



# 2022 Budget

Township of Douro-Dummer

December 21, 2021



# Table of Contents

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2022 Draft Budget  
November 16, 2021

1. Budget Overview
  - 2022 Budget Summary
  - Budget Process
  - Impact to the Levy
  - Key Operating Changes
  - Capital Overview
  - Joint Public Works and Fire Hall Building
2. Department Summaries
3. Operating Budget
4. Capital Budget
  - Capital Projects with Funding Sources
  - Capital Projects with Project Descriptions

# Budget Overview

1

# 2022 Budget Summary

2021 continued to have COVID restrictions which prevented normal Township operations and forced all staff and Council to constantly be reacting to new regulations. This had the biggest impact on Parks and Recreation facilities which were caused to either close down completely or operate on a reduced schedule which drastically reduced rental revenues. With the rollout of the vaccine, Canada is on the rebound and this budget has been formed on the assumption that we will be back to “normal” in 2022.

On a global level, Covid has had significant impacts on the supply chain. Manufacturing closures and shipping delays have wreaked havoc on supplies and has caused almost all goods and services to increase in cost. This is reflected in the September to September CPI of 4.4%. Inflation of this magnitude has not been seen since the 1980’s. However, from the Township’s perspective, we purchase a much different basket of goods than what CPI is based on and can expect even larger increases. For example, the Township spends approx. \$3 million annually on capital projects and the same year over year increase for the Non-Residential Construction Price Index was 11.1%. When putting together a municipal budget, without finding efficiencies, any increase below inflation would mean a reduction in service to the residents; this budget is has been presented at inflation while improving levels of service.

The needs of each department in the Township do not increase in a linear fashion, nor do the needs between Capital and Operating and therefore some departments have larger increases than others depending on the year. Last year’s Operating Budget had a zero percent increase while Capital increased 5.4%. The 2022 Budget required a greater emphasis on Operating than Capital. Within the Operating increase staff have been able to include 4 new positions; a Planner, an additional Public Works Labourer due to no longer contracting out snowplowing, an additional Labourer for Parks and Recreation which will stabilize the staff and have less turnover and provide the Building Department with an Administrative Assistant (which will be funded through Building Permit revenues).

Also included in this budget is a special levy or the new Joint Public Works and Fire Hall Building. Both buildings have safety concerns and are over 50 years old. This budget gives Council the opportunity to set in motion the construction of a legacy building that will serve the needs of the residents for another 50 years.

# Budget Process

## Meeting Schedule:

- November 16<sup>th</sup> @ 3pm - First Draft – Operating Presentation to Council
- November 18<sup>th</sup> @ 3pm - First Draft – Capital Presentation to Council
- December 9<sup>th</sup> at 6pm – Public Meeting and Budget Deliberation Meeting
- December 21<sup>st</sup> – Final Draftt and Budget Adoption

# Impact to the Levy

This slide shows that the projected Operating Budget impacts the levy by 10.23%. The Capital levy is decreased by 7.59% but 1.18% is added for the Joint Public Works and Fire Hall Building. Assessment has increased approx. 0.20% thus far in 2021 which means the change to the tax rate is 3.61%. This increase in the levy results in extra \$13.44 annually per \$100,000 of Assessment which results in \$1.12 per month.

## Summary of Change to the 2022 Levy

	2020	2021	2022	\$ Change	Levy Change
Operating Levy	\$4,052,669	\$4,037,353	\$4,627,013	\$589,660	10.23%
Capital	\$1,433,829	\$1,729,206	\$1,291,540	-\$437,666	-7.59%
Capital Levy			\$67,872	\$67,872	1.18%
Levy Requirement	\$5,486,498	\$5,766,559	\$5,986,425	\$219,866	3.81%
Less: Assessment Growth in 2021					-0.20%
<b>Percent Change to the Tax Rate</b>					<b>3.61%</b>

## Residential Impact Per \$100,000 of Assessment

	2020	2021	2022	\$ Change	% Change
<b>Township</b>	\$358.27	\$372.08	\$385.52	\$13.44	3.6%

