



2022 **MUNICIPAL BUDGET**

A MESSAGE FROM THE MAYOR

Through 2021, we continued to meet the challenges of the COVID-19 pandemic. Staff worked incredibly hard to ensure the Township remained in a stable financial position. They continue to guide us well.

As we move into 2022, we are preparing for the future. A future we know will include significant growth in our community, as more and more people come to call Wilmot home. While we welcome growth because it feeds our local economy and ensures we are fiscally secure for years to come, we are being careful to take a thoughtful approach, so growth is phased in carefully and managed wisely.

In this budget, we are planning ahead to set the Township up for success. For example, we will be conducting important studies, such as an Organizational Structure Review, to inform our approach. We are bringing on new, needed positions. We will be proceeding with the third ice pad design, to offer more to our community. As we look at infrastructure needs, we'll roll out important projects such as the Baden Trunk Sanitary Sewer and the next phase of the reconstruction project on Snyder's Road.

I hear time and again that the Township is well run and that we have great staff. I couldn't agree more, and I am confident we have a responsible, forward-thinking budget to lead us through the year ahead. This budget demonstrates our accountability to residents and businesses. It also supports our vision to be a cohesive, vibrant and welcoming countryside community.

Cohesive, vibrant
and welcoming
countryside
community

This Municipal Budget is indicative of the collaborative efforts of staff and Members of Council in meeting the needs of Wilmot in 2022. The organization continues to adapt to COVID-19 pressures, while focusing on core mandates and strategic priorities, and continuing our commitment to fiscal responsibility.

The proposed 2022 budget includes \$12.7M in operating expenditures, a robust \$14M capital program, and increased transfers to our Infrastructure Reserve Funds of through the Township's dedicated Infrastructure Levy.

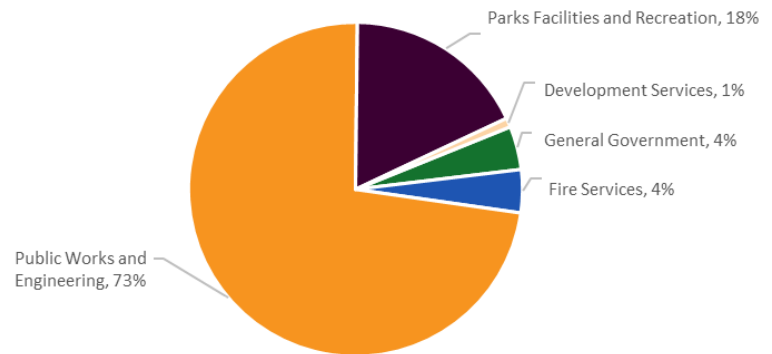
The operating lines and capital projects highlighted within this report were achieved amidst a year of relatively low assessment growth (1.34%), and a 15% reduction in funding under the Ontario Municipal Partnership Fund (OMPF).

Level of Service increases were included within the budget for several service areas, as Wilmot prepares for significant growth over the next 3 to 5 years.

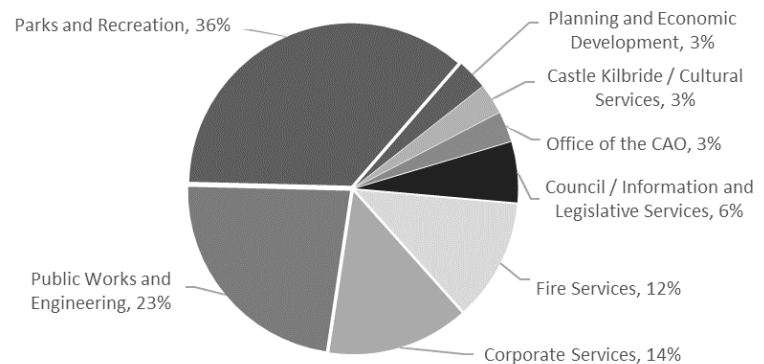
The Township will also begin using debt financing in 2022 as a tool to continue growing our community and providing quality of life to residents and businesses.

