program	8,100,010	270,000	865,000	206,180	304,070	179,400	202,670	490,750	306,540	4,625,400	650,000
Surface Treatment Program	3,655,640	458,000	460,300	327,390	264,500	630,400	372,900	242,150	300,000	300,000	300,000
Structures	6,936,800	3,776,800	760,000	845,000	905,000	650,000	-	-	-	-	-
<b>Total Infrastructure Services</b>	<b>104,128,255</b>	<b>15,388,700</b>	<b>27,420,740</b>	<b>10,610,300</b>	<b>10,732,120</b>	<b>6,964,300</b>	<b>5,307,720</b>	<b>2,638,500</b>	<b>7,110,625</b>	<b>12,097,300</b>	<b>5,857,950</b>
<b>Community Services:</b>											
Studies	135,000	-	125,000	-	10,000	-	-	-	-	-	-
Vehicles and Equipment	1,356,000	445,000	346,000	145,000	70,000	-	100,000	-	250,000	-	-
Facilities (General)	4,734,000	3,579,000	575,000	60,000	110,000	110,000	100,000	100,000	100,000	-	-
Wilmut Recreation Complex	13,808,000	80,000	625,000	360,000	6,223,000	6,005,000	60,000	55,000	155,000	37,000	208,000
New Hamburg Arena & CC	5,854,000	-	1,175,800	1,140,800	3,422,400	100,000	-	15,000	-	-	-
Township Facilities	896,000	-	520,000	200,000	-	176,000	-	-	-	-	-
Castle Kilbride and Community Archives	405,000	170,000	125,000	-	-	60,000	40,000	-	10,000	-	-
Parks and Community Centres	3,359,600	118,000	501,500	1,110,000	197,600	547,000	221,000	152,000	22,500	150,000	340,000
Libraries	497,000	11,000	115,000	344,000	-	-	14,000	-	13,000	-	-
Trails and Active Transportation	4,555,500	1,360,000	-	1,240,000	757,500	500,000	647,500	50,500	-	-	-
Reforestation	525,000	15,000	70,000	70,000	70,000	50,000	50,000	50,000	50,000	50,000	50,000
Riverside Cemetery	615,000	100,000	-	10,000	100,000	355,000	50,000	-	-	-	-
<b>Total Community Services</b>	<b>36,740,100</b>	<b>5,878,000</b>	<b>4,178,300</b>	<b>4,679,800</b>	<b>10,960,500</b>	<b>7,903,000</b>	<b>1,282,500</b>	<b>422,500</b>	<b>600,500</b>	<b>237,000</b>	<b>598,000</b>
<b>Development Services:</b>											
Planning	410,000	-	210,000	150,000	-	-	25,000	-	25,000	-	-
Building	120,000	-	40,000	40,000	40,000	-	-	-	-	-	-
Economic Development	175,000	50,000	125,000	-	-	-	-	-	-	-	-
Heritage Wilmut	30,000	-	30,000	-	-	-	-	-	-	-	-
<b>Total Development Services</b>	<b>735,000</b>	<b>50,000</b>	<b>405,000</b>	<b>190,000</b>	<b>40,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditures</b>	<b>\$ 155,949,605</b>	<b>\$ 22,472,950</b>	<b>\$ 34,528,040</b>	<b>\$ 16,723,100</b>	<b>\$ 25,225,620</b>	<b>\$ 18,492,300</b>	<b>\$ 7,101,220</b>	<b>\$ 3,444,000</b>	<b>\$ 8,874,125</b>	<b>\$ 12,487,300</b>	<b>\$ 6,600,950</b>



**OFFICE OF THE CAO - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Chief Administrative Officer:</b>											
Strategic Plan Update	150,000	50,000				50,000				50,000	
Prime Ministers Path Consultation and Storage	100,000	100,000									
	250,000	150,000	-	-	-	50,000	-	-	-	50,000	-
<b>Human Resources / Health and Safety:</b>											
Market Salary Review	75,000	25,000				25,000				25,000	
Corporate Health and Safety and Audit	15,000		15,000								
	90,000	25,000	15,000	-	-	25,000	-	-	-	25,000	-
<b>Corporate Communications:</b>											
Website Upgrade	60,000		30,000					30,000			
Corporate Branding Implementation	70,000		30,000			20,000			20,000		
	130,000	-	60,000	-	-	20,000	-	30,000	20,000	-	-
<b>Total - Office of the Chief Administrative Officer</b>	<b>470,000</b>	<b>175,000</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>30,000</b>	<b>20,000</b>	<b>75,000</b>	<b>-</b>

**CAPITAL FUNDING SOURCES:**

<b>DC Funding:</b>											
Strategic Plan	22,500	22,500	-	-	-	-	-	-	-	-	-
<b>Total - DC Funding</b>	<b>22,500</b>	<b>22,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance - to be funded from General Tax Levy</b>	<b>447,500</b>	<b>152,500</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>30,000</b>	<b>20,000</b>	<b>75,000</b>	<b>-</b>

**CORPORATE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>Studies:</b>											
Development Charges Background Study	60,000		30,000					30,000			
AODA Compliance Audit (Township Buildings)	50,000		50,000								
IT Master Plan Update	80,000				40,000					40,000	
Building Condition Assessment Update	50,000					50,000					
	240,000	-	80,000	-	40,000	50,000	-	30,000	-	40,000	-
<b>Vehicles and Equipment:</b>											
Replace 2018 Bylaw Enforcement Vehicle (101-08)	50,000						50,000				
Replace 2022 By-Law Enforcement Vehicle (102-22)	50,000										50,000
Replace 2022 Corporate Services Vehicle (103-22)	50,000										50,000
	150,000	-	-	-	-	-	50,000	-	-	-	100,000
<b>Legislative Services:</b>											
Records Management Program	50,000			25,000				25,000			
	50,000	-	-	25,000	-	-	-	25,000	-	-	-
<b>IT Services:</b>											
Annual Hardware, Software & Network Infrastructure Upgrades	509,000	50,000	63,000	58,000	38,000	45,000	91,000	23,000	58,000	38,000	45,000
Data Migration / Document Management Program (COR)	100,000	50,000	50,000								
GPS/AVL System Upgrades	70,000	35,000				35,000					
Development Tracking Software Solution (DS)	50,000		50,000								
Corporate Security Program (CS)	125,000		75,000				50,000				
Municipal Accounting System/Software (COR)	100,000		100,000								
Municipal Facility Connectivity Upgrades (CS)	150,000			150,000							
Corporate Phone System Enhancement (COR)	75,000			25,000				50,000			
Mobile Data Terminals (FD)	15,000				15,000						
Replace SCADA (IS)	150,000							150,000			
	1,344,000	135,000	338,000	233,000	53,000	80,000	141,000	223,000	58,000	38,000	45,000
<b>Total - Corporate Services</b>	<b>1,784,000</b>	<b>135,000</b>	<b>418,000</b>	<b>258,000</b>	<b>93,000</b>	<b>130,000</b>	<b>191,000</b>	<b>278,000</b>	<b>58,000</b>	<b>78,000</b>	<b>145,000</b>

**CAPITAL FUNDING SOURCES:**

<b>DC Funding:</b>											
Development Charges Background Study	30,000	-	30,000	-	-	-	-	-	-	-	-
<b>Total - DC Funding</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Funds</b>											
Infrastructure Reserve Fund - Water	25,000	-	25,000	-	-	-	-	-	-	-	-
Infrastructure Reserve Fund - Wastewater	175,000	-	25,000	-	-	-	-	150,000	-	-	-
Infrastructure Reserve Fund - Equipment	83,000	-	-	83,000	-	-	-	-	-	-	-
<b>Total - Reserve Funds</b>	<b>283,000</b>	<b>-</b>	<b>50,000</b>	<b>83,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance - to be funded from General Tax Levy</b>	<b>1,471,000</b>	<b>135,000</b>	<b>338,000</b>	<b>175,000</b>	<b>93,000</b>	<b>130,000</b>	<b>191,000</b>	<b>128,000</b>	<b>58,000</b>	<b>78,000</b>	<b>145,000</b>

**FIRE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Studies</b>											
Fire Station Operations/Maintenance Plan	15,000		15,000								
Community Risk Assessment (O Reg 378/18)	70,000			35,000					35,000		
Fire Master Plan	50,000								50,000		
<b>Total - Studies</b>	<b>135,000</b>	<b>-</b>	<b>15,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>-</b>
<b>Facilities:</b>											
<b>Station 1 (Baden)</b>											
Station Replacement Design and Engineering*	50,000						50,000				
	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Station 2 (New Dundee)</b>											
Station Renovations and Upgrades*	350,000	50,000	300,000								
	<b>350,000</b>	<b>50,000</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Station 3 (New Hamburg)</b>											
Fire Station Design and Construction*	5,400,000		400,000		2,500,000	2,500,000					
	<b>5,400,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total - Facilities</b>	<b>5,800,000</b>	<b>50,000</b>	<b>700,000</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Vehicles:</b>											
<b>Station 1 Fire Apparatus</b>											
Station 1 Tanker 616	850,000		850,000								
<b>Station 2 Fire Apparatus</b>											
Station 2 Rescue 627	400,000		400,000								
Station 2 Pump 621	900,000			900,000							
<b>Station 3 Fire Apparatus</b>											
Station 3 Rescue 637	651,250	651,250									
Station 3 Aerial 639*	1,800,000				900,000	900,000					
Station 3 Pump 631	900,000								900,000		
<b>Fire Administration Vehicles</b>											
Fire Admin Truck 3	50,000			50,000							
Fire Admin Truck 1	75,000							75,000			
Fire Admin Truck 2	75,000								75,000		
<b>Total - Vehicles</b>	<b>5,701,250</b>	<b>651,250</b>	<b>1,250,000</b>	<b>950,000</b>	<b>900,000</b>	<b>900,000</b>	<b>-</b>	<b>75,000</b>	<b>975,000</b>	<b>-</b>	<b>-</b>
<b>Machinery &amp; Equipment:</b>											
SCBA Replacement /Upgrades	145,000	145,000									
Fire Appliances (Master Streams and Nozzles)	28,500		28,500								
Vehicle Fire Blankets	17,500		17,500								
Fire Extinguisher Training Prop	20,000		20,000								
Automated External Defibrillators (AEDs)	20,000						20,000				
Auto-Extrication Equipment	225,000						225,000				
<b>Total - Other Equipment</b>	<b>456,000</b>	<b>145,000</b>	<b>66,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>245,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total - Fire</b>	<b>12,092,250</b>	<b>846,250</b>	<b>2,031,000</b>	<b>985,000</b>	<b>3,400,000</b>	<b>3,400,000</b>	<b>295,000</b>	<b>75,000</b>	<b>1,060,000</b>	<b>-</b>	<b>-</b>

**FIRE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>CAPITAL FUNDING SOURCES:</b>											
<b>Senior/Other Government Funding:</b>											
Ontario Community Infrastructure Fund	40,000	40,000	-	-	-	-	-	-	-	-	-
	<b>40,000</b>	<b>40,000</b>	-	-	-	-	-	-	-	-	-
<b>DC Funding:</b>											
Fire Station 2 - Renovations	70,000	10,000	60,000	-	-	-	-	-	-	-	-
Fire Station 3 - Construction	3,780,000	-	280,000	-	1,750,000	1,750,000	-	-	-	-	-
Fire Station 3 - Aerial 639	450,000	-	-	-	225,000	225,000	-	-	-	-	-
Total - DC Funding	<b>4,300,000</b>	<b>10,000</b>	<b>340,000</b>	-	<b>1,975,000</b>	<b>1,975,000</b>	-	-	-	-	-
<b>Reserve Funds</b>											
Infrastructure Reserve Fund - Equipment	395,000	-	-	35,000	-	-	-	-	360,000	-	-
Total - Reserve Funds	<b>395,000</b>	-	-	<b>35,000</b>	-	-	-	-	<b>360,000</b>	-	-
<b>Long Term Debenture Issuance</b>											
Station 3 - Rescue 637	651,250	651,250	-	-	-	-	-	-	-	-	-
Station 1 - Tanker 616	850,000	-	850,000	-	-	-	-	-	-	-	-
Station 2 - Rescue 627	400,000	-	400,000	-	-	-	-	-	-	-	-
Station 2 - Renovations & Upgrades	240,000	-	240,000	-	-	-	-	-	-	-	-
Station 3 - Design and Construction	1,620,000	-	120,000	-	750,000	750,000	-	-	-	-	-
Station 3 - Aerial 639	1,350,000	-	-	-	675,000	675,000	-	-	-	-	-
Station 2 - Pump 621	900,000	-	-	900,000	-	-	-	-	-	-	-
Total - Reserve Funds	<b>6,011,250</b>	<b>651,250</b>	<b>1,610,000</b>	<b>900,000</b>	<b>1,425,000</b>	<b>1,425,000</b>	-	-	-	-	-
Balance - to be funded from General Tax Levy	<b>1,346,000</b>	<b>145,000</b>	<b>81,000</b>	<b>50,000</b>	-	-	<b>295,000</b>	<b>75,000</b>	<b>700,000</b>	-	-