# Key Operating Changes

<b>Reversal of reductions that were put in place to reduce 2021 Budget increase:</b>		
Removal of transfer from Working Fund	When completing the 2021 Budget it was known that there was going to be significant wage gapping due to various vacancies throughout the organization. Instead of collecting these funds from the tax base the levy was lowered by the amount expected for gapping. This transfer has been removed for 2022 as we expect to be at full capacity.	\$146,987
Removing Covid Impacts and Grant	The Township received grants from the Province to assist with Covid related Operating expenses/revenue loss or any Capital expenditures required to make necessary changes due to Covid. These grant funds were allocated to offset Parks and Rec revenue losses and expected cleaning and maintenance supplies.	\$183,008
<b>Additional Revenues</b>		
Additional Arena Revenues - Douro	Due to a projected increase in demand resulting from a closure of an arena in Peterborough we are expecting an increase in rental revenues.	-\$13,759
Additional Arena Revenues - Warsaw	Due to a projected increase in demand resulting from a closure of an arena in Peterborough we are expecting an increase in rental revenues.	-\$17,600
Additional Planning Revenues	Planning revenues have been increased to reflect the volume of applications the Township has been receiving. Also, some Planning fees have been adjusted to be closer to reflect the cost of providing the service and also to be in line with surround municipalities.	-\$1,400
<b>Public Works Budget Adjustments</b>		
2021 Budget Correction	This was a budgeting error in 2021 that double counted Public Works salaries and wages, the correction lowers the budget requirement.	-\$83,154
Lower Transfer of Salaries and Wages to Capital	Public Works completes some Roads capital projects internally and therefore we allocate funds to the capital budget. The nature of the road projects budgeted in 2022 compared to 2021 results in a reduction of this allocation.	\$40,644
Less Internal Rental Recoveries	Similar to the allocation of staff time there is an allocation of machine hours to capture the cost of the machines to capital. The machine allocations are greater in 2022 than 2021 and therefore the allocation increases the Capital Budget but decreases the Operating.  It should be noted that this project is going to reviewed in 2022 as it can create these fluctuations between Operating and Capital.	\$156,721

# Key Operating Changes

<b>Staffing Changes</b>		
Planner	This is a new position that is required because the complexity of Planning Act applications continues to increase due to availability of land and a changing regulatory landscape. Currently, staff in the Clerks and Building Department, who are not professionally trained planners have had to complete this work and this position will ensure the Township has the right expertise to address these matters.	\$91,351
1/2 of Office Admin	The volume in the Building Department has drastically increased in 2021. Currently, the department shares an admin staff with Corporate Services but with the additional volume requires a dedicated admin. Corporate Services requires the admin role for customer service and office administration. This increase reflects the 0.5 FTE increase in Corporate Services as the Building Admin will be funded through Building Permit revenues.	\$38,296
Library Staffing	The Public Library Board is requesting to increase the weekly hours of the Library Assistant from 16 to 20 hours and add a Library Clerk. This request is to allow for the Head Librarian to focus on more strategic items rather than clerk tasks such as checking books in and out.	\$19,298
Parks and Rec Staffing	Both the Warsaw and Douro Community Centres are expected to see an increase in facility rentals, even compared to 2019 which was the last full year of operations without a lockdown. This increases revenues, as shown below, but does increase the need for staffing. In order to provide for more consistent staffing and reduce turnover it is recommended to hire one additional full-time Labourer who will work at both community centres and in Parks in the summer.  The additional staffing in 2022 relates to the requirement to have an additional staff member to operate the community centers in January to March to meet the demands of current Covid regulations.	\$86,076
<b>Sub-total of major changes outlined above:</b>		<b>\$646,468</b>
Other operating adjustments	This number is a negative because there were some expense reductions to reflect recent actuals and also other various revenues were increased.	-\$56,807
<b>Total Operating Impact</b>		<b>\$589,660</b>



# Capital Funding Summary

This table shows how the capital program is being funded in 2022 compared to 2021.