Members of the community often are looking for additional information on where their tax dollars go. The graphic included here provides a visual representation of how Wilmot Township tax dollars work for the average property owner.

2022 Capital Program Allocation



Where Does the Average Wilmot Tax Dollar Go?



Our Finance OVERVIEW

"As we prepare for significant growth in our community, we continue to build your budget with fiscal responsibility, meeting our core mandate, while expanding service levels to achieve a shared vision for Wilmot."

Patrick Kelly CPA, CMA
Director of Corporate Services/
Treasurer

2021-2022 Strategic Alignment

Below is an overview of our collective achievements from 2021, and new initiatives for 2022.

For more details on our Strategic Plan visit wilmot.ca/strategicplan

2021 Highlights



Responsible Governance

- Joint Service Delivery Review
- Records Management Modernization
- Organizational Culture Review
- Leadership Transition



Community Engagement

- Third Ice Pad Site Selection
- Prime Ministers Path Consultation Phase I
- Corporate Brand Strategy



Economic Prosperity

- Development Charges Background Study
- Wilmot/Church Street Reconstruction
- Snyder's Road Reconstruction Phase I



Environmental Protection

- Mike Schout Wetlands Preserve
- HVAC Upgrades
- TransformWR 80x50 and 50x30



Quality of Life

- Artificial Turf Sports Field
- Trail Development
- Fire Service By-Law Update

Total Capital Budget: \$8.9M

2022 Highlights

- Organization Structural Review
- Information Technology Master Plan
- Debt Management and Reserve Fund Strategy

- Community Signage Updates
- Prime Ministers Path Consultation Phase II
- Corporate Communications Strategy

- Baden Trunk Sanitary Sewer
- Wilmot Employment Lands Development
- Snyder's Road Reconstruction Phase II

- Municipal Tree Canopy Policy
- Corporate Services Electric Vehicle
- Sustainability Coordinator Staffing

- Nith River Promenade
- Third Ice Pad Design
- Hamilton Road Pedestrian Crossing

Total Capital Budget: \$14.1M

Township of Wilmot

2022 Operating Budget

GENERAL GOVERNMENT

Revenues

Administration Fees/Sale of Surplus Assets	\$	100,000
Grant Funding - General Government		35,000
Licenses and Fines		83,000
Penalties & Interest Revenue		231,500
	\$	<u>449,500</u>

Expenses

Council	\$	177,950
Municipal Grants Program		65,600
Office of the CAO		426,495
Information and Legislative Services		284,000
Insurance and Legal		325,225
Municipal Law Enforcement (incl. Animal Control / Crossing Guards)		258,345
Municipal Election		22,500
Corporate Services		1,417,740
	\$	<u>2,977,855</u>

PROTECTIVE SERVICES

Revenues

Fire Services	\$	<u>80,080</u>
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Expenses

Fire Department Administration	\$	1,106,460
Fire Department Operating Expenses		405,875
	\$	<u>1,512,335</u>

TRANSPORTATION SERVICES

Revenues

Roads/Engineering Service Charges	\$	251,500
Aggregate Resource Fees		175,000
Grant Funding - Public Works		23,000
	\$	<u>449,500</u>

Expenses

Public Works and Engineering Administration	\$	420,070
Roads Administration		733,085
Roads Operating Expenses		763,900
Winter Control Operating Expenses		776,310
Municipal Drainage Operating Expenses		57,000
Street Lighting Operating Expenses		130,000
	\$	<u>2,880,365</u>

Township of Wilmot

2022 Operating Budget

PARKS, FACILITIES AND RECREATION SERVICES

Revenues

Wilmot Recreation Complex Revenues	\$ 1,136,920
Grant Funding - Parks Facilities and Recreation	3,750
Park, Facility and Community Centre Rental Income	149,550
	<u>\$ 1,290,220</u>