**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	1 Total	2 2023	3 2024	4 2025	5 2026	6 2027	7 2028	8 2029	9 2030	10 2031	11 2032
<b>Facilities:</b>											
<b>Transportation Services - Facilities:</b>											
Provision for Facility Improvements*	2,246,250	600,000		439,000	1,207,250						
Salt Dome Replacement	1,750,000				1,750,000						
Public Works Operation Centre Repairs	119,900					22,000	97,900				
	4,116,150	600,000	-	439,000	2,957,250	22,000	97,900	-	-	-	-
<b>Water/Sanitary - Facilities:</b>											
Lift Station Operations / Maintenance Plan*	30,000		30,000								
Provision for Public Works Facility Improvements*	3,892,500	600,000		878,000	2,414,500						
Lift Station 1 (Waterloo Street) - Replace Lift Pumps	19,000				19,000						
Public Works Garage Repairs (South)	383,500					238,500	145,000				
Lift Station 4 (Charlotta Street) - Replace Lift Pumps	11,000					11,000					
Lift Station 2 (Milton Street) - Replace Lift Pumps	20,000						20,000				
	4,356,000	600,000	30,000	878,000	2,433,500	249,500	165,000	-	-	-	-
<b>Vehicles &amp; Equipment:</b>											
<b>Transportation Services - Vehicles &amp; Equipment:</b>											
Replace Roadside Mower	60,000	60,000									
Single Axle Dump *	367,000	150,000	217,000								
Replace 2013 Tandem Axle Dump (308-14)	412,000	190,000	222,000								
Replace Sidewalk Clearing Unit	150,000		150,000								
Replace Brush Chipper	125,000		125,000								
Replace 2015 Single Axle Dump (306-15)	367,000		150,000	217,000							
Replace Stake Truck (309-14)	64,800		64,800								
Replace 2008 Grader (G9)	351,000			351,000							
Replace Radar Speed Display Signs	43,200			21,600					21,600		
Replace 2015 4x4 Pickup (310-15)	43,200			43,200							
Replace 2016 Tandem Axle Dump (302-17)	351,000				351,000						
Replace 2016 Single Axle Dump (301-17)	297,000					297,000					
Tailgate Asphalt Spreader *	91,800					91,800					
Lot Clearing Unit *	150,000						150,000				
Replace 2019 Tandem Axle Dump (305-19)	351,000							351,000			
Replace 2019 Engineering Pickup (320-19)	37,800							37,800			
Stripe/Stall/Template Painter Unit and Trailer	28,000								28,000		
Replace 2020 Medium Duty Pickup c/w Plow and Salter (304-21)	86,400								86,400		
Replace 2020 Single Axle Dump (303-21)	297,000									297,000	
Replace 2021 Single Axle Dump (307-22)	297,000									297,000	
	3,970,200	400,000	928,800	632,800	351,000	388,800	150,000	388,800	136,000	594,000	-

**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>Water &amp; Sanitary - Vehicles &amp; Equipment:</b>											
Replace Flusher/Vacuum Truck (401-08)*	650,000	650,000									
Replace 2013 Stake Truck (404-14)	64,800		64,800								
Replace 2014 Service Truck (405-15)	91,800			91,800							
Light Duty Dump Truck (New) *	178,200				178,200						
Replace 2016 3/4 Ton Pickup Truck (406-16)	43,200				43,200						
Water Meter Replacement Program	3,000,000					1,500,000	1,500,000				
Replace Large Plate Tamper	15,000						15,000				
Replace Portable Diesel Air Compressor c/w Air Breakers	24,000						24,000				
Replace Trench Box Unit	27,000							27,000			
Replace 2020 Service Vehicle (402-20)	92,000								92,000		
	<b>4,186,000</b>	<b>650,000</b>	<b>64,800</b>	<b>91,800</b>	<b>221,400</b>	<b>1,500,000</b>	<b>1,539,000</b>	<b>27,000</b>	<b>92,000</b>	<b>-</b>	<b>-</b>
<b>Infrastructure Services - Studies:</b>											
Road Condition Survey and Needs Study	130,000	65,000					65,000				
Infrastructure Master Plan (Phase III-IV)	400,000		200,000	200,000							
Wilmot Line Environmental Assessment	300,000			300,000							
Infrastructure Standards and Specification Documentation	45,000				45,000						
Baden/New Hamburg Sanitary Growth Staging Study	150,000					75,000				75,000	
Mannheim Rd (Bleams Rd to Witmer Rd) Environmental Assessment	300,000					300,000					
Huron Rd (Puddiecombe Rd- Holland Mills) Environmental Assessment	300,000								300,000		
	<b>1,625,000</b>	<b>65,000</b>	<b>200,000</b>	<b>500,000</b>	<b>45,000</b>	<b>375,000</b>	<b>65,000</b>	<b>-</b>	<b>300,000</b>	<b>75,000</b>	<b>-</b>
<b>Engineering and Reconstruction c/w Underground:</b>											
Union Street (Storm Outlet Replacement)	110,000	110,000									
Snyder's Road Reconstruction (Christian St - Gingerich Rd)*	3,425,470	3,425,470									
Foundry Street (Snyder's Rd to Charles St)	1,115,270	1,115,270									
Greenwood Dr. (Huron Rd - End) Additional Funding	261,520	261,520									
Casselholme Cr. (Queen St-Queen St) Additional Funding	386,640	386,640									
Nafziger Rd. (Waterloo St - 75m North West) Additional Funding	350,000	350,000									
Victoria Street (Hwy #7&8-Boulee St.)	3,145,500	450,000	2,695,500								
Boulee Street (Hamilton Road-Victoria Street)	3,266,050	450,000	2,816,050								
Employment Lands Collector Road (Remaining Cost)*	1,732,000		1,732,000								
Jacob Street (Cross-Section Repair)	296,000		296,000								
Bergey Court (Bleams Rd to End)	1,728,000		1,728,000								
Webster St, George St, Victoria St, - Lighting replacement project	60,000		60,000								
Webster Street (Waterloo St.-Victoria Street)	3,559,800		314,000	3,245,800							
Victoria Street (Webster St. - Waterloo St.)	2,953,940		268,540		2,685,400						
Louisa Street (Local to collector)*	3,266,120			296,920		2,969,200					
Stone Street (Huron Street-End)	1,866,480			169,680			1,696,800				
Centennial Cres. (Huron-End)	1,088,780			98,980				989,800			
Boulee Street (Peel Street-Jacob St.)	893,145								81,195		811,950
Seyler Street (Peel Street-Jacob St.)	893,145								81,195		811,950
Charlotta Street (Local to collector)*	3,227,455								293,405		2,934,050
Peel Street (Seyler Street-Boulee St.)	1,232,000						112,000		1,120,000		
Shade Street (Waterloo St.-Perth Street)	4,151,950						377,450		3,774,500		
Beck Street (Foundry to End)*	2,099,790								190,890	1,908,900	
Hincks Street Reconstruction (Local to collector)*	4,783,900								434,900	4,349,000	
Nafziger Dr. (75m North West to 520m North West from of Waterloo Street)	500,000									150,000	350,000
	<b>46,392,955</b>	<b>6,548,900</b>	<b>9,910,090</b>	<b>3,811,380</b>	<b>2,685,400</b>	<b>2,969,200</b>	<b>2,186,250</b>	<b>989,800</b>	<b>5,976,085</b>	<b>6,407,900</b>	<b>4,907,950</b>

**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Watermain / Sanitary Sewer Network:</b>											
Baden Trunk Sanitary Sewer EA and Construction*	7,850,000	1,570,000	6,280,000								
Trunk Sewer Flow Monitoring Improvements (Foundry/Snyders/Waterloo)*	300,000	150,000	150,000								
Trunk Sewer Deep Installation*	615,000	300,000			315,000						
Morningside Trunk Sanitary Sewer - Hwy 7&8 Crossing*	979,000		979,000								
Morningside Trunk Sanitary Sewer*	4,007,500		2,003,750	2,003,750							
Sanitary Sewer Casing Pipe at Railway Crossing*	1,235,000		1,235,000								
Watermain Casing Pipe at Railway Crossing*	1,230,000		1,230,000								
Forest Glen Pumping Station*	1,936,000		1,936,000								
Forest Glen Forcemain*	293,000		293,000								
Provision for Watermain Looping*	375,000			375,000							
Watermain New Hamburg Fireflow Upgrades	250,000				250,000						
Foundry Street Trunk Sanitary Sewer (south of Charles St) *	434,000						434,000				
	19,504,500	2,020,000	14,106,750	2,378,750	565,000	-	434,000	-	-	-	-
<b>Storm Water Management:</b>											
Provision for SWM Facility Maintenance and Restoration Program	1,285,000		95,000	500,000			95,000	500,000		95,000	
	1,285,000	-	95,000	500,000	-	-	95,000	500,000	-	95,000	-
<b>Roads - Hot Mix Paving Program:</b>											
Wilmot Street (Church St to Huron St)	U	250,000	250,000								
Huron Place (Huron Rd to End)	U	20,000	20,000								
Sandhills Road (Erb's Rd-Snyder's Rd)	R	865,000		865,000							
Huron Road (Puddicombe Road to Tye Road)	R	206,180		206,180							
Alice Crescent (Redford Dr-Deerfield Ave)	U	163,020			163,020						
Deerfield Avenue (Notre Dame-End)	U	94,640			94,640						
Redford Drive (End-End)	U	46,410			46,410						
Alderview Drive (Main St-Bechtel Ave)	U	51,740				51,740					
Bechtel Ave (Main St-End)	U	52,650				52,650					
Main Street (Alderview Dr-Mill St)	U	75,010				75,010					
Bleams Road West (Fairview St-End)	U	27,950					27,950				
Bleams Road West (Wilmot St to Fairview St)	U	27,040					27,040				
Victoria Street (George St to Webster St)	U	40,820					40,820				
Victoria Street (Park Place to George St)	U	36,790					36,790				
Victoria Street (Waterloo St to Park Place)	U	58,110					58,110				
Victoria Street (Waterloo St to End)	U	11,960					11,960				
Beck Street (Mill St-Foundry St)	U	46,800						46,800			
Heritage Drive (End-Bleams Rd E)	U	112,320						112,320			
Queen Street (Charles St-St George St)	U	38,090						38,090			
Sandhills Road (Gerber Rd-Berlett's Rd)	R	264,420						264,420			
St George Street (Queen St-End)	U	29,120						29,120			
Meadowcliff Place (Cul-de-sac)	U	25,350							25,350		
Meadowcliff Place (Woodridge Dr to Cul-de-sac)	U	33,020							33,020		
Meadowpark Place (Cul-de-sac)	U	25,090							25,090		
Meadowpark Place (Woodridge Dr to End)	U	105,300							105,300		
Woodridge Drive (Mannheim Rd to Meadowcliff Place)	U	74,360							74,360		
Woodridge Drive (Meadowcliff Place to Meadowpark Place )	U	43,420							43,420		
Hamilton Road (Neville St to Hwy 7/8)*	U	3,887,000								3,887,000	
Hamilton Road at Hwy 7&8 Intersection Improvements*	U	738,400								738,400	
Provision for Hot Mix Paving Program		650,000									650,000
	8,100,010	270,000	865,000	206,180	304,070	179,400	202,670	490,750	306,540	4,625,400	650,000

**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year		1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>Roads - Surface Treatment Program:</b>											
Bridge Street (Diamond Road to Walker Road)	S	179,000	179,000								
Tye Road (Huron Road to Oxford-Waterloo Road)	S	191,000	191,000								
Sandhills Road (Bridge Street to Oxford-Waterloo Road)	S	58,000	58,000								
Wilmot Easthope Road Improvements - Joint Project w/ Perth East		385,000	30,000	355,000							
Hallman Road (Bridge Street to Oxford - Waterloo Road)	S	35,600	35,600								
Witmer Road (Queen Street to Mannheim Road)	S	69,700	69,700								
Oxford-Waterloo Road (Puddicombe Road to Pinehill Road)	T	327,390		327,390							
Oxford-Waterloo Road (Tye Road to Puddicombe Road)	T	264,500			264,500						
Oxford-Waterloo Road (Diamond Road to 1 Km west of Walker Rd)	T	380,200				380,200					
Oxford-Waterloo Road (Tye Road to Walker Road)	T	250,200				250,200					
Bender Road (Oxford Road 5 to Huron Road)	T	109,600					109,600				
Carmel-Koch Road (Nafziger Road to Sandhills Road)	S	86,600					86,600				
Carmel-Koch Road (Notre Dame Drive to Wilmot Line)	S	86,700					86,700				
Carmel-Koch Road (Sandhills Road to Notre Dame Drive)	S	87,000					87,000				
Punkeydoodles Ave (Oxford Road 5 to Huron Road)	S	3,000					3,000				
Wilby Road (Notre Dame Drive to Wilmot Line)	S	85,900						85,900			
Wilby Road (Sandhills Road to Notre Dame Drive)	S	85,900						85,900			
Wilmot-Centre Road (Bleams Road to Huron Road)	S	70,350						70,350			
Provision for Surface Treatment		900,000							300,000	300,000	300,000
		<b>3,655,640</b>	<b>458,000</b>	<b>460,300</b>	<b>327,390</b>	<b>264,500</b>	<b>630,400</b>	<b>372,900</b>	<b>242,150</b>	<b>300,000</b>	<b>300,000</b>
S = Single Surface; T= Triple Surface											
<b>Roads - Structures:</b>											
Guiderail and Chevron Program		2,000,000	500,000	500,000	500,000	500,000					
Bridge Street #34/B-T9*		3,006,800	3,006,800								
Lisbon Road #3/T-C1		200,000	200,000								
Witmer Road #19/B-T6		50,000	50,000								
Bridge Street #33/B-T9		260,000	20,000	240,000							
Wilmot Easthope Road #14/B-ESH		230,000		20,000	210,000						
Bethel Road #31/B-T8		320,000			25,000	295,000					
Oxford-Waterloo Road #37/B-OXF		110,000		110,000							
Berlett's Road #4/B-T2		760,000			110,000	650,000					
		<b>6,936,800</b>	<b>3,776,800</b>	<b>760,000</b>	<b>845,000</b>	<b>905,000</b>	<b>650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total - Infrastructure Services</b>		<b>104,128,255</b>	<b>15,388,700</b>	<b>27,420,740</b>	<b>10,610,300</b>	<b>10,732,120</b>	<b>6,964,300</b>	<b>5,307,720</b>	<b>2,638,500</b>	<b>7,110,625</b>	<b>12,097,300</b>
		<b>5,857,950</b>									