The amount of reserves being allocated from the Capital Project/Purchases has been purposely kept under the amount transferred to the reserve from the 2019 surplus of \$390k. This results in a net increase from this surplus and will allow the Township through the Asset Management Plan to determine where current reserves should be allocated.

	2021	2022
= Grant		
Efficiency Funding	\$86,800	
Gas Tax	\$230,000	\$231,489
ICIP Library	\$13,500	\$14,000
ICIP-Covid Stream	\$100,000	
Municipal Modernization Program		\$252,000
OCIF	\$85,048	\$84,831
Other - Federal		\$320,000
RED Funding	\$15,000	
<b>Grant Total</b>	<b>\$530,348</b>	<b>\$902,320</b>
= Levy		
Levy	\$1,729,226	\$1,291,540
<b>Levy Total</b>	<b>\$1,729,226</b>	<b>\$1,291,540</b>
= Reserves		
Building Department		\$186,250
Capital Project/Purchases	\$835,000	\$395,000
Donwood	\$4,000	
Douro Cc	\$18,900	
Emergency Preparedness		\$10,000
Park Improvement	\$10,000	
Parkland		\$80,000
Parks Equipment	\$5,000	
Solar Panels	\$50,000	
<b>Reserves Total</b>	<b>\$922,900</b>	<b>\$671,250</b>
<b>Grand Total</b>	<b>\$3,182,474</b>	<b>\$2,865,110</b>

# Capital Summary by Department

Table 1 - Total Capital Program by Department		
	2021	2022
Environmental Services	\$50,000	
General Government	\$291,050	\$185,000
Planning and Development		\$40,000
Protection Services	\$467,000	\$321,750
Recreation and Cultural Services	\$173,900	\$490,000
Transportation Services	\$2,200,524	\$1,828,360
<b>Grand Total</b>	<b>\$3,182,474</b>	<b>\$2,865,110</b>

Table 2 - Breakdown of Roads Rehab Program		
	2021	2022
Brushing	\$90,495	\$141,120
Gravel	\$429,119	\$552,444
Surface Treatment	\$741,410	\$602,893
<b>Grand Total</b>	<b>\$1,261,024</b>	<b>\$1,296,457</b>

- Table 1 breaks down the Capital Budget by department.
- Table 2 further breaks down the Roads rehabilitation program and shows where the funds are being spent by type of work.

# Joint Public Works and Fire Hall Building

- Recommendation:
  - Council approve the Joint Public Works and Fire Hall Building through the 2022 Budget and permit staff to begin the process of finalizing the design and procuring the construction of the facility with the intention of starting construction in 2022/2023.
- Background:
  - A new building that will be a joint Public Works Yard and Fire Hall has been discussed for a few years now and it is being proposed to move forward with construction in 2022/2023.
- Next Steps:
  - Currently the costs are being updated to reflect current material and labour pricing. This process is expected to be completed in December 2021.
  - Finance is working with Infrastructure Ontario to review the Township's ability to finance the project.
  - Once Council approves the project the final redesign will begin where any changes will be made to reflect Council's comments and updated wants/needs. This is anticipated to be completed in the first quarter of 2022.
  - After the design is complete the procurement process would begin and typically takes 4-6 months.
  - After a successful proponent is selected to construct the facility, the Construction process would begin. If the process goes as per the timelines above there would be potential to begin construction in the summer/fall of 2022. If the process goes slower than anticipated than construction could begin as soon as weather permits in 2023.