Expenses

Recreation Administration	\$ 830,970
Wilmot Recreation Complex Administration	1,446,820
Wilmot Recreation Complex Operating Expenses	742,600
Parks and Facilities Administration	1,159,725
Parks and Community Centre Operating Expenses	278,100
Municipal Facilities Operating Expenses	152,830
Abandoned Cemetery Operating Expenses	3,670
	<u>\$ 4,614,715</u>

CULTURAL SERVICES

Revenues

Castle Kilbride Admissions & Events	\$ 26,825
Castle Kilbride/Heritage Wilmot Grant Funding	25,005
	<u>\$ 51,830</u>

Expenses

Castle Kilbride Administration	\$ 310,840
Castle Kilbride Operating Expenses	23,050
Archives Operating Expenses	1,830
Heritage Wilmot Operating Expenses	8,940
	<u>\$ 344,660</u>

PLANNING AND DEVELOPMENT SERVICES

Revenues

Planning Application Fees	\$ 287,240
Business Licensing	5,000
	<u>\$ 292,240</u>

Expenses

Planning	\$ 269,995
Economic Development	70,000
	<u>\$ 339,995</u>

Township of Wilmot

2022 User-Pay Budget

CEMETERY OPERATIONS

Revenues	
Cemetery User Fees	\$ 80,300
Cemetery Investment Income	3,000
	<u>\$ 83,300</u>
Expenses	
Cemetery Administration	\$ 22,200
Cemetery Operating Expenses	58,170
Transfer to Reserve Fund	2,930
	<u>\$ 83,300</u>

WATER AND SANITARY OPERATIONS

Revenues	
User Fees	\$ 6,381,810
Utilities Sales, Service Charges	59,390
	<u>\$ 6,441,200</u>
Expenses	
Water/Sanitary Administration	\$ 618,050
Water/Sanitary Operating Expenses	1,385,830
Regional Water Charges	1,517,000
Regional Sanitary Charges	1,854,830
Transfer to Reserve Funds	1,065,490
	<u>\$ 6,441,200</u>

BUILDING SERVICES

Revenues	
Building Permit Fees	\$ 671,500
Transfer from Reserve Funds	75,225
	<u>\$ 746,725</u>
Expenses	
Building Administration	\$ 468,210
Building Operating Expenses	278,515
	<u>\$ 746,725</u>

Township of Wilmot

2022 Capital Budget

CAPITAL FUNDING

Senior/Other Government

Canada Community Building Fund (CCBF)	\$ 651,588
Ontario Community Infrastructure Fund (OCIF)	1,369,023
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)	112,761
Municipal Modernization Funding	62,500
Investing in Canada Infrastructure Program (ICIP) - Rural / Northern	1,863,009
Investing in Canada Infrastructure Program (ICIP) - Green	617,550
Community Support, Multiculturalism and Anti-Racism (CSMARI)	37,500
Canada Community Revitalization Fund (CCRF)	200,000
Community Environmental Fund (CEF)	25,000
Rural Economic Development Fund (RED)	9,750
Museum Assistance Program	31,458
Ministry of Transportation (MTO)	93,635
Region of Waterloo	336,388
Township of Blandford Blenheim	12,500
	<u>\$ 5,422,662</u>

Other

Kitchener-Wilmot Hydro	\$ 50,000
Community Donations	41,000
Contribution Benefitting Landowners	204,821
Wilmot Trails Trust Fund	90,000
	<u>\$ 385,821</u>

Capital Transfers

Development Charges	<u>\$ 3,518,110</u>
Infrastructure Reserve Fund - Water	\$ 499,000
Infrastructure Reserve Fund - Water Meter	1,004,950
Infrastructure Reserve Fund - Sanitary	353,000
Infrastructure Reserve Fund - Facilities	353,000
Infrastructure Reserve Fund - Equipment	353,000
Infrastructure Reserve Fund - Transportation	12,500
	<u>\$ 2,575,450</u>