**CAPITAL FUNDING SOURCES:**

<b>Senior/Other Government Funding:</b>											
Canada Community Building Fund (CCBF)		6,119,262	679,918	679,918	679,918	679,918	679,918	679,918	-	1,359,836	679,918
Ontario Community Infrastructure Fund (OCIF)		10,282,953	811,026	1,158,945	1,158,945	1,158,945	1,158,945	808,945	946,605	1,721,285	370,577
Investing in Canada Infrastructure Program (ICIP) - Rural and Northern		970,211	970,211	-	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) - Green Stream		931,150	931,150	-	-	-	-	-	-	-	-
Region of Waterloo		1,800,000	900,000	900,000	-	-	-	-	-	-	-
City of Waterloo		150,000	-	-	150,000	-	-	-	-	-	-
Township of Blandford-Blenheim		295,945	-	-	163,695	132,250	-	-	-	-	-
<b>Total - Senior/Other Gov't Funding</b>		<b>20,549,521</b>	<b>4,292,305</b>	<b>2,738,863</b>	<b>2,162,558</b>	<b>1,971,113</b>	<b>1,838,863</b>	<b>1,488,863</b>	<b>946,605</b>	<b>3,081,121</b>	<b>1,050,495</b>



**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b><u>DC Funding:</u></b>											
<b><u>Roads - Studies</u></b>											
Road Condition Survery and Needs Studies	6,500	6,500	-	-	-	-	-	-	-	-	-
Infrastructure Master Plan (Phase I-IV)	200,000	-	-	200,000	-	-	-	-	-	-	-
<b><u>Water/Sanitary - Studies</u></b>											
Infrastructure Master Plans (Phase I-IV)	200,000	-	200,000	-	-	-	-	-	-	-	-
<b><u>Vehicles &amp; Equipment</u></b>											
Single Axle Dump	367,000	150,000	217,000	-	-	-	-	-	-	-	-
Tailgate Asphalt Spreader	91,800	-	-	-	-	91,800	-	-	-	-	-
Lot Clearing Unit	150,000	-	-	-	-	-	150,000	-	-	-	-
<b><u>Water Distribution Network</u></b>											
Watermain Casing Pipe @ Railway Crossing	1,230,000	-	1,230,000	-	-	-	-	-	-	-	-
Provision for Watermain Looping	375,000	-	-	375,000	-	-	-	-	-	-	-
Heavy Duty Pickup Truck	178,200	-	-	-	178,200	-	-	-	-	-	-
Provision for Public Works Facility Construction	1,751,625	270,000	-	395,100	1,086,525	-	-	-	-	-	-
<b><u>Sanitary Sewer Network</u></b>											
Snyder's Road Sanitary Sewer (Charlotta St - Foundry St)	1,000,541	1,000,541	-	-	-	-	-	-	-	-	-
Baden Trunk Sanitary Sewer EA and Construction	6,201,500	1,240,300	4,961,200	-	-	-	-	-	-	-	-
Replace Flusher/Vacuum Truck (401-08)	162,500	162,500	-	-	-	-	-	-	-	-	-
Trunk Sewer Flow Monitoring Improvements (Foundry/Snyders/Waterloo)	285,000	142,500	142,500	-	-	-	-	-	-	-	-
Trunk Sewer Deep Installation	615,000	300,000	-	-	315,000	-	-	-	-	-	-
Sanitary Sewer Casing Pipe at Railway Crossing	1,235,000	-	1,235,000	-	-	-	-	-	-	-	-
Morningside Trunk Sanitary Sewer EA / Upgrades	2,942,036	-	1,759,823	1,182,213	-	-	-	-	-	-	-
Forest Glen Pumping Station	1,219,680	-	1,219,680	-	-	-	-	-	-	-	-
Forest Glen Foreman	184,590	-	184,590	-	-	-	-	-	-	-	-
Provision for Public Works Facility Construction	1,751,625	270,000	-	395,100	1,086,525	-	-	-	-	-	-
Foundry Street Trunk Sanitary Sewer	342,860	-	-	-	-	-	342,860	-	-	-	-
<b><u>Transportation Services</u></b>											
Wilmot Employment Lands Collector Road	1,732,000	-	1,732,000	-	-	-	-	-	-	-	-
Bridge Improvements and Repairs	493,680	327,680	26,000	34,500	40,500	65,000	-	-	-	-	-
Road Converion Repairs and Improvements	1,138,645	72,800	132,530	53,357	56,857	80,980	57,557	73,290	60,654	455,620	95,000
Storm Water Infrastructure Improvements	5,816,377	753,190	899,840	541,291	381,900	422,750	309,130	140,980	828,391	891,290	647,615
Hamilton/Neville/Arnold Road Improvements	3,303,950	-	-	-	-	-	-	-	-	3,303,950	-
Hamilton Road @ Highway 7/8 Improvements	701,480	-	-	-	-	-	-	-	-	701,480	-
Beck Street Reconstruction	463,320	-	-	-	-	-	-	-	42,120	421,200	-
Louisa Street Reconstruction	720,720	-	-	65,520	-	655,200	-	-	-	-	-
Charlotta Street Reconstruction	712,140	-	-	-	-	-	-	-	64,740	-	647,400
Hincks Street Reconstruction	1,056,000	-	-	-	-	-	-	-	96,000	960,000	-
Provision for Public Works Facility Improvements	2,021,625	540,000	-	395,100	1,086,525	-	-	-	-	-	-
<b>Total - DC Funding</b>	<b>38,650,394</b>	<b>5,236,011</b>	<b>13,940,163</b>	<b>3,637,181</b>	<b>4,232,032</b>	<b>1,315,730</b>	<b>859,547</b>	<b>214,270</b>	<b>1,091,905</b>	<b>6,733,540</b>	<b>1,390,015</b>
<b><u>Reserve Fund</u></b>											
Infrastructure Reserve Fund - Equipment	800,000	-	328,000	22,000	275,000	175,000	-	-	-	-	-
Infrastructure Reserve Fund - Transportation	1,739,378	256,378	388,000	285,000	275,000	175,000	-	-	360,000	-	-
Infrastructure Reserve Fund - Water Meters	3,000,000	-	-	-	-	1,500,000	1,500,000	-	-	-	-
Infrastructure Reserve Fund - Sanitary	14,415,060	1,850,696	5,001,597	1,817,027	732,510	877,175	633,190	245,000	505,715	1,623,500	1,128,650
Infrastructure Reserve Fund - Water	9,727,106	1,237,186	1,307,210	810,710	832,690	707,925	493,100	227,200	1,423,235	1,415,600	1,272,250
<b>Total - Reserve Funds</b>	<b>29,681,544</b>	<b>3,344,260</b>	<b>7,024,807</b>	<b>2,934,737</b>	<b>2,115,200</b>	<b>3,435,100</b>	<b>2,626,290</b>	<b>472,200</b>	<b>2,288,950</b>	<b>3,039,100</b>	<b>2,400,900</b>

**INFRASTRUCTURE SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Long Term Debenture Issuance</b>											
Bridge Street #34/B-T9	1,704,000	1,704,000	-	-	-	-	-	-	-	-	-
Foundry Street (Snyder's Rd to Charles St)	407,372	407,372	-	-	-	-	-	-	-	-	-
Bergey Court (Bleams Road to End)	1,728,000	-	1,728,000	-	-	-	-	-	-	-	-
Replace Brush Chipper	125,000	-	125,000	-	-	-	-	-	-	-	-
Hot Mix Paving	778,500	-	778,500	-	-	-	-	-	-	-	-
Guiderail and Chevron Program	1,000,000	-	500,000	500,000	-	-	-	-	-	-	-
Bridge Street #33/B-T9	216,000	-	216,000	-	-	-	-	-	-	-	-
Public Works Operations Centre	251,700	120,000	-	131,700	-	-	-	-	-	-	-
Replace 2015 Single Axle Dump (306-15)	217,000	-	-	217,000	-	-	-	-	-	-	-
Replace 2008 Grader (G9)	351,000	-	-	351,000	-	-	-	-	-	-	-
Provision for SWM Facility Maintenance and Restoration Program	500,000	-	-	500,000	-	-	-	-	-	-	-
Salt Dome Replacement	1,750,000	-	-	-	1,750,000	-	-	-	-	-	-
<b>Total - Debentures</b>	<b>9,028,572</b>	<b>2,231,372</b>	<b>3,347,500</b>	<b>1,699,700</b>	<b>1,750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance - to be funded from General Levy</b>	<b>15,246,796</b>	<b>284,752</b>	<b>369,407</b>	<b>186,124</b>	<b>663,775</b>	<b>374,607</b>	<b>333,020</b>	<b>1,005,425</b>	<b>648,649</b>	<b>1,335,925</b>	<b>1,016,540</b>

**COMMUNITY SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>STUDIES:</b>											
Recreation & Trails Master Plan Update	85,000		85,000								
Arts & Culture Master Plan Update	40,000		40,000								
Flat Roof Inspections (Various)	10,000				10,000						
<b>Total - Studies</b>	<b>135,000</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>VEHICLES AND EQUIPMENT:</b>											
Replace Electric Ice Resurfacers	672,000	422,000							250,000		
Replace Flatbed Heavy Equipment Trailer	12,500	12,500									
New Fall Mower for Trail Cutting	10,500	10,500									
Replace 2013 Service Vehicle (707-12)	75,000		75,000								
New Mini Excavator	115,000		115,000								
Replace Baden Parks Maintenance Tractor	16,000		16,000								
Replace 2014 HVAC Vehicle (701-14)	70,000		70,000								
Replace 2014 4x4 Pick Up Truck (702-14)	70,000		70,000								
Replace Parks Skid-Steer Loader	80,000			80,000							
Replace 2015 F450 Stake Truck (703-15)	65,000			65,000							
Replace 2016 2WD Pick Up Truck w Cap (704-16)	40,000				40,000						
Replace WRC Utility Vehicle (4x2 w dump)	20,000				20,000						
Replace Maintenance Tractor (Mannheim)	10,000				10,000						
Replace 2018 Stake Truck (705-18)	60,000						60,000				
Replace 2018 Maintenance Van (706-18)	40,000						40,000				
<b>Total - Vehicles &amp; Equipment</b>	<b>1,356,000</b>	<b>445,000</b>	<b>346,000</b>	<b>145,000</b>	<b>70,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>
<b>FACILITIES</b>											
<b>Facilities (General):</b>											
AEDs (7) Outdoor Parks and Ice Rinks	14,000	14,000									
Emergency Lighting Program	15,000	15,000									
New Parks Operations Facility *	4,000,000	3,550,000	450,000								
Install Moloks At Various Parks (12)	50,000		50,000								
LED Lighting Program	100,000		50,000	50,000							
Replace Tables & Chairs (SACC & NDCC)	25,000		25,000								
Picnic Tables Replacement Program	30,000			10,000	10,000	10,000					
Playground Replacement Program	500,000				100,000	100,000	100,000	100,000	100,000		
<b>Total - Facilities (General)</b>	<b>4,734,000</b>	<b>3,579,000</b>	<b>575,000</b>	<b>60,000</b>	<b>110,000</b>	<b>110,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>Wilmot Recreation Complex:</b>											
Arena Equipment Replacement Program	68,000	31,000								37,000	
Purchase New Arena Dressing Room Screens & Program	22,000	22,000									
Add Accessible Door Buttons to Pool Change Rooms & w/r's & sn woodwork	27,000	27,000									
Replace Pool Sand Filter	15,000		15,000								
Aquatic Centre Maintenance Program	90,000		30,000			30,000			30,000		
Arena Refrigeration System Maintenance Plan	610,000		80,000	100,000	90,000	100,000	60,000	55,000	125,000		
Design/Build New Skatepark*	500,000		500,000								
WRC Phase I Flat Roof Replacement TPO System	240,000			240,000							
Repair Starting Block Concrete Bases (Pool)	20,000			20,000							
Reconstruct & Pave Back Lane of WRC from Gingerich	258,000				258,000						
Design and Construction of Third Ice Pad (including Parking Lot)*	11,750,000				5,875,000	5,875,000					
Replace Rubber Flooring Rink Dressing Rooms	148,000										148,000
Replace Concession Booth Cabinets & Counters	60,000										60,000
<b>Total - Wilmot Recreation Complex</b>	<b>13,808,000</b>	<b>80,000</b>	<b>625,000</b>	<b>360,000</b>	<b>6,223,000</b>	<b>6,005,000</b>	<b>60,000</b>	<b>55,000</b>	<b>155,000</b>	<b>37,000</b>	<b>208,000</b>
<b>New Hamburg Arena &amp; CC:</b>											
Facility Structural Repairs	35,000		35,000								
NH Arena Reconstruction/Multi-Use Facility (including Parking Lot Expansion)	5,704,000		1,140,800	1,140,800	3,422,400						
Lower Flat Roof Replacement	70,000					70,000					
Replace Roof Top Unit	30,000					30,000					
Replace Grandstand Lighting	15,000							15,000			
<b>Total - New Hamburg Arena &amp; CC</b>	<b>5,854,000</b>	<b>-</b>	<b>1,175,800</b>	<b>1,140,800</b>	<b>3,422,400</b>	<b>100,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