# Financing the Joint PW and Fire Hall Building

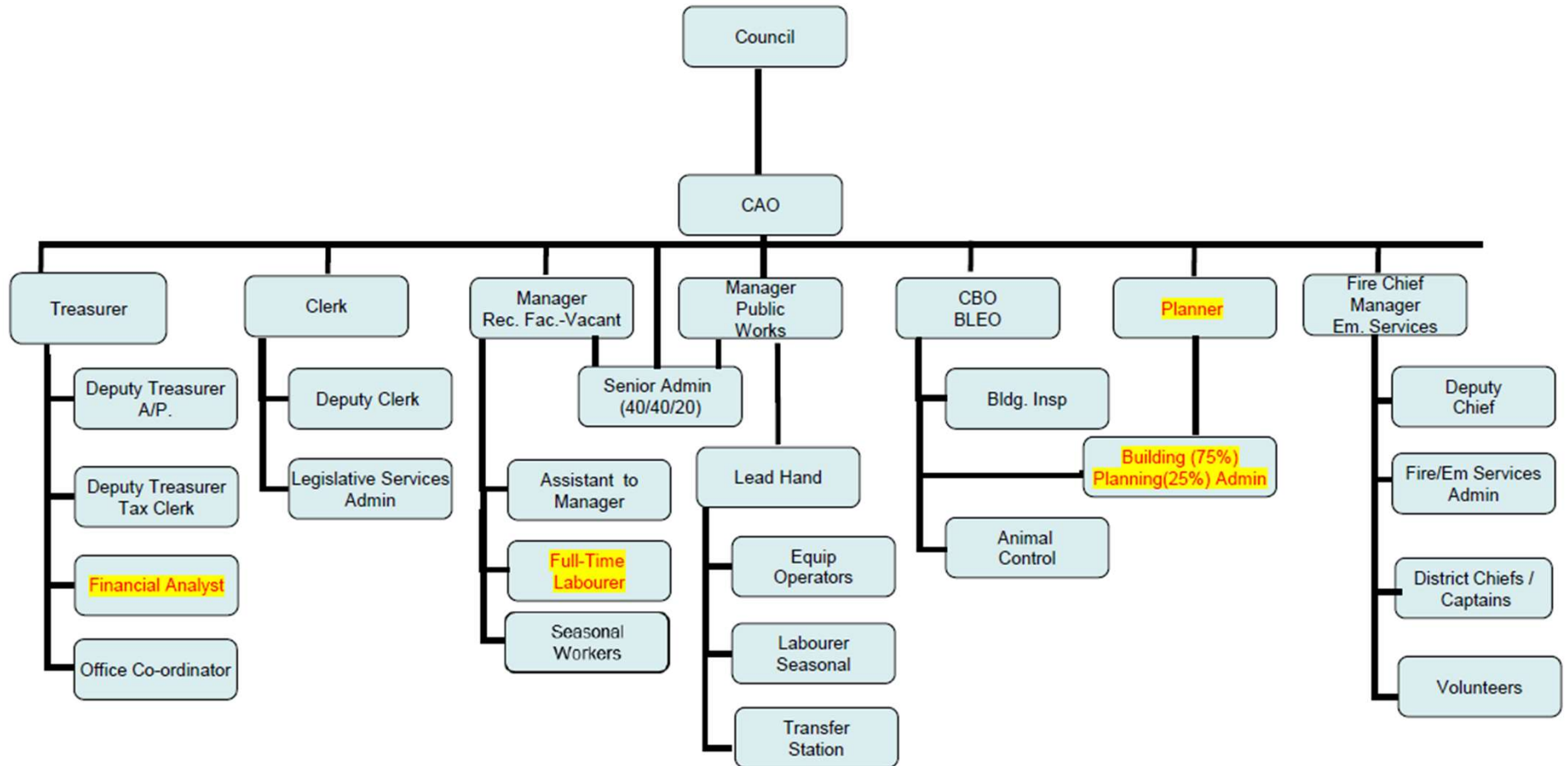
- The following is a preliminary financing strategy:
  - Term of debt: 20 years – this is standard for this type of facility. There has been reluctance in the past from Council to commit the Township to debt but without significant grant support from upper levels of government there is no way to complete this project without debt financing. There is a “Generational Equity” principal in municipal finance that does recommend municipalities to ensure the residents who are benefiting from the expense are the ones paying for it and using debt ensures this principal is being met.
  - Rate: 2.67% - although construction materials have increased in price this is a low interest rate compared to previous years which will help with affordability.
  - Loan start date: July 1, 2022 – the first annual debt payment would be made one year from the date the debenture funds are received and therefore in this scenario the Township’s first payment would be June 30, 2023
  - Amount: \$7.5 million – as has been mentioned this is an estimate to demonstrate the financing strategy and has attempted to capture some potential price increases since the last estimate was received a few years ago.
  - Reserves – in reviewing the current reserve levels it is being proposed that \$1 million can be allocated towards this project. This approach strikes a balance between using existing reserves for this project and the number other capital needs in the Township. This strategy finances the entire amount and uses reserves to ease in the impact to the levy.
  - Special Levy – Using this approach Council will be committing to a 1.18% special capital levy for the next seven years from 2022-2028. The funds collected in 2022 can be used to fund any further pre-construction costs.
  - Grant Funds – At this point in time no grants have been secured for this project but staff are going to continue to apply for any available grants which would directly lower the amount of the debenture.