Levy Funded Debentures	<u>\$ 790,750</u>
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2021 Capital Financing Provided	<u>\$ 12,692,793</u>
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Capital Expenditures Financed from General Levy	<u>\$ 1,402,207</u>
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TOTAL CAPITAL FUNDING	<u>\$ 14,095,000</u>
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Township of Wilmot

2022 Capital Program

GENERAL GOVERNMENT

Office of the Chief Administrative Officer	
Comprehensive Corporate Communications Strategy	\$ 30,000
Organizational Structural Review	65,000
Prime Ministers Path Consultation (Phase II)	45,000
	<u>\$ 140,000</u>
Corporate Services	
Debt Management and Reserve Fund Strategy	\$ 30,000
IT Master Plan	35,000
Annual Hardware, Software & Network Infrastructure Upgrades	85,000
e-Permit Software Upgrade (DS)	12,500
Corporate Security Program (PFRS)	200,000
SharePoint Implementation (COR)	50,000
New Corporate Services Electric Vehicle	40,000
	<u>\$ 452,500</u>
Total General Government	<u>\$ 592,500</u>

PROTECTION TO PERSONS AND PROPERTY

Facilities	
Station 1 Exterior Window Replacements	\$ 15,000
Station 1 Office and Meeting Room Furniture	11,000
Station 1 Asphalt Parking Lot Replacement Additional Funds	30,000
Station 2 Asphalt Parking Lot Replacement Additional Funds	30,000
Station 2 Station Renovations and Upgrades	30,000
Station 3 Fire Station Site Selection, Conceptual Design	50,000
	<u>\$ 166,000</u>
Vehicles	
Station 1 Rescue 617 Additional Funds	<u>\$ 136,250</u>
Other Equipment / Training	
SCBA Replacement /Upgrades	\$ 145,000
Equipment - Hose, Appliances, Master Stream	80,000
All Terrain Side by Side with Trailer	60,000
	<u>\$ 285,000</u>
Total Protection to Persons and Property	<u>\$ 587,250</u>

Township of Wilmot

2022 Capital Program

TRANSPORTATION & ENVIROMENTAL SERVICES

Roads - Facilities	
Public Works Facility Needs Study	\$ 12,500
Salt Dome Repairs	25,000
	<u>\$ 37,500</u>
Water/Sanitary - Facilities	
Public Works Facility Needs Study	\$ 12,500
Lift Station 3 (Marvin Street) - Needs study and Pump Replacement	25,000
Lift Station 2 (Milton Street) - Capacity Review and Electrical Systems	45,000
	<u>\$ 82,500</u>
Roads - Vehicles & Equipment	
Replace 2009 Service Vehicle (311-10)	\$ 85,000
Sweeper and Trimming Attachment	45,000
Trackless Clearing Unit	125,000
	<u>\$ 255,000</u>
Water/Sanitary - Vehicles & Equipment	
Locate Equipment and Vehicle (New)	<u>\$ 50,000</u>
Public Works - Studies	
Baden/New Hamburg Sanitary Growth Staging Study	\$ 75,000
Infrastructure Standards and Specification Documentation	50,000
Hamilton Rd Pedestrian Crossing Review and Pavement Markings	104,000
	<u>\$ 229,000</u>
Engineering and Reconstruction c/w Underground	
Snyder's Road Reconstruction (Christian St - Gingerich Rd)	\$ 1,345,000
Victoria Street (Hwy #7&8-Boullee St.)	195,500
Boullee Street (Hamilton Road-Victoria Street)	396,000
Greenwood Drive Reconstruction	800,000
Casselholme Crescent Watermain and Road Construction	726,000
	<u>\$ 3,462,500</u>
Watermain / Sanitary Sewer Network	
Sanitary Sewer Inflow and Infiltration Program Consultant	\$ 200,000
Baden Trunk Sanitary Sewer EA and Construction	1,500,000
Trunk Sewer Flow Monitoring Improvements (Foundry/Snyder's/Waterloo)	75,000
	<u>\$ 1,775,000</u>
Municipal Drains	
Snyder Agcom Drain	<u>\$ 524,900</u>
Roads - Hot Mix Paving Program	
Bergey Court (Bleams Rd-End)	\$ 146,300
Huron Place (Huron Rd-End)	11,100
Nelson Street (Waterloo St-End)	12,000
	<u>\$ 169,400</u>
Roads - Surface Treatment Program	
Bean Road (Oxford Road 5 to Diamond Road)	\$ 27,000
Bean Road (Diamond Road to Walker Road)	182,000
Bean Road (Walker Road to Tye Road)	104,000
Bridge Street (Oxford Road #5 to Diamond Road)	85,000
	<u>\$ 398,000</u>