**COMMUNITY SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b><u>Wilmot Administration Complex:</u></b>											
Parking Lot Expansion / LED Lighting & Laneway Resurfacing * (Additional Funding)	450,000		450,000								
Paint/Replace Exterior Railings & Doors & Frames	40,000		40,000								
Elevator Modernization	100,000			100,000							
Replace Concrete Accessible Ramp	100,000			100,000							
Flat Roof Replacement	176,000					176,000					
<b>Total - Wilmot Administration Complex</b>	<b>866,000</b>	<b>-</b>	<b>490,000</b>	<b>200,000</b>	<b>-</b>	<b>176,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Castle Kilbride &amp; Community Archives:</u></b>											
Castle Kilbride Exterior Maintenance (Additional Funding)	210,000	170,000					40,000				
Mural Restoration Program	30,000		10,000			10,000			10,000		
Replace Castle Carpet (Commercial Areas)	75,000		75,000								
Replace Interior Castle Fire Doors with Single Accessible Doors	24,000		24,000								
Microfilm Reader	16,000		16,000								
Replace Castle Belvedere Lookout & Basement Windows	50,000					50,000					
<b>Total - Castle Kilbride &amp; Community Archives</b>	<b>405,000</b>	<b>170,000</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>40,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>
<b><u>Old Administration Complex - 121 Huron Street:</u></b>											
HVAC System / Boiler Replacement (CO2I)	30,000		30,000								
<b>Total - 121 Huron Street</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Baden Community Parks and Facilities:</u></b>											
Additional Funding Sport Surfacing Tennis Courts (Beck Park)	50,000	50,000									
Parking Lot Enlargement * (Beck Park)	85,000			85,000							
Replace Picnic Shelter	100,000			100,000							
Ball Diamond Lighting (Beck Park)	120,000						120,000				
<b>Total - Baden Parks and Facilities</b>	<b>355,000</b>	<b>50,000</b>	<b>-</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Haysville Parks and Facilities:</u></b>											
Replace Single Pane Windows & Frames (including preschool)	25,000		25,000								
Kitchen Renovation	60,000			60,000							
Paint Interior	15,000				15,000						
Replace Ceiling Tiles and Flooring in Hall	20,000					20,000					
Resurface Parking Lot	25,000						25,000				
<b>Total - Haysville Parks and Facilities</b>	<b>145,000</b>	<b>-</b>	<b>25,000</b>	<b>60,000</b>	<b>15,000</b>	<b>20,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Mannheim Parks and Facilities:</u></b>											
Shingled Roof Replacement	15,000	15,000									
Replace Picnic Shelter	55,000			55,000							
Playground Component Replacement	110,000			110,000							
Kitchen Renovation	32,000					32,000					
Replace Ball Diamond Backstop & Fencing	52,000							52,000			
Replace Windows and Doors	22,500								22,500		
<b>Total - Mannheim Parks and Facilities</b>	<b>286,500</b>	<b>15,000</b>	<b>-</b>	<b>165,000</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>52,000</b>	<b>22,500</b>	<b>-</b>	<b>-</b>
<b><u>New Dundee Parks and Facilities:</u></b>											
Paint Building Gable Ends	11,500		11,500								
Construct Accessible Park Washroom Building & New Septic	165,000		15,000	150,000							
Replace Playgrounds (Doug Fisher & Park)	580,000			500,000	80,000						
Replace Banquet Chairs	12,600				12,600						
New Dundee CC Ball Diamond Light Replacement (2 Diamonds)	240,000										240,000
Replace Picnic Shelter	100,000										100,000
<b>Total - New Dundee Parks and Facilities</b>	<b>1,109,100</b>	<b>-</b>	<b>26,500</b>	<b>650,000</b>	<b>92,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>340,000</b>
<b><u>New Hamburg Parks and Facilities:</u></b>											
Access Ramp Catch Basins (Norm Hill)	30,000	30,000									
Replace Picnic Shelter (Constitution Park)	50,000			50,000							
Multi-Use Court Replacement (Scott Park)	60,000				60,000						
Replace Large Picnic Shelter (Norm Hill Park)	75,000					75,000					
Double Tennis Court & Lighting Replacement (Scott Park) (CO2I)	160,000					160,000					
Replace Ball Diamond Lighting (Norm Hill)	200,000					200,000					
Replace Picnic Shelters (2) (Scott Park)	100,000							100,000			
<b>Total - New Hamburg Parks and Facilities</b>	<b>675,000</b>	<b>30,000</b>	<b>-</b>	<b>50,000</b>	<b>60,000</b>	<b>435,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>



**COMMUNITY SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>Petersburg Parks and Facilities</b>											
Shingled Roof Replacement (Petersburg Park)	23,000	23,000									
Lighting Replacement Diamond 1	40,000						40,000				
Repaint Block Walls (exterior & interior)	12,000						12,000				
Replace Multi-Use Pad	100,000									100,000	
<b>Total - Petersburg Parks and Facilities</b>	<b>175,000</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>52,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>
<b>St Agatha Parks and Facilities:</b>											
Roof Replacement (St Agatha CC)	450,000		450,000								
Replace Picnic Shelter	30,000				30,000						
Repaint Facility and Replace Ceiling Tiles	60,000					60,000					
Replace Windows	24,000						24,000				
Replace Doors (entrance, exit, overhead)	50,000									50,000	
<b>Total - St. Agatha Parks and Facilities</b>	<b>614,000</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	<b>30,000</b>	<b>60,000</b>	<b>24,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>
<b>Library Facilities:</b>											
New Hamburg Pillar Restoration Design & Repair	41,000	11,000	30,000								
New Dundee Flat Roof Repairs	85,000		85,000								
Baden Repairs and Maintenance *	344,000			344,000							
New Hamburg Replace North & South Entrance Doors	14,000						14,000				
New Hamburg Exterior Cladding Repair & Repaint	13,000								13,000		
<b>Total - Library Facilities</b>	<b>497,000</b>	<b>11,000</b>	<b>115,000</b>	<b>344,000</b>	<b>-</b>	<b>-</b>	<b>14,000</b>	<b>-</b>	<b>13,000</b>	<b>-</b>	<b>-</b>
<b>Trails and Active Transportation:</b>											
Replace Boardwalk under Hwy 7/8 Pedestrian Bridge	230,000	230,000									
Andreas Pfening Trail Parking Lot, Property Fencing, Footbridge, Kiosks & Lookout	55,000	25,000		30,000							
Mike Schout Wetlands Entrance & Bridge Relocation	535,000	535,000									
Nith River Promenade Project (Additional Funding)	550,000	550,000									
Drainage Improvements (Stuckey Park)	20,000	20,000									
Linear Park - Repair/Replace Asphalt Pathways	160,000			160,000							
Provision for Future Trails and Active Transportation*	2,705,000			1,050,000	507,500	500,000	647,500				
Trail and Bank Improvements (Heritage Park - Waterwheel)	250,000				250,000						
Anna Tuerr Park - Repair/Replace Asphalt Pathways	50,500							50,500			
<b>Total - Trails and Active Transportation</b>	<b>4,555,500</b>	<b>1,360,000</b>	<b>-</b>	<b>1,240,000</b>	<b>757,500</b>	<b>500,000</b>	<b>647,500</b>	<b>50,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reforestation:</b>											
Annual Tree Planting Program (CO <sub>2</sub> l)	465,000	15,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Arboretum Restoration / Rejuvenation	60,000		20,000	20,000	20,000						
<b>Total - Reforestation</b>	<b>525,000</b>	<b>15,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Riverside Cemetery:</b>											
Columbarium (Phase 3)	70,000	70,000									
Repair & Paint Perimeter Fencing Along Frontage	10,000	10,000									
Septic System Audit & Replacement	20,000	20,000									
Design of New Section of Cemetery	10,000			10,000							
Provision for Columbarium Expansion	100,000				100,000						
Pave Interior Roads	80,000					80,000					
Provision for Cemetery Land Acquisition	275,000					275,000					
Chapel Restoration (windows, doors, lighting, flooring, brickwork)	50,000						50,000				
<b>Total - Cemeteries</b>	<b>615,000</b>	<b>100,000</b>	<b>-</b>	<b>10,000</b>	<b>100,000</b>	<b>355,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total - Community Services</b>	<b>36,740,100</b>	<b>5,878,000</b>	<b>4,178,300</b>	<b>4,679,800</b>	<b>10,960,500</b>	<b>7,903,000</b>	<b>1,282,500</b>	<b>422,500</b>	<b>600,500</b>	<b>237,000</b>	<b>598,000</b>

**COMMUNITY SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year Calendar Year	Total	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032
<b>CAPITAL FUNDING SOURCES:</b>											
<b>DC Funding:</b>											
<b>Community Services</b>											
Recreation & Trails Master Plan Update	68,000	-	68,000	-	-	-	-	-	-	-	-
Arts & Culture Master Plan Update	32,000	-	32,000	-	-	-	-	-	-	-	-
Administration Complex - Parking Lot Paving/Expansion	247,500	-	247,500	-	-	-	-	-	-	-	-
Design/Build New Skateboard Park	425,000	-	425,000	-	-	-	-	-	-	-	-
Beck Park - Parking Lot Enlargement	68,000	-	-	68,000	-	-	-	-	-	-	-
Provision for Future Library Facility Space	344,000	-	-	344,000	-	-	-	-	-	-	-
Provision for Third Ice Pad	5,287,500	-	-	-	2,643,750	2,643,750	-	-	-	-	-
Provision for Bike Lanes	1,623,000	-	-	630,000	304,500	300,000	388,500	-	-	-	-
Provision for Parks Operations Facility	4,000,000	3,550,000	450,000	-	-	-	-	-	-	-	-
<b>Total - DC Funding</b>	<b>12,095,000</b>	<b>3,550,000</b>	<b>1,222,500</b>	<b>1,042,000</b>	<b>2,948,250</b>	<b>2,943,750</b>	<b>388,500</b>	-	-	-	-
<b>Grants/Cost Sharing:</b>											
Kitchener Wilmot Hydro Grant	465,000	15,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Museum Assistance Program (MAP)	25,166	25,166	-	-	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) - Strategic Priorities Fund	4,181,032	-	836,206	836,206	2,508,620	-	-	-	-	-	-
Ontario Community Infrastructure Fund (OCIF)	307,919	307,919	-	-	-	-	-	-	-	-	-
Infrastructure Canada - Natural Infrastructure Fund	535,000	535,000	-	-	-	-	-	-	-	-	-
Community Donations	250,000	-	50,000	50,000	150,000	-	-	-	-	-	-
<b>Total - Grants</b>	<b>5,764,117</b>	<b>883,085</b>	<b>936,206</b>	<b>936,206</b>	<b>2,708,620</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Reserve Fund</b>											
Infrastructure Reserve Fund - Cemetery	672,500	100,000	57,500	10,000	100,000	355,000	50,000	-	-	-	-
Infrastructure Reserve Fund - Equipment	461,379	256,379	60,000	145,000	-	-	-	-	-	-	-
Infrastructure Reserve Fund - Facilities	1,739,378	256,378	388,000	285,000	275,000	175,000	-	-	360,000	-	-
<b>Total - Reserve Funds</b>	<b>2,873,257</b>	<b>612,757</b>	<b>505,500</b>	<b>440,000</b>	<b>375,000</b>	<b>530,000</b>	<b>50,000</b>	-	<b>360,000</b>	-	-
<b>Long Term Debenture Issuance</b>											
Nith River Promenade Project	500,000	500,000	-	-	-	-	-	-	-	-	-
Replace 2013 Service Vehicle	75,000	-	75,000	-	-	-	-	-	-	-	-
LED Lighting Program	50,000	-	50,000	-	-	-	-	-	-	-	-
Design/Build New SkatePark *	75,000	-	75,000	-	-	-	-	-	-	-	-
NHCC Facility Structural Repairs	35,000	-	35,000	-	-	-	-	-	-	-	-
NH Arena Reconstruction/Multi-Use Facility	1,272,968	-	254,594	254,594	763,780	-	-	-	-	-	-
Administration Complex Parking Lot	202,500	-	202,500	-	-	-	-	-	-	-	-
Roof Replacement St Agatha CC	450,000	-	450,000	-	-	-	-	-	-	-	-
New Dundee Flat Roof Repairs	70,000	-	70,000	-	-	-	-	-	-	-	-
WRC Phase I Flat Roof Replacement TPO System	160,000	-	-	160,000	-	-	-	-	-	-	-
New Dundee Park - Replace Playgrounds (Doug Fisher & Park)	500,000	-	-	500,000	-	-	-	-	-	-	-
Provision for Future Trails and Active Transportation*	851,175	-	-	420,000	172,175	200,000	59,000	-	-	-	-
Design/Build Third Ice Pad	6,462,500	-	-	-	3,231,250	3,231,250	-	-	-	-	-
<b>Total - Debentures</b>	<b>10,704,143</b>	<b>500,000</b>	<b>1,212,094</b>	<b>1,334,594</b>	<b>4,167,205</b>	<b>3,431,250</b>	<b>59,000</b>	-	-	-	-
<b>Balance - to be funded from General Levy</b>	<b>5,303,583</b>	<b>332,158</b>	<b>302,000</b>	<b>927,000</b>	<b>761,425</b>	<b>948,000</b>	<b>735,000</b>	<b>372,500</b>	<b>190,500</b>	<b>187,000</b>	<b>548,000</b>

**DEVELOPMENT SERVICES - 10-YEAR CAPITAL BUDGET FORECAST**

Budget Year		1	2	3	4	5	6	7	8	9	10
Calendar Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Building Services:</b>											
<b>Vehicles:</b>											
New Building Services Electric Vehicle* (CO <sub>2</sub> ↓)	40,000		40,000								
Replace 2015 4WD Jeep (801-15) (CO <sub>2</sub> ↓)	40,000			40,000							
Replace 2016 Nissan Rouge (802-16) (CO <sub>2</sub> ↓)	40,000				40,000						
<b>Total - Building Inspection</b>	<b>120,000</b>	<b>-</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Planning:</b>											
Greenfield Land Use & Servicing Secondary Plan (Baden/NH)	360,000		210,000	125,000			25,000				
Zoning By-Law Consolidation*	50,000			25,000					25,000		
<b>Total - Planning</b>	<b>410,000</b>	<b>-</b>	<b>210,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b>Economic Development:</b>											
Economic Development Strategy*	50,000	50,000									
Community Signage Guidelines and Updates	25,000		25,000								
Baden Urban Growth Centre Strategy*	50,000		50,000								
New Hamburg Urban Growth Centre Strategy*	50,000		50,000								
<b>Total - Economic Development</b>	<b>175,000</b>	<b>50,000</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Heritage Wilmot:</b>											
Publish New Book for Township's 175th Anniversary	30,000		30,000								
<b>Total - Heritage Wilmot</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total - Development Services</b>	<b>735,000</b>	<b>50,000</b>	<b>405,000</b>	<b>190,000</b>	<b>40,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b>CAPITAL FUNDING SOURCES:</b>											
<b>DC Funding:</b>											
New Building Service Vehicle	40,000	-	40,000	-	-	-	-	-	-	-	-
Economic Development Strategy	36,000	36,000	-	-	-	-	-	-	-	-	-
Baden Urban Growth Centre Strategy	36,000	-	36,000	-	-	-	-	-	-	-	-
New Hamburg Urban Growth Centre Strategy	36,000	-	36,000	-	-	-	-	-	-	-	-
<b>Total DC Funding</b>	<b>148,000</b>	<b>36,000</b>	<b>112,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Funds</b>											
Building Services Reserve Fund	80,000	-	-	40,000	40,000	-	-	-	-	-	-
<b>Total - Reserve Funds</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance - to be funded from General Levy</b>	<b>507,000</b>	<b>14,000</b>	<b>293,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Office of the Chief Administrative Officer  
**Project:** Strategic Plan Update

**Date:** February 21, 2023

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**Project Description**

To engage a consultant to develop a Strategic Plan for the Township, in consultation with Council, Township Staff, and through comprehensive engagement with the citizens and businesses of Wilmot.