Year	Reserves	Levy	Debt Payment	% Increase
2022	\$ -	\$ 67,872	\$ -	1.18%
2023	\$ 339,255	\$ 135,745	\$ 475,000	1.18%
2024	\$ 271,383	\$ 203,617	\$ 475,000	1.18%
2025	\$ 203,510	\$ 271,490	\$ 475,000	1.18%
2026	\$ 135,638	\$ 339,362	\$ 475,000	1.18%
2027	\$ 67,766	\$ 407,234	\$ 475,000	1.18%
2028	\$ -	\$ 475,000	\$ 475,000	1.18%
Total Reserves:	\$ 1,017,552			

# Department Summaries

2

# Organizational Chart



# Corporate Services

- 2021 Accomplishments
  - New job descriptions have been created and the results of the Compensation Review should be received shortly
  - A new Organizational Structure has been created, revamping administrative roles with specific responsibilities to individual managers.
  - Administrative and Management roles have adjusted to new expectations.
  - The process in which information is provided to Council has been enhanced and continues to be reviewed for efficiencies.
  - Various contracts established are being reviewed and revised where required.
  - Launch of new Township website took place in summer 2021, the project came in under budget, has received positive comments from the public and has fostered a culture of continuous improvements.
- 2022 Budget Commentary
  - Due to staffing changes and some individuals relatively new in the role, the budget requirements and overall understanding of the process has been new to most.
  - Adjustments for service level changes due to the COVID-19 pandemic have been reflected in the budget but trying to forecast future impacts in an ever changing environment has been difficult.
  - The budget timeframe is significantly earlier than in previous years; this will allow for managers to understand their budget from the beginning of the fiscal year and begin procurement of capital projects earlier but has made some inputs more difficult to estimate.
  - This budget funds existing expenses, necessary new expenses and required adjustments to the 2021 Budget that were made in order to keep the increase low given the unknown climate surrounding Covid. For example, in 2021, a transfer from reserves was used to account for salary and wage gapping in positions that were going to be vacant for part of the year but in 2022 we have budgeted for all positions to be filled.
  - The election will require significant staff time to prepare and run in 2022.
  - Technology, processes and policies will continue to be reviewed and updated to create efficiencies.
- Future Budget Considerations
  - Using the Service Delivery Review and subsequent recommendations as a guide, there are plenty of efficiencies to be explored and may continue to have up front costs to achieve the longer term efficiencies.

# Public Works

- 2021 Accomplishments

- Improvements to public works fleet replacing the following equipment: 2007 Snowplow Truck, 2009 Pickup Truck, 2007 Grader
- Approx. 5km of double surface treatment applied and approx. 11km of single surface treatment applied to roads
- Approx. 22km of gravel resurfacing applied to roads
- Approx. 34 km of road side brushing accomplished
- Approx. 18km of ditch clearing completed
- Sidewalk improvements in the village of Douro
- Major projects completed include Rock Road, Douglas Road, and Daleview Road
- Removal of outside snow plow route contract, now performed by Township staff providing cost savings and improving efficiencies