Township of Wilmot

2022 Capital Program

TRANSPORTATION & ENVIROMENTAL SERVICES

Roads - Structures	
Guiderail and Chevron Program	\$ 365,000
Tye Road #28/C-T13	425,000
Christner Road	200,000
Bridge Street #34/B-T9*	2,235,700
Oxford-Waterloo Road #37/B-OXF	25,000
Lisbon Road #3/T-C1	45,000
	<u>\$ 3,295,700</u>

Total Transportation & Environmental Services	<u>\$ 10,279,500</u>
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RECREATION AND CULTURAL SERVICES

Vehicles and Equipment	
Replace 2005 Brush Chipper	<u>\$ 50,000</u>
Facilities (General)	
Install Moloks At Various Parks (12)	\$ 78,000
Septic System Review/Upgrade (HYCC, MCC, NDCC, SACC)	150,000
	<u>\$ 228,000</u>
Wilmot Recreation Complex	
Design and Construction of Third Ice Pad (including Parking Lot)	\$ 881,250
Design/Build New Skatepark	65,000
	<u>\$ 946,250</u>
New Hamburg Arena and Community Centre	
Facility Structural Repairs	<u>\$ 32,000</u>
Wilmot Administration Complex	
Parking Lot Expansion / LED Lighting & Laneway Resurfacing	\$ 300,000
Castle Kilbride Front & Side Porches	50,000
Castle Kilbride Exterior Maintenance Program (Woodwork / Painting)	20,000
	<u>\$ 370,000</u>
Old Administration Complex - 121 Huron Street	
Laneway Repairs	\$ 50,000
Construct Access Hatch Library Roof	25,000
	<u>\$ 75,000</u>
Baden Parks and Facilities	
Beck Park Tennis Courts and Multi-Purpose Pad c/w Fencing	<u>\$ 150,000</u>
Haysville Parks and Facilities	
Roof Replacement	<u>\$ 35,000</u>
New Hamburg Community Parks and Facilities	
Replace Tennis Court Fencing (Scott Park)	\$ 75,000
Playground Resurfacing (Norm Hill)	103,000
	<u>\$ 178,000</u>

Township of Wilmot

2022 Capital Program

RECREATION AND CULTURAL SERVICES

St Agatha Community Parks and Facilities	
Replace Carpet, Ceiling & Paint Seniors Room	\$ 15,000
Library Facilities	
New Hamburg Library Exterior Maintenance	\$ 22,500
Baden Library Exterior Maintenance	19,000
	\$ 41,500
Active Transportation and Reforestation	
Nith River Pathway, Bank Erosion Control and Lighting	\$ 325,000
Replace Boardwalk under Hwy 7/8 Pedestrian Bridge	15,000
	\$ 340,000
Reforestation	
Annual Tree Planting Program	\$ 50,000
Total Recreation & Cultural Services	\$ 2,510,750

DEVELOPMENT SERVICES

Studies	
Municipal Tree Canopy Policy	\$ 50,000
Economic Development	\$ 75,000
Community Signage Guidelines and Updates	
Total Development Services	\$ 125,000
TOTAL CAPITAL EXPENDITURES	\$ 14,095,000