**Justification**

A strategic planning process will allow Wilmot Council to develop goals, objectives and action plans to guide council and staff's activities and the allocation of resources during the term of Council and beyond.

Undertaking a strategic planning process at the beginning of each Council term is recommended to ensure successful municipal governance.

The key tenets of the Strategic Plan will be to;

- Establish priorities for the term and indicators of success
- Develop a vision for the future of the community
- Engage the community and receive important feedback on the services and programs that are most important to them.
- Align the efforts of staff with the direction of Council
- Develop an action plan for the Council term, prioritized in a manner that puts the most important things first
- Communicate Council's commitment to the community and the results that the community should expect
- Ensure that Township resources are allocated toward achieving the established goals and objectives

In the spring of 2023, a formal RFP will be released to secure a third-party consultant to facilitate the strategic planning process and develop the Township of Wilmot Strategic Plan document. A joint RFP for the Corporate Strategic Plan and an Economic Development Strategic Plan will be considered.

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**Financial Considerations:**

General Levy	\$27,500
Development Charges – Studies	22,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sharon Chambers, Chief Administrative Officer



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Office of the Chief Administrative Officer

**Date:** February 21, 2023

**Project:** Prime Ministers Path – Consulting Services and Storage

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**Project Description**

Completion of the recommendations in the First Peoples Group (FPG) Final Report: Results, Considerations & Recommendations from the Prime Ministers Path Public Engagement Process

**Justification**

The Final Report from First Peoples Group (FPG), entitled “Results, Considerations & Recommendations from the Prime Ministers Path Public Engagement Process,” was approved by Wilmot Council on July 5, 2021. The Final Report outlined three recommendations.

#1 Symbolic Action - Immediately remove existing statues related to the Prime Ministers Path and to discontinue any future expansion or investment in the Prime Ministers Path – completed.

#2 Substantive Action - Create a working group comprised of a balanced representation of the individuals and communities within Wilmot Township to discuss, develop and suggest plans for the implementation of next steps centered in community cohesion and healing.

#3 Systemic Action - Commit to transforming community engagement and consultation processes in Wilmot Township in a way that encourages greater openness, accountability and citizen participation in decision making. This will be achieved through the implementation of the Township’s Communication and Community Engagement Strategy, currently underway with Redbrick Communication

Funds were included in the 2022 Capital Program to hire a consultant to assist in creating the working group outlined in recommendation #2. The project was to be partially funded through the Federal Community Support, Multiculturalism, and Anti-Racism Initiatives Program; however, the Township did not receive a response to the application.

The 2023 project costs will fulfil recommendation #2 through the hiring of external consulting firms to advise on the creation of the working group and facilitate the public consultation process and communication plan. Funding will also allow for the continued storage of existing statues until next steps are determined.

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**Financial Considerations:**

General Levy

\$100,000

**TOTAL ESTIMATED PROJECT COST**

**\$100,000**

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sharon Chambers, Chief Administrative Officer

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Office of the Chief Administrative Officer  
**Project:** 2023 Market Salary Review

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**Date:** February 21, 2023

**Project Description**

To engage a third-party HR consultant to conduct a comprehensive Market Salary Review in 2023. In accordance with HR-006 Compensation Administration.

**Justification**

In 2018, The Township of Wilmot conducted a market salary review and committed to subsequent market salary reviews at a frequency of every 5 years, as noted in Human Resources Corporate Guideline, HR-006 Compensation Administration.

To complete the Market Salary Review, a third-party consultant will be engaged to design and distribute a market survey to comparator municipalities and report back on survey data with recommendations to Council. A Pay Equity review will also be conducted in accordance with the Employment Standards Act, 2000.

Maintaining an effective salary administration program that includes a periodic review of market competitiveness will ensure that the Township is able to attract and retain qualified staff, while ensuring fairness across the organization.

Results from the Market Salary Review are presented to Council prior to being adopted and incorporated into future salary and wages budgets.

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**Financial Considerations:**

General Levy	\$25,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$25,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sharon Chambers, Chief Administrative Officer

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Corporate Services

**Date:** February 21, 2023

**Project:** Annual Hardware, Software & Network Infrastructure Upgrades

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**Project Description**

Project includes the upgrade and replacement of end-of-life desktops, notebooks, tablets, servers and network switches. Project will also include a third-party infrastructure review for future infrastructure growth and improvements.

**Justification**

To maintain the integrity and efficiency of our network, it has been Township practice to upgrade and replace aging network infrastructure and individual workstations to keep systems running as optimally as possible and able to perform in an acceptable fashion with constant evolving technological requirements.

This year's annual program will replace PCs that are end-of-life, while additional hardware components will be added to our existing server cluster to extend its useful life cycle into 2024 year when future service upgrades will take place. This year's server maintenance program will engage third party services to design new core server Infrastructure which is anticipated to occur in 2024. To ensure that the current server continues to receive support/warranty from the vendor, a portion of this project costs includes extending these services until the end of 2024.

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**Financial Considerations:**

General Levy	\$50,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Patrick Kelly, CPA, CMA Director of Corporate Services / Treasurer

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Corporate Services

**Date:** February 21, 2023

**Project:** Data Migration / Document Management Program

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**Project Description**

This multi-year project includes the migration of the existing corporate file structure onto the Microsoft Office365 and SharePoint platform. This joint initiative from the Legislative Services and IT Services teams will also establish updated document management practices through the implementation of TOMRMS records classification system and retention schedule.

**Justification**

Over the course of the past few years, staff have identified the need for improved and better structured document management practices for Township data and records.

This multi-year project will be a joint-initiative of the IT Services Division and Legislative Services Division to migrate to SharePoint platform, and implement TOMRMS standards across all service areas of the organization.

While corporate records management and retention is a core objective of the Legislative Services group, IT services will be critical to ensuring services are configured and launched in an effective manner on Township-owned IT infrastructure.

The project is a significant undertaking and will impact all areas of the organization. As such an implementation plan will be established in early 2023, with data and records migration taking place throughout 2023 and into 2024. A total of \$100,000 is being projected for this project, with \$50,000 allocated in 2023 and an additional \$50,000 placeholder in 2024.

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**Financial Considerations:**

General Levy	\$50,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2024

**Submitted By:** Patrick Kelly, CPA, CMA Director of Corporate Services / Treasurer



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Corporate Services  
**Project:** GPS/AVL System Upgrades

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**Date:** February 21, 2023

**Project Description**

Supply, delivery and installation of updated GPS devices on municipally owned fleet, to continue collection of vehicle location and operation information. Information assists in Asset Management, defending insurance claims, and meeting Minimum Maintenance Standards (O. Reg 239/02).

**Justification**

In 2022, Infrastructure Services staff identified a deficiency in complying with data collection and retention primarily within the area of winter control activities. With this project already identified in the Township's 10-year capital forecast, staff obtained approval to proceed with this initiative prior to the 2023 Budget to ensure compliance.

The majority of Township owned fleet were utilizing GPS hardware that was two (2) generations out of date, all of which were replaced through this process. GPS data is gathered to provide location and operational information, as well as municipal roads maintenance activities in meeting Minimum Maintenance Standards, as set out in Ontario Regulation 239/02.

The continued maintenance and upgrade of these systems assists in the Township's growing Asset Management database, and is supported by the Waterloo Region Municipal Insurance Pool, to enhance record keeping and reduce potential liability claims.

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**Financial Considerations:**

General Levy	\$35,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$35,000</b>

**Estimated Start and Completion Date:** Q4 2022 – Q1 2023

**Submitted By:** Patrick Kelly, CPA, CMA Director of Corporate Services / Treasurer

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Fire Services

**Date:** February 21, 2023

**Project:** Station 2 Generator Room Upgrades

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**Project Description**

Project would include renovations to permit fueling and operation of the generator, in accordance with TSSA standards.

**Justification**

In 2022 the existing generator room was flagged for inspection from Technical Standards and Safety Association (TSSA). It was determined that the generator room no longer meets minimum requirements and will need capital improvements to permit fueling and operation of the generator.

Staff will obtain full approval from council prior to any work to being permitted.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	40,000
Development Charges – Fire	10,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q4 2023

**Submitted By:** Rod Leeson, Fire Chief

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Fire Services  
**Project:** Rescue 637

**Date:** February 21, 2023

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**Project Description**

Replace Rescue 637 Station 3

**Justification**

As per report FD 2022-01 Award of contract – Rescue Apparatus, Rescue 617 (Station 1 Baden) and Rescue 637 (Station 3 New Hamburg). Several factors necessitated that staff alter the traditional timing to order and take delivery of Rescue Apparatus. Due to witnessed delays in the design, build and delivery of fleet across North America, Wilmot Fire initiated a joint procurement process for both Rescue Apparatus' within fiscal 2021.

Global financial markets, interest rates and several political pressures caused unforeseen cost increases across all sectors, including fleet and fire apparatus. Fire apparatus are highly specialized, must meet a long list of safety standards and as such, only highly skilled, unique vendors can build and supply fire apparatus.

We continue to see significant price increases from apparatus builders, as well as unprecedented delays in the final design, build and delivery of municipal fleet. The biggest impacts are directly related to significant supply chain issues and related to delivery timing, with estimated delivery of approximately 450 days from the time of confirmed order and continue to increase. While both the Rescue apparatus were identified within the 10-year Capital forecast (2021 and 2022), staff were advised by multiple vendors that effective January 1, 2022, base prices for fire apparatus will increase by a minimum of 7.5%. Through direct negotiations with the certified vendor, Commercial Emergency Equipment Company, the Township was fortunate to obtain an agreement to hold the proposed prices as per the current proposal until January 5, 2022. Council approved this project to realize the savings on January 4, 2022.

The replacement of Rescue 617 was funded in the 2021 Capital Program. This justification sheet recognizes the portion approved for Rescue 637 in New Hamburg.

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**Financial Considerations:**

Levy-Funded Debentures	\$651,200
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$651,200</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Rod Leeson, Fire Chief

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Fire Services  
**Project:** SCBA Replacement / Upgrades

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**Date:** February 21, 2023

**Project Description**

Financing of upgrades to SCBA in 2019, to meet the NFPA 2018 standard.

**Justification**

Final year of financing towards the replacement/upgrade strategy outlined within the 10-Year Capital Forecast. This plan, approved under Report FD 2019-07, allows for internal financing of the total costs incurred in 2019, over a 5-year term (2019-2023), to upgrade all Township SCBA to meet the NFPA 2018 standard.

Changes to NFPA standards placed the previous inventory of SCBA out-of-date with current standards and current available technology. This purchase was part of a joint-procurement exercise with departments across the Region. The next cycle of replacements is anticipated to occur in 2034.

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**Financial Considerations:**

General Levy	\$145,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$145,000</b>

**Estimated Start and Completion Date:** Q4 2019 – Q2 2023

**Submitted By:** Rod Leeson, FPO, CFEI, CCFI-C, CEMC, Fire Chief

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Provision for Facility Improvements and Land Acquisition

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**Project Description**

This project is proposed to address space needs and facility expansion needs to accommodate existing and growth-related operations activities of the Infrastructure Services operations team. Additional space is necessary for operations staff to continue servicing a growing community. The current site is approximately 8 acres total, with a projected future land of 25 to 30 acres.

**Justification**

Transportation Services and Water/Wastewater operations staff will see increases in service level expectations to operate and maintain infrastructure with the forthcoming community growth. The existing facility located on Sandhills Road was assessed through a third-party space needs study to review the performance and functionality with respect to current and future states. The study concluded that the current operations facility is over capacity and does not have room to accommodate current or future needs safely, securely or effectively.

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**Financial Considerations:**

Development Charges – Infrastructure Services	\$540,000
Development Charges – Water	270,000
Development Charges – Sanitary	270,000
Levy Funded Debentures	120,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$1,200,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng., Director of Infrastructure Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Replace Roadside Mower

**Date:** February 21, 2023

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**Project Description**

Purchase of a replacement roadside mower.

**Justification**

The roadside mower is a key piece of equipment for summer maintenance operations within the Transportation Services division.

As part of the on-going vehicle maintenance and replacement program, and in accordance with the Township's Asset Management Program (AMP) the roadside mower has reached end-of-life and is scheduled to be replaced in 2023. There have been a number of maintenance activities on this unit in the past two years, and with continued maintenance on this unit and out of service time, the roadside cutting service cannot be completed.