- 2022 Budget Commentary

- Capital
  - Proposed work is priority based by previous council decisions, previous road needs study as well as the 10 year gravel and hard topping projections improving road network
  - The 2021 Road Needs Study is nearing completion and will influence the direction of future capital programs
  - Continue scheduled replacement and additions to fleet including loader, brushing unit, 1 Ton 4x4 truck, and roadside 3 point hitch mower
  - New Provincial soil regulations pertaining to placement and removal of fill. This may have implications for Township projects and maintenance activities.
- Operating
  - New additional Operator, decreasing contract costs for snowplowing as per staff report 2021-17, bringing all snowplow routes in house
  - Performing snowplowing at transfer station, two municipal parking lots and Warsaw school sidewalk providing cost savings as per staff report 2021-27

- Future Budget Considerations

- 2023 projected scheduled replacement of capital equipment – 3 point hitch road sweeper, grader, rubber tired excavator with brushing head attachment, backhoe, snowplow truck. Continued improvements to the Township's fleet will improve efficiencies
- 2023 and future capital road programs - improvements to surface treatment to include large projects including council approved grandfathered roads as well as improvements to failed roads requiring reconstruction
- New Provincial soil regulations pertaining to placement and removal of fill. This may have implications for Township projects and maintenance activities in the future
- New Public Works & Fire Station facility is a significant project, however will provide a central hub, current buildings have H&S concerns, the challenges of space, both in height and length. This space challenge, among other logistical challenges, including some H&S items will need to be rectified in the near future.
- Asset Management Plan to be completed in 2022 will provide additional detail in future asset replacement needs.



# Fire and Emergency Services

- 2021 Accomplishments

- In 2021, the fire department vehicle replacement plan achieved the following:
  - Delivery of a mini-pumper to station 5 to address better access for cottage roads and driveways as well as a 4wd model to provide better all-around access
  - Design of a new type of pumper for us, being a 4-door rescue type of pumper to address the response capabilities of overlap multiple calls and stand-by assignments to cover off response while other stations are dealing with a larger incident. The pumper has been ordered and station 2 will be the first to utilize this type of vehicle, when it arrives in 2022.
  - A replacement tanker arrives in December of 2021 which will find its home at station 1
  - Rescue 4 was on the schedule for replacement, but is in decent condition and the desired new one that would support all other stations will not fit in the current location, therefore we are putting it off, in hopes for a new station in the near future
- For equipment enhancement, we achieved:
  - The replacement of our third of four sets of e-hydraulic extrication tools, with one more scheduled for 2022. These tools have less maintenance with no hoses and pumps, are faster to deploy and strong enough to meet the challenges of new vehicle technologies with their stronger structures.
  - Second year of three to replace our firefighting helmets, to be safer and much better ergonomically and pairs well with our new SCBA
  - Arrival of our new SCBA, that replaced our aging low-pressure system. Many upgrade safety features are included and will serve the firefighters well to deliver the level of service set

# Fire and Emergency Services

- 2022 Budget Commentary

- For 2022 we look to finish off some multi-year projects and continue to replace the required equipment to maintain good service.
  - Station 4 is being brought back to the table for direction, as the station is in dire need of attention
  - Station 2 will have the funds spent for the grant requirements, but work will continue into 2022.
  - Finish the extrication tool replacement plan
  - Finish the vehicle stabilization program, so every pumper has a partial set of stabilization equipment to begin the process and the second pumper arriving can support the scene with their set. This approach still allows for good response, without duplication or overspending on 4 complete sets.
  - Finish the firefighter helmet upgrades
  - Receive new station 2 pumper
  - Replace an expired set of rescue air bags, and add one set to another station, so this type of rescue equipment would be at every accident due to two stations being tiered for accidents.
  - One ground monitor to be introduced to assist in large water streams when required and to provide an option for hands free operation for hazardous areas or lack of personnel.