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**Financial Considerations:**

General Levy	\$60,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$60,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Single Axle Dump

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**Date:** February 21, 2023

**Project Description**

Purchase of a single axle dump truck and attachments, to support service delivery within the Transportation Services Division for routine service operation and maintenance activities. The allocation within the 2023 Capital Budget is for the chassis portion of this vehicle.

**Justification**

This single axle dump truck is an addition to the existing fleet within the Transportation Services division and will be utilized for general operations and maintenance work. The purchase of this fleet received pre-budget approval under Report IS 2023-02.

---

**Financial Considerations:**

Development Charges – Infrastructure Services	\$150,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$150,000</b>

**Estimated Start and Completion Date:** Q2 2022 – Q3 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Replace 2013 Tandem Axle Dump Truck

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**Project Description**

Purchase of replacement tandem axle dump truck and attachments, to support service delivery within the Transportation Services Division for routine service operation and maintenance activities. The allocation within the 2023 Capital Budget is for the chassis portion of this vehicle.

**Justification**

As part of the on-going vehicle maintenance and replacement program, in accordance with the Township's Asset Management Program the 2013 tandem axle unit within the Transportation Services division is scheduled to be replaced in 2023. This will replace unit number 308-14. The purchase of this fleet received pre-budget approval under Report IS 2023-02.

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**Financial Considerations:**

General Levy	\$190,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$190,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Replace Flusher / Hydro Excavation Truck

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**Project Description**

Purchase of a replacement flusher vacuum truck. Due to the extensive delivery time for these units, pre-budget approval was awarded in 2022.

**Justification**

As part of the on-going vehicle maintenance and replacement program, in accordance with the Township's Asset Management Program, the flusher vacuum truck within the Water and Sanitary Division is scheduled to be replaced in 2023.

Report PWE 2022-31, authorized the award of contract for the supply and delivery of one (1) new Combination Sewer Flusher / Hydro Excavation Truck.

---

**Financial Considerations:**

Development Charges – Sanitary	\$162,500
Infrastructure Reserve Funds – Sanitary	487,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$650,000</b>

**Estimated Start and Completion Date:** Q3 2022 – Q3 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Road Condition Survey & Needs Study

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**Project Description**

This project will contract the services of a consulting engineering firm to conduct a review of the current condition of the Township's roadway network and provide complete corridor condition assessments for the roadways to assist in the update of the Township's long-term capital asset management plan for rehabilitation, repair, or replacement.

**Justification**

The intent of this project is to conduct a review of the current inventory of the road system and provide complete corridor assessments. Ultimately, the project is intended to identify maintenance, repair and rehabilitation needs for operations and capital work plans to support reduced life cycle cost and to protect and prolong the useful life of the road system.

The Needs Study will assist the municipality in future capital planning, forecasting and road maintenance operations.

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**Financial Considerations:**

Ontario Community Infrastructure Fund (OCIF)	\$58,500
Development Charges – Admin	6,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$65,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Union Street Storm Outlet

**Date:** February 21, 2023

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**Project Description**

Through the site plan application process, it was discovered that the municipally owned storm sewer at 174 Union Street was deficient and in need of replacement. With the development works proceeding, Township staff met with the developer and determined cost efficiencies on having this replaced concurrently with the planned servicing work being undertaken for the development.

**Justification**

This section of storm sewer drains the lands within Huron Street, Peel Street, and Burns Street towards the critical Nith River outlet during storm events. The storm structure is deficient and in need of replacement to ensure safety and efficiency within this drainage area. The replacement of the deficient storm sewer during the construction of the development in this area provides cost efficiencies that would otherwise not be available to complete this project.

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**Financial Considerations:**

Canada Community Building Fund (CCBF)	\$5,500
Development Charges – Infrastructure Services	104,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$110,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Snyder's Road Reconstruction (Region)

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**Project Description**

This multi-year project supports construction of Snyder's Road Reconstruction through three (3) phases, currently under construction. The three (3) phases of construction include two phases on Snyder's Road East, and a third phase for Snyder's Road West. The construction of Phase 1 commenced in 2021 with Phase 2 of the project scheduled to be completed in Q2 2023. This project includes the sanitary and watermain crossing required at the railway corridor.

**Justification**

The Region of Waterloo is responsible for tendering and project oversight. With Phase I substantially completed and Phase II slated for completion in Q2 2023, the Region is planning on tendering the third phase of this project, Foundry Street from Charles Street to Snyder's Road West and Snyder's Road-Christian Street to Foundry Street in Q1 2023.

The Township was successful under the 2021 Investing in Canada Infrastructure Program (ICIP)-Green Stream for funding towards this critical infrastructure project. ICIP funding has been included in the financial considerations. This project also contains growth-related infrastructure investment and was included within the Council approved Development Charges Background Study.

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**Financial Considerations:**

Investing in Canada Infrastructure Program	\$931,150
Development Charges – Infrastructure Services	612,590
Development Charges – Sanitary	1,000,541
Infrastructure Reserve Funds – Water	37,216
Infrastructure Reserve Funds – Sanitary	667,028
Infrastructure Reserve Funds – Transportation	176,945
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$3,425,470</b>

**Estimated Start and Completion Date:** Q1 2023 – Q3 2025

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Foundry Street Reconstruction (Region)

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**Project Description**

This project is associated with the on-going multi-year project of Snyder's Road Reconstruction Phase 1-3, currently under construction. The construction of Phase 1 commenced in 2021 with Phase 2 of the project scheduled to be completed in Q2 2023. The Foundry Street Reconstruction is scoped to include Charles Street to Snyder's Road West and is to be completed in conjunction with Phase 3 of the reconstruction of Snyder's Road West.

**Justification**

The Region of Waterloo is responsible for tendering and project oversight. With Phase I substantially completed and Phase II slated for completion in Q2 2023, the Region is planning on tendering the third phase of this project, and will look to include Foundry Street from Charles Street to Snyder's Road West and Snyder's Road-Christian Street to Foundry Street in Q1 2023.

This growth-related infrastructure investment was included within the Council approved Development Charges Background Study. There are key underground infrastructure repairs and rehabilitations to be completed as part of this work.

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**Financial Considerations:**

Infrastructure Reserve Funds – Water	\$411,930
Infrastructure Reserve Funds – Sanitary	295,968
Levy Funded Debentures	407,372
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$1,115,270</b>

**Estimated Start and Completion Date:** Q3 2023 – Q2 2024

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Greenwood Drive Reconstruction – Additional Funding

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**Project Description**

Reconstruction of Greenwood Drive (Huron Street to Dead end) in New Hamburg. Proposed improvements include reconstruction to an urban cross-section complete with new granular road base, asphalt surface, sidewalk, concrete curb and gutter, watermain, storm sewer and sanitary sewer replacement.

**Justification**

The Engineering works for this project were advanced in 2020 using a combination of external consulting and in-house resources.

The watermain on Greenwood Drive was identified as a significant need under the Drinking Water Quality Management System (DWQMS) infrastructure review. After review of the underground infrastructure in the area, it was determined that a full reconstruction of the existing road and other core underground services was necessary. The proposed improvements include converting the road section to a semi-urban cross-section, new or rehabilitated underground infrastructure, sidewalks and granular road base and new asphalt surface. This project was previously approved but seeks additional funds related to material escalation and inflation.

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**Financial Considerations:**

Canada Community Building Fund	\$25,348
General Levy	9,622
Development Charges – Infrastructure Services	36,100
Infrastructure Reserve Funds – Water	51,400
Infrastructure Reserve Funds – Sanitary	63,000
Infrastructure Reserve Funds – Transportation	76,050
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$261,520</b>

**Estimated Start and Completion Date:** Q1 2023 – Q3 2024

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Casselholme Crescent Watermain Replacement – Additional Funding

---

**Project Description**

Reconstruction of the watermain along Casselholme Crescent (between Queen Street to Queen Street) in New Dundee. Proposed improvements include the replacement of the watermain in this road segment, including water services.

**Justification**

The watermain on Casselholme Crescent was identified as a significant need under the Drinking Water Quality Management System (DWQMS) infrastructure review. The existing watermain has experienced several breaks over the past couple of years and is nearing its end of useful life. This project was previously approved but seeks additional funds related to material escalation and inflation.

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**Financial Considerations:**

Infrastructure Reserve Funds – Water	\$386,640
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$386,640</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Nafziger Road Watermain Reconstruction – Additional Funding

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**Project Description**

Replacement of the watermain on Nafziger Road. This watermain services a small number of users along an approximately 500 metre length of pipe. The work being completed is for watermain reconstruction only in coordination with the Region's scheduled roadway improvements at the intersection of Nafziger Road and Waterloo Street.

**Justification**

The watermain replacement work on Nafziger Road would primarily address break history and service interruptions that has elevated this segment under the Drinking Water Quality Management System (DWQMS) infrastructure review process. The existing watermain has experienced several breaks over the years and is nearing its end of useful life. The Engineering works for this project were advanced in 2020. This project was previously approved but seeks additional funds related to material escalation and inflation.

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**Financial Considerations:**

Infrastructure Reserve Funds – Water	\$350,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$350,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q2 2024

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Victoria Street and Boullee Street Reconstruction

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**Project Description**

Engineering works for the reconstruction of Victoria Street (Hwy #7&8 to Boullee Street) and Boullee Street (Hamilton Road to Victoria Street) in New Hamburg.

Proposed improvements include reconstruction to an urban cross-section complete with new granular road base, asphalt surface, concrete curb and gutter, distribution and transmission watermain, storm sewer, sanitary sewer replacement and proposed sidewalk installation. These specific funds are associated with the coordination and installation of the Region's transmission watermain, and coordination with the potential development on Boullee Street.

**Justification**

The reconstruction of the existing roadway and infrastructure will include the installation of a Regionally owned transmission watermain and enhanced sanitary sewage capacity to facilitate growth in the area. The proposed improvements also include converting the road section to an urban cross-section, new underground infrastructure, new sidewalk, granular road base, new asphalt surface and quality improvement to road run-off through utilization of existing stormwater management facilities in the area.

Engineering works are currently underway with the Region's transmission watermain project for construction proposed in 2023 and continuation of the transmission watermain through the employment lands. The 2022 Budget including funding provisions for the Township portion of engineering and design costs. This budget request would be fully funded by the Region of Waterloo for their portion of design and engineering costs.

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**Financial Considerations:**

Region of Waterloo	\$900,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$900,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Baden Trunk Sanitary Sewer

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**Date:** February 21, 2023

**Project Description**

This multi-year project supports detailed engineering, tendering and construction of preferred alignment of Baden Trunk Sanitary Sewer from the recently completed Class Environmental Assessment. This project also includes the reconstruction and replacement of other Township infrastructure in coordination with the installation of the trunk sanitary sewer such as the reconstruction of Christian Street and the decommissioning of the Charlotta Street sewage pump station. Charlotta Street reconstruction will look to urbanize the cross-section and stage improvements to the existing storm drainage scenario in this area, which is currently an Award Drain with continued maintenance needs. Detailed design is scheduled to commence in Q1 2023 with construction anticipated to begin in Q4 2023 and completed in Q4 2024.

**Justification**

The Baden Trunk Sanitary Sewer Environmental Assessment (EA) was initiated as a joint proponent undertaking with the immediate benefiting landholders to review sanitary servicing options for future growth lands in Baden. The EA process concluded with Council endorsement of the preferred alignment of the Baden Trunk Sanitary Sewer.

This project for design and construction of the Baden Sanitary Trunk Sewer and upgrading of Township infrastructure will support Baden in the immediate term, and provide for long range planning to provide sanitary servicing of the future growth lands within Baden. Project costs and funding are spread over three (3) years from 2022-2024.

This project also contains growth-related infrastructure investment and was included within the Council approved Development Charges Background Study.

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**Financial Considerations:**

	<b>2022</b>	<b>2023</b>	<b>2024</b>
Development Charges – Sanitary	\$1,185,000	\$1,240,300	\$4,961,200
Infrastructure Reserve Funds – Sanitary	315,000	329,700	1,318,800
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$1,500,000</b>	<b>\$1,570,000</b>	<b>\$6,280,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2024

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Trunk Sewer Deep Installation

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**Date:** February 21, 2023

**Project Description**

This project involves the extension of a trunk sanitary sewer from the Wilmot Employment Lands development, northerly crossing under the existing Canadian National Railway (CN), to the proposed Wilmot Woods residential development. This installation type is a Development Charges eligible project.

**Justification**

The extension of the deep sewer installation will provide a sanitary sewer outlet to the developable lands north of the CN Railway and west of Nafziger Road, known as the Wilmot Woods development. The servicing of these lands will help satisfy the much-needed residential growth needs of the Township. These lands will accommodate low and medium residential housing units, storm water management facilities, drainage channels, municipal road and active transportation networks.

This project is a fully growth-related infrastructure investment and was included within the Council approved Development Charges Background Study.

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**Financial Considerations:**

Development Charges – Sanitary	\$300,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$300,000</b>

**Estimated Start and Completion Date:** Q4 2023 – Q3 2024

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Trunk Sewer Flow Monitoring Improvements (Foundry/Snyder's/Waterloo)

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**Project Description**

Through the Township's continued monitoring of the sanitary sewer system in Baden and New Hamburg for inflow / infiltration reduction and pipe capacity analysis, additional effort and resources are proposed for 2022 - 2024. This project is proposed to continue from our 2021 & 2022 monitoring program to help build and calibrate a network flow model based on system flow monitoring, as well as set the framework for future capacity for accommodating re-urbanization and higher-density development.

**Justification**

A core focus in the sanitary network is inflow and infiltration related sewage reduction, particularly on a Regionally integrated system for conveyance and treatment. This project reviews constraints and opportunities based on system flows through more continual monitoring efforts, and to identify and undertake locations where capacity improvements may be needed in the system based on actual flows, known I&I areas and future intensification and growth needs. This project would work in concert with I&I reduction efforts but would be focused on integrating this information with capacity and future needs. The successful implementation of repair and rehabilitation of sanitary inflow and infiltration issues will be dependent on having dedicated, focused and knowledgeable resources as part of the project investigation process.