- Future Budget Considerations

- As mentioned station 2 is being updated now, and station 5 had its grand opening at the end of 2020, so that leaves us with two stations left that are from an era that does not work for today's vehicle sizes and required safety standards. Station 4, along with public works is a significant project, but for the fire department, will provide a central support to the other stations to prevent duplication on many fronts. We have outgrown station 4 and it has numerous concerns that studies have shown that investing in the old building doesn't make sense. The final fire station from the original era, is station 1. This station too, has the challenges of space, both in height and length. For the new tanker arriving at the end of 2021, we had to move it to where the pumper normally goes and swap a shorter pumper from station 2 to station 1 to meet these challenges, while still providing the desired water quantities and consistency in the fleet moving forward. This space challenge, among other logistical challenges, including some H&S items will need to be rectified in the near future too.
- Our people are our most important asset and finding new members to join our team isn't always easy as the demands to be properly trained are high. With a revised master fire plan pending, we anticipate it will look at our growth in not only new homes, but for the seasonal becoming more permanent in this new age of working remotely. The pressures on our service will continue to increase and the movement to more fire prevention/inspections needs to be at the forefront as it is much cheaper to prevent a fire than to extinguish one.

# Parks and Recreation

- 2021 Accomplishments
  - Clintonia Park Completion
  - South Park Entrance area stumped, graded, top soiled, seeded and trees planted.
  - Tile Drainage of South Park Ball Diamond.
- 2022 Budget Commentary
  - This budget has projected revenues to return to 2019 levels, the last full year of rental revenue to compare to. However, there is still a risk of future lockdowns due to Covid 19. Returning to these levels will require additional staffing, especially until the end of March where due to the current Covid regulations, the arenas require two employees to be working to ensure the users can use the ice.
  - Finding seasonal staff has become increasingly difficult and therefore it is being proposed to hire an additional full-time Labourer who will work at Douro CC, Warsaw CC and Parks as needed throughout the year. These costs are partially offset with the anticipated additional facility rentals.
  - A key project for the department will be the Douro South Park rehabilitation project which will include a building that will house washrooms, storage, a canteen and covered shelter. Tennis courts and an accessibility ramp is also being proposed. The Township has applied to the Federal Government for this project and is dependent on grant approval.
- Future Budget Considerations
  - There are some significant capital items coming up in future years at both Community Centres, these projects will be laid out in the Asset Management Plan which will be completed in 2022.

	Anticipated Cost	Estimated Timing
<b><i>Douro CC</i></b>		
New ice pad floor.	\$1,100,000	TBD
2007 Ammonia chiller replacement as per TSSA and Insurance requirements every 20 years.	\$160,000	2027
New Electrical Panel.	\$60,000	2-5 years
<b><i>Warsaw CC</i></b>		
New 30hp compressor. Existing is original. Should be replaced now but may get an extra season or two out of it.	\$65,000	0-2 years
Electrical Panel - Cimco recommendation last couple of years now.	\$60,000	2-3 years
New condenser - Cimco Recommendation due to age and condition.	\$140,000	2-3 years
New ice pad floor - current floor is 40 years old.	\$1,100,000	TBD
New Olympia - was originally scheduled for 2021 but have pushed off for a couple years due to the condition and lower hours.	\$90,000	2023

# Planning Services

- 2021 Accomplishments

- Pre-consultation process has been well received by applicants and agents. The process cuts down on red tape and provides applicants clear guidelines in which to submit applications and reduces costs by narrowing the focus of required studies.
- The number of Planning Act applications has risen while the complexity of the applications has dramatically increased.
- Conducted two recruitment cycles for the Committee of Adjustment and Planning Committee due to member departures.

- 2022 Budget Commentary

- Introduction of a Planner to the department will improve services currently being provided and will allow for in depth analysis and long term land use planning to take place.
- Changing job descriptions and movement within the staff complement will necessitate additional training to enable staff to succeed.
- Complexity of Planning Act applications continues to increase due to availability of land and a changing regulatory landscape.
- The availability of specialized planning and technical staff may be constrained due to employment market conditions
- Continue to provide and promote excellent customer service to all residents, visitors and community stakeholders while also building strategic relationships with partner organizations.

- Future Budget Considerations

- Need to overhaul the Township Zoning By-law once the County-Township Official Plan is approved.
- Create new policies to guide Planning processes in the Township to reflect the current planning legislation and need for efficiencies.