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**Financial Considerations:**

Development Charges – Sanitary	\$142,500
Infrastructure Reserve Funds – Sanitary	7,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$150,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2024

**Submitted By:** Jeff Molenhuis, P. Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Hot Mix Asphalt Program

**Date:** February 21, 2023

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**Project Description**

This is an annual program to repair, replace or reconstruct existing road network segments with hot mix asphalt to maintain adequate high class bituminous (HCB) surface road assets.

**Justification**

The hot mix paving program timing is based upon the Township's roads need study and asset management data, in consultation with operations, based on existing road conditions, estimated remaining life and available funding.

The 2023 program consists of the following road sections:

- Wilmot/Church Phase 2 – Surface Asphalt
- Huron Place

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**Financial Considerations:**

Canada Community Building Fund	\$243,000
Development Charges – Infrastructure Services	<u>27,000</u>
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$270,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Surface Treatment Program

**Date:** February 21, 2023

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**Project Description**

This is an annual program to hard surface sections of road with tar and chip surface treatment and to maintain adequate low class bituminous (LCB) hard surface road assets.

**Justification**

The surface treatment program timing is based on a program to upgrade loose top roads to hard surface roads. The program also considers life-cycle replacement/renewal/repair for existing low class bituminous roads to maintain adequate hard surface.

The 2023 program consists of the following locations:

- Bridge Street (Diamond Road to Walker Road)
  - Tye Road (Huron Road to Oxford Waterloo)
  - Sandhills Road (Bridge Street to Oxford Waterloo Road)
  - Wilmot East Hope Road Improvements – Joint Project with Perth East (multi-year project)
- 

**Financial Considerations:**

General Levy	\$2,747
Canada Community Building Fund	406,070
Development Charges – Infrastructure Services	45,800
Infrastructure Reserve Funds – Transportation	3,383
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$458,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2025

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Guiderail/Chevron Program

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**Date:** February 21, 2023

**Project Description**

This annual program was established in 2018, with annualized plans to undertake design, installation and major repair of guiderails according to the recommendations found within the bi-annual OSIM inspection reports and the Transportation Association of Canada for safe road operations.

**Justification**

In the 2019 & 2021 Ontario Structure Inventory inspections (OSIM), substantial guiderail construction at bridge and culvert approaches were identified for new or replacement of existing rails.

These installations are needed to ensure bridge and traffic operations safety. The program includes chevron layouts and guiderails in horizontal curve locations and other hazard locations as well.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	\$500,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$500,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Bridge St. Bridge #34/B-T2 Construction

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**Project Description**

This project is the remaining funding required for the Bridge Street bridge replacement. The project was tendered and awarded by Council in Q1 2022 to Sierra Bridge Construction, with construction works commencing in Q3 2022. The works are anticipated to be completed by Q3 2023.

**Justification**

The reconstruction works were tendered in 2022. The project was awarded to Sierra Bridge Construction under Report PWE 2022-027 for a total value of \$4.7M, plus non-refundable HST. This justification sheet outlines the remaining funding approved through the award of contract.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	\$31,909
Investing in Canada Infrastructure Fund	970,211
Development Charges – Infrastructure Services	300,680
Levy Funded Debentures	1,704,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$3,006,800</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services

**Date:** February 21, 2023

**Project:** Lisbon Road #3/C-T1, Culvert Replacement

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**Project Description**

Construction of the Lisbon Road structure (#3/C-T1).

**Justification**

The 2017 & 2019 regulatory bridge safety inspections (OSIM) identified the Lisbon Road culvert in an advancing state of poor condition. The structure is in need of replacement in the near term.

The 2022 Capital Program including \$45,000 in funding towards the preliminary design and engineering components. This funding request will allow for tendering and construction in 2023.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	\$180,000
Development Charges – Infrastructure Services	<u>20,000</u>
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$200,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Infrastructure Services  
**Project:** Annual Bridge Rehabilitation Program

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**Date:** February 21, 2023

**Project Description**

This annual project is to initiate the bridge and large culvert structure rehabilitation works identified in the most recent bi-annual regulatory bridge safety inspections completed in accordance with the Ontario Structure Inspection Manual (OSIM) by the Township's engineering consultant.

**Justification**

The 2019 & 2021 regulatory bridge safety inspections (OSIM) identified Structure #33/B-T9 and Structure #19/B-T6 in an advancing state of poor condition with rehabilitation and repairs required in the immediate and near term to extend the useful life of this infrastructure and to avoid more costly repairs in the future.

The 2023 bridge rehabilitation program consists of the following structures:

- Rehabilitation of the Witmer Road Structure (#19/B-T6)
  - Design and Engineering for Rehabilitation of Bridge Street Bridget (#33/B-T9)
- 

**Financial Considerations:**

General Levy	\$21,464
Development Charges – Infrastructure Services	7,000
Ontario Community Infrastructure Fund (OCIF)	41,536
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$70,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Jeff Molenhuis, P.Eng. Director of Infrastructure Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Purchase of Two (2) Electric Ice Resurfacers

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**Project Description**

Replacement of Engo electric ice resurfacer and Zamboni propane resurfacer with two (2) new electric Zamboni Ice Resurfacers via Canoe Procurement Program.

**Justification**

Ice resurfacers are an essential component to the daily operation of a successful and safe arena facility. Neither of the two (2) existing ice resurfacers at the Wilmot Recreation Complex (WRC) were able to operate to a standard that is acceptable for a twin pad facility.

In order for staff to continue providing the level of service necessary for the facility to operate safely and successfully, rental Zamboni's were put into service as of the start of the 2022-23 hockey season. The existing ice resurfacers being replaced are a 2014 Engo 200sx (electric) and a 2007 Zamboni 445 (Propane). Both of these ice resurfacers reached the end of their life and were no longer able to perform to the standards required to produce safe and quality ice.

Staff report PFRS 2022-034 received budget pre-approval from Council to purchase the two (2) electric Zamboni's via the Canoe Procurement Program. These units require twelve (12) months to manufacture. As such, this project includes additional funding for the rental of temporary equipment while staff await delivery of the new machines.

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**Financial Considerations:**

General Levy	\$165,621
Infrastructure Reserve Funds – Facilities	256,379
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$422,000</b>

**Estimated Start and Completion Date:** Q4 2024 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Replace Flatbed Heavy Equipment Trailer

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**Project Description**

Replace existing flatbed heavy equipment trailer as it did not pass inspection in 2022 and has been taken off the road.

**Justification**

This critical piece of equipment is used to transport materials, supplies and mini tractors used at various parks and facilities around the Township. It failed to pass inspection and has been deemed not roadworthy. Without this piece of equipment service levels could not be met in 2023.

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**Financial Considerations:**

General Levy	\$12,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$12,500</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services  
**Project:** Purchase New Flail Mower

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**Date:** February 21, 2023

**Project Description**

This new piece of parks equipment is required to maintain existing and future trail systems.

**Justification**

Staff currently do not have proper equipment to mow trail edges and ditches along trails to ensure they are safe and do not grow over. The present process includes use of push mowers which are inefficient and require significant staff resources, resulting in a lower levels of service.

Purchase of this equipment is critical to maintaining the expanding trail system and ensuring noxious weeds such as poison ivy and poison oak are not growing into trail pathways. As new trails come into use with new development, this equipment will recover much of its cost in wage savings.

---

**Financial Considerations:**

General Levy	\$10,500
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$10,500</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Sandy Jackson, Director Community Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** AEDs (7) Outdoor Parks and Ice Rinks

---

**Project Description**

Purchase of new Automatic External Defibrillators for locations that have high traffic and high risk of heart related incidents. Locations identified include Sir Adam Beck Park, Baden; New Dundee Community Centre Park; Norm Hill Park, New Hamburg; Scott Park, New Hamburg; Petersburg Park; and two (2) units for the Wilmot Recreation Complex – one for inside each ice rink.

**Justification**

AED's have proven to save lives when used within the first few minutes of cardiac arrest. In 2022, the Township added AED's to each of our Community Centres to add this lifesaving equipment for our users and staff. This proposal adds AED's to our busiest outdoor parks that have a concession area or washrooms to house an AED unit.

In addition, two (2) additional AED's have been requested by ice user groups after a youth in a neighbouring Township suffered a heart attack on the ice. Having AED's near the players bench is a best practice, and provides immediate response time for cardiac incidents.

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**Financial Considerations:**

General Levy	\$14,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$14,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services  
**Project:** Emergency Lighting Program

**Date:** February 21, 2023

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**Project Description**

Add emergency lighting to existing facilities that currently have none. Locations identified include Sir Adam Beck Park washrooms, New Dundee exterior washrooms, Norm Hill Park grandstand washrooms, William Scott Park washrooms, Petersburg Park washrooms, Haysville Community Centre and Mannheim Community Centre.

**Justification**

Emergency lighting is an important safety feature in case of hydro failures in our facilities and is required under the Building Code. These installations are on older facilities that have not had this type of lighting installed to date. The goal is to make them Code compliant and improve safety for our facility users in these locations.

---

**Financial Considerations:**

General Levy	\$15,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$15,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 14, 2023

**Project:** Property Acquisition for Park & Facilities Operations / Fire Headquarters

---

**Project Description**

Purchase of 30 Neville Street for Parks and Facilities Operations Centre, Fire Services Headquarters and potential site for Fire Station 3.

**Justification**

At the February 13, 2023, Council meeting, the purchase of 30 Neville Street for a Parks and Facilities Operations Centre, Fire Headquarters, and potential future site for Fire Station 3 was approved.

The existing building at 30 Neville Street has a significant number of features and spaces identified in the Parks & Facilities Operations Facility Needs report presented to Council in February 2022. The building and secured fenced area is essentially move-in ready for this division and would result in significant capital savings by not needing to build a new structure, or purchase and service land. A lease back option for up to 18 months by Naturs Alpine will provide some additional revenue to offset this purchase.

The 2022 10-year Capital Program had projected over \$6M to support purchase of land and construction of a new building site for the Parks & Facilities Operations. By acquiring this serviced land and building, minimal renovations will make this site ready to move in on short notice and will result in a minimum of \$3.5M in savings.

Adding corporate archive storage to this location, as well as moving Fire Administration to this location, will free up valuable office space at the Administration Building to ensure space for future growth.

This budget request was pre-approved by Council under Report CAO 2023-01. While this purchase was considered fully growth-related under the latest DC study, for cash flow reasons this purchase will be funded via DC-funded debentures.

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**Financial Considerations:**

Development Charges – Recreation	\$3,550,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$3,550,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q3 2024

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services  
**Project:** Arena Equipment Replacement Program

---

**Date:** February 21, 2023

**Project Description**

Replacement of ride-on floor scrubber and stanchions for crowd control.

**Justification**

The existing ride-on floor scrubber is used daily for maintenance of floors in high traffic lobby areas at the Wilmot Recreation Complex. This unit is at end of life and requires replacement in 2023.

In addition, crowd control stanchions are rusted and damaged and require replacement to ensure staff are able to direct traffic during busy operating times.

---

**Financial Considerations:**

General Levy	\$31,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$31,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Purchase New Arena Dressing Room Software & Screens

---

**Project Description**

Replace existing display system used to inform public which dressing rooms they are scheduled, and provide the ability to advertise programs, services and external advertisers who can purchase ad space.

**Justification**

The existing software system relies on an outdated platform that is no longer serviceable and has failed numerous times over the past few years. This communication system is critical to ensuring a smooth flow of traffic for facility users who access changeroom spaces prior to using the Wilmot Recreation Complex.

A new system with new display screens will provide accurate dressing room assignment information and provides advertising opportunities that can generate additional revenues. Without this system being replaced, staff are required to direct customers or use erasable white boards to assign dressing rooms which are subject to vandalism.

---

**Financial Considerations:**

General Levy	\$22,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$22,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q2 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Accessible Door Buttons at WRC & Senior's Woodworking Shop

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**Project Description**

Add Accessible door buttons on four (4) WRC change room entrances, and one (1) at the Wilmot Senior's Woodworking and Craft Centre.

**Justification**

Pool changeroom doors, including the intended accessible family change room currently do not have accessibility buttons for customers who require assistance opening the doors.

The Senior's Woodworking Shop also does not have an accessible button and is used by many senior residents who could use this accessibility feature.

Adding these buttons complies with Accessibility for Ontarians with Disabilities Act, 2005 (AODA) which is law mandating organizations to follow standards to become more accessible to people with disabilities.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	\$27,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$27,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Castle Kilbride Porches and Exterior Painting – Additional Funding

---

**Project Description**

This project supports completion of a 2022 project that was underfunded, to replace wood porches and paint exterior wood finishes of Castle Kilbride.

**Justification**

Castle Kilbride was built in the Italianate style in 1877. The museum was the first property in Wilmot Township to be designated under Part IV of the Ontario Heritage Act by the Township's heritage committee in 1985 for its heritage value. In 1995, the museum received a national designation by the Historic Sites & Monument Board of Canada. Part of the overall designation entails exterior character defining elements of the home, which includes the porches and ornamental wood working.

The museum's unique wooden porches are particularly susceptible to harsh elements including full sun exposure, snow, ice and wind impact. In addition to the weather, high traffic use on the front and side porches by the public contributes to the wear of the wood. Following the guidelines for Castle Kilbride's designation, traditional woodworking sympathetic to the time period paired with modern equipment is required to ensure the museum maintains as much historical accuracy as possible.

Accoya and White Oak lumber have been selected for this repair and are specially treated to have a 40 year above grade life span and an increased resistance to damage from the elements than materials used in the past. This type of wood is highly rot-resistant and very stable across varying climates. Once the porch repairs are complete, the paint selected will be of high quality and will be resistant to the elements as well. A contingency is included in this budget in case footings under the porch require replacement.

This project is supported by external funding programs including the Rural Economic Development (RED) Fund and Museum Assistance Program. Due to the specialized nature of this work, and the limited expertise available, the \$70,000 budget was not adequate to complete this work in 2022, therefore the design work, engineering and some fabrication commenced in 2022. To complete the project an additional \$170,000 is required in 2023. This solution will be a long term one with a need for painting every five (5) years, but no need for replacement wood for up to forty (40) years.

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**Financial Considerations:**

Museum Assistance Program	\$25,166
General Levy	17,456
Infrastructure Reserve Funds – Facilities	127,378
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$170,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Sir Adam Beck Park Tennis Court Sport Surfacing

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**Project Description**

Complete sport surfacing for tennis courts resurfaced in 2022.

**Justification**

A capital project to resurface the tennis courts in Baden was completed in 2022, however there were insufficient funds to apply the important topcoat of sport surfacing that was in place prior to the resurfacing.

This additional funding will finish this project and ensure a safe, quality playing surface for tennis and pickleball players.

---

**Financial Considerations:**

Infrastructure Reserve Funds – Facilities	<u>\$50,000</u>
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Centre Shingled Roof Replacement (Mannheim Community Centre)

---

**Project Description**

Replace shingles on Mannheim CC roof.

**Justification**

The shingled roof at the Mannheim CC has reached end of life and sections have failed over the past year.

Replacing the roof shingles will prevent expensive water damage issues that can result in significant cost.

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**Financial Considerations:**

Infrastructure Reserve Funds - Facilities

\$15,000

**TOTAL ESTIMATED PROJECT COST**

**\$15,000**

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Parks, Facilities & Recreation Services  
**Project:** Norm Hill Park Access Ramp Catch Basins

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**Date:** February 21, 2023

**Project Description**

Create Access Ramps for Catch Basins at Norm Hill Park.

**Justification**

The current condition of the two (2) access ramps has degraded to a health and safety hazard for both staff and the public. Water runoff from the New Hamburg Community Centre (NHCC) parking lot and the Legion on Boullee Street has created deep channels and potholes and has resulted in reclaimed asphalt filling the installed catch basins at the base of each access ramp. The asphalt channels in some sections are 6" deep by 6" wide and creating a trip hazard concern for all users.

These access ramps provide entry into Norm Hill Park for Community Services staff who drive heavy equipment and vehicles on this ramp, and during special events that take place annually from April – September. The ramp is also used by patrons of the Norm Hill Park Ball Diamonds who park near the Legion and walk down to the diamond on this ramp. The safety concerns are significant and create an obstacle for patrons with wheelchairs, strollers and persons with limited mobility.

This project replaces the asphalt and returns the ramp to a safe condition.

---

**Financial Considerations:**

Infrastructure Reserve Funds – Facilities	\$30,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$30,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Petersburg Park Shingled Roof Replacement

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**Project Description**

Petersburg Park Shingled Roof Replacement.

**Justification**

The concession/washroom facility at Petersburg Park has a shingled roof system that has reached end of life. To avoid water damage in the building, the shingles require replacement.

---

**Financial Considerations:**

Infrastructure Reserve Funds – Facilities	\$23,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$23,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** New Hamburg Library Pillar Restoration Design

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**Project Description**

Engineering Design for restoration of the exterior pillars located on either side of the main entrance to the New Hamburg Library.

**Justification**

This project calls for design in 2023 with anticipated reconstruction in 2024 of the exterior pillars on either side of the New Hamburg Library front entrance. The concrete pillars are failing and require mitigation to ensure further damage is not incurred and structural integrity is not affected.

A new project will be included in the 10 year forecast for restoration once design work is completed. The repair is estimated at approximately \$30,000. As per the agreement with the Region of Waterloo, the Township owns and is responsible for exterior work on library facilities.

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**Financial Considerations:**

Infrastructure Reserve Funds (Facilities)	\$11,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$11,000</b>

**Estimated Start and Completion Date:** Q2 2023– Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Replace Boardwalk under Hwy 7/8 Bridge

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**Project Description**

Completion of a 2022 project to replace the existing wood boardwalk with a permanent concrete surface under the Hwy 7/8 bridge.

**Justification**

This path is a high use wooden structure that is a main active transportation connection for residents from the north side of Hwy 7/8 to reach grocery and other services on the south side of the highway.

The existing wooded boardwalk under the bridge has reached end of life and requires replacement.

An RFP was awarded in 2022 to design a new permanent concrete boardwalk. This funding is required to complete the construction of this trail. Shifting to a concrete structure will extend the life of this boardwalk significantly and improve snow removal services completed annually by Infrastructure Services operations staff.

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**Financial Considerations:**

Ontario Community Infrastructure Fund	\$230,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$230,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services  
**Project:** Andreas Pfenning Trail Amenities

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**Date:** February 21, 2023

**Project Description**

Pfenning Trail property fencing, signage and footbridge.

**Justification**

This land was donated in 2022 by the Pfenning family and will provide a beautiful new footpath trail along the Grand River. This donation was accepted in alignment with the Township's Trails Master Plan which identifies privately owned lands along the Nith River as key parcels to seek ownership for connected trails along the River. This land was also inspected by the Grand River Conservation Authority (GRCA) with staff in 2022 who fully support this project.

In 2022, survey work was completed to verify property lines for the legal land title transfer, however, funds were not available for property line posts to be installed for boundary delineation. In addition, the Pfenning family donated in-kind resources to clear an area for development of a small parking lot off Christner Road; however, funds were not available to construct the parking lot.

Now that this is officially Township owned land, signage is needed to identify property boundaries, a parking area is required as there is no shoulder on Christner Road, a trail kiosk signage will identify it as Township trail property, and a proper footbridge over a small tributary creek is required for safety reasons. This area is already being used by the public and mitigating risk by completing this project is an important next step to protect this new Township asset. Works will be spread over 2 years in 2023 and 2024.

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**Financial Considerations:**

General Levy	\$25,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$25,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services



**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Mike Schout Wetlands Preserve Entrance and relocation of Bridge Street Bridge

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**Project Description**

Construct a proper AODA compliant entrance to the Mike Schout Wetlands Preserve that includes a pedestrian path and two (2) lane access to the existing parking lot. This project also includes funds to install sections of salvaged side railings from the Bridge Street Bridge along the boardwalk at the Wetlands Preserve.

**Justification**

The Mike Schout Wetlands project is very near completion and to date, has been funded solely by Mike Schout. As part of the project, Mr. Schout constructed a new paved parking lot which connects pedestrians to the entrance to the raised boardwalk. Staff identified a need to improve the existing entrance to the Wetlands that connects to the new parking lot in order to best serve the public accessing the site. This project requests construction of a two lane entrance off Smith Creek Drive and a safe pedestrian paved entrance for pedestrian foot traffic in the location of the existing park lane. It is anticipated that this site will be a very popular location for tourist and residents. In order to avoid bottlenecking the entrance and having significant parking issues on Smith's Creek Drive, this entrance is an important improvement.

The Bridge Street Bridge was removed in late 2022 and is being replaced as an Infrastructure Services capital project in 2023. When the Bridge Street Bridge replacement project was approved by Council, there was public interest in relocating sections of the historic iron bridge structure to another location in the Township. Staff investigated options and felt the Wetlands boardwalk provided a unique final resting place for some smaller sections of the side rails. Funds would be required to complete this installation should Council be interested in salvaging a portion of this historic heritage bridge.

Staff have applied for grant funding to cover these costs; however, no response has been received to date on this funding application. This full scope of work within these projects would be subject to the receipt of external grant funding prior to moving forward. In the absence of external funding, if this project were to move forward funding would need to be sourced through levy-funded debentures.

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**Financial Considerations:**

Infrastructure Canada – National Infrastructure Fund	\$535,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$535,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Nith River Promenade Project - Additional Funding

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**Project Description**

Additional funds to complete construction of the Nith River Promenade.

**Justification**

The design of this project was partially funded through a Rural Economic Development (RED) Grant Funding program and is intended to improve the pathway and erosion control along the Nith River in New Hamburg. The project as anticipated to be completed in 2022. This area experiences significant flooding several times per year, and the path has been damaged repeatedly requiring annual repairs.

Construction of a new walkway/promenade along the river, safety features such as improved accessibility, new railings, armour stone seating, a viewing/performance area, riprap along the water's edge and lighting improvements are some of the key features of this project.

Staff have been working with the GRCA regarding these improvements and all design aspects have been reviewed and approved by GRCA to ensure flood management is addressed in the design. The Township was successful in obtaining additional funding of \$200,000 under the Canada Community Revitalization Fund (CCRF) for this project.

Upon completion of the design and public consultation, the construction tender was issued however, zero (0) bids were received. Staff reached out to contractors who expressed interest in the project who cited time of year and budget limitations as the reasons they did not submit a bid. Staff were able to get updated costing, which would require an additional \$700,000 to complete the project as designed. Upon direction from the Finance and Budget Committee, staff have reviewed and updated the design options, to reduce the additional funding request to \$550,000

This additional funding will allow staff to reissue the tender and seek contractors with an adequate budget to complete the work. These additional were not anticipated within the long-term capital forecast, and as such would need to be sourced via levy funded debentures.

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**Financial Considerations:**

Levy Funded Debentures	\$500,000
Ontario Community Infrastructure Fund (OCIF)	50,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$550,000</b>

**Estimated Start and Completion Date:** Q1 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Stuckey Park Drainage Improvements

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**Project Description**

Add drainage tile to Stuckey Park, Baden along paved trail path.

**Justification**

The Stuckey Park paved trail path is an extension of Linear Park and is used as a main active transportation route for students walking and biking to Baden Public School as well as for residents living in this area.

This path requires drainage work as there are sections freezing over and causing dangerous ice conditions during winter months. This drainage work is intended to divert water from gathering over the path and making the path safer for users.

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**Financial Considerations:**

General Levy	\$20,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$20,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services  
**Project:** Reforestation Program

**Date:** February 21, 2023

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**Project Description**

Continue to utilize funds provided by Enova Power Corp. to plant trees along roads and in municipal parks and boulevards.

**Justification**

Under the new merged entity, Enova Power Corp. will continue to provide an annual grant (\$50,000) to plant trees along rural roads and on municipal boulevards, parks and public areas. Staff will continue the spring and fall tree planting program in 2023. A portion of the total funding is allocated to the operating program for tree removals and plantings within Infrastructure Services. This leaves \$15,000 for parks plantings and programs with Community groups such as the Let's Tree Wilmot who collaborate on these important planting initiatives throughout the community.

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**Financial Considerations:**

Enova Power Corp. Grant Funding	<u>\$15,000</u>
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$15,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Parks, Facilities & Recreation Services  
**Project:** Riverside Cemetery Columbarium

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**Date:** February 21, 2023

**Project Description**

Install phase three (final phase) of the columbarium at Riverside Cemetery.

**Justification**

Riverside Cemetery currently has two columbaria used for interment of ashes in a niche wall. The sale of niche wall spaces has now exceeded that of lot sales over the past two (2) years, and with the first columbarium sold out, and the second columbarium reaching 50% sold, it is important to ensure the final phase is installed prior to selling out. Future plans for a second niche wall have been included in the 10-year Capital Forecast.

Cemetery operating and capital cost are funded separate from the General Levy through user fees.

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**Financial Considerations:**

Cemetery Reserve Fund	<u>\$70,000</u>
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$70,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Parks, Facilities & Recreation Services  
**Project:** Repaint Perimeter Fencing Riverside Cemetery

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**Date:** February 21, 2023

**Project Description**

Repaint Perimeter Fencing Riverside Cemetery.

**Justification**

The perimeter fencing at Riverside Cemetery paint has failed requires repainting for aesthetic improvement.

Cemetery operating and capital costs are funded separate from the General Levy through user fees.

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**Financial Considerations:**

Cemetery Reserve Fund	\$10,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$10,000</b>

**Estimated Start and Completion Date:** Q3 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Community Services

**Date:** February 21, 2023

**Project:** Riverside Cemetery Septic System Evaluation and Replacement

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**Project Description**

Inspection and anticipated replacement of the septic tank and bed at Riverside Cemetery.

**Justification**

Riverside Cemetery has a small washroom and septic system that is anticipated to have reached end of life. The washroom is used by staff and public who are at funeral services conducted at the cemetery.

Inspecting and replacing the system is an important safety project if the system has in fact failed. All other septic systems on Township lands were inspected, with some replaced in 2022. This is the final system requiring evaluation.

Cemetery operating and capital costs are funded separate from the General Levy through user fees.

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**Financial Considerations:**

Cemetery Reserve Fund	\$20,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$20,000</b>

**Estimated Start and Completion Date:** Q2 2023 – Q4 2023

**Submitted By:** Sandy Jackson, Director Community Services

**TOWNSHIP OF WILMOT**  
**2023 Capital Budget Request Form**

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**Department:** Development Services  
**Project:** Economic Development Strategy

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**Date:** February 21, 2023

**Project Description**

Retain a consultant to collect data and community insights to identify gaps and opportunities for community economic development and to define a Wilmot Economic Development Strategy to address them.

**Justification**

Wilmot Township is poised for growth of not only its residential population but its employment and related service industries as well as tourism.

To prepare for this growth the Township will engage a consultant to collect data and community insights on existing gaps and opportunities for community economic development and to design a strategy and identify the resources necessary to address them.

By identifying barriers to growth the analysis will position Wilmot to attract and retain jobs and investment and enhance community economic growth by building capacity and support thereby ensuring Wilmot shares in the Region's economic prosperity.

The Wilmot Economic Development Strategy will help to lead our local economy in the direction we want to see. This strategy will show how the Township and our partners can work together to improve employment, support for business, and investment opportunities that will benefit the community.

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**Financial Considerations:**

General Levy	\$14,000
Development Charges – Studies	36,000
<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$50,000</b>

**Estimated Start and Completion Date:** Q3 2023 – Q2 2024

**Submitted By:** Harold O'Krafka, Director of Development Services