# Building Department

- 2021 Accomplishments
  - The 2021 construction season was extremely busy; permit volume increased rapidly at the start of the year once some COVID related construction workplace restrictions eased and construction supplies became more regularly available. This caused a boom to the volume of permits submitted and inspections requested. It is also interesting to note that the increase in projects was not just volume related, construction value was also up significantly, which increased the department revenue significantly.
- 2022 Budget Commentary
  - The Building Department budget generally operates as an isolated function of the Municipality, which is beneficial as the costs incurred by the Building Department, including capital (renovations, truck/boat purchase) are paid for and recovered fully by building permit revenue.
  - As noted in the Capital Budget overview, the Municipal Office is out of space for additional staff to be added. This will necessitate the renovation of the basement floor area (where the current boardroom/storage room are), to become a Building & Planning Dept with separate exterior entrance (sharing the existing Council Chambers entrance).
- Future Budget Considerations
  - The Building Department is understaffed, especially based on the 2021 volume. Should this volume maintain through the coming years, additional technical staff will be needed, to cover the regularly anticipated permit applications as well as the increase in construction inspections. Ancillary duties that generally fall on this department, such as by-law enforcement, need to be kept in consideration when reviewing workload volume. Adding a second truck to the fleet will allow for increased efficiency in busy months.

# Library Services

- 2021 Accomplishments

- Despite the Library being closed for half of 2020 and part of 2021, we continue to have new patrons registered for library cards monthly. Since January of this year, we have 50 new patrons. In 2020, we had 67 new patrons. As a comparison, in 2019, before the Covid restrictions, we had 82 new patrons. Many of these patrons are new families with young children.
- Because the library was not allowed to do programming during the last year and a half, we decided to reach out to families with young children in a different way. We created Literacy Kits for families to take home. Each kit has a different theme (e.g., Numbers, Letters, Spatial Awareness, Emotions, etc.) and includes books, educational toys or games, DVDs, small parts and crafts. We are also offering Take Home Craft kits. Both the Literacy and Craft Kits have been extremely popular.
- The Library has created a community room by moving the staff office into the Kitchen area. This community room could potentially provide a new revenue for the library. It also provides a private and safe environment for Library programming and Library groups meetings (Friends of the Library, Library Board, Computer Class, etc.). It is also a great space for patrons who need to take tests, have a zoom meeting or just need a quiet place to read or do work.
- We Increased the amount of shelf space by reusing shelving that was in the basement. This allowed us to create more space for our books and other library material and decrease the number of books that needed to be weeded.
- We are creating community Partnerships with different organizations to increase the resources and services the Library provides to its patrons. We are currently partnering with Age friendly Peterborough and Flemming College.
- We provide a safe point of contact for lonely patrons in our community, especially during the Pandemic.
- While the library was closed to the public because of the pandemic the library offered curbside pickup to its patrons and was very successful.
- We offer our patrons printing and laminating of their covid vaccine proof of vaccination and QR code.

# Library Services

- 2022 Budget Commentary
  - Since the 2019 renovations, the children section has been very popular with our young patrons. To continue to serve them better, the library would like to purchase an additional set of shelving to complete the children area and allow more space for books, DVDs, Literacy Kits, educational toys and games, etc.
  - Compared to other libraries of similar size and population, the Douro-Dummer Public Library has below average number of staff and number of staff hours. At the moment, we only have two part-time staff, the CEO and the Library Assistant. This situation causes many difficulties for the current staff members which is why we are requesting an additional part-time position at 21 hours/week.
- Future Budget Considerations
  - In the short term, the library will be looking into new shelves for DVDs and paperbacks. We would also like to increase our online resources as well as investing in new programming.
  - The Library is always looking for new ways to offer more programs and services to its patrons. We are facing many challenges, the number one being the lack of space. We are very fortunate to have a healthy book budget but because of our lack of space, we found ourselves weeding more books than we would like. This also means that we cannot offer the same kind of programming than other libraries. With that in mind and taking the Greenview Report from 2019 into consideration, the library would like to start thinking about a new library building as a long-term goal.

# Operating Budget

3



**2022 Operating Budget**

	<b>2021</b>	<b>2022</b>	<b>Levy Impact</b>
<b>Corporate</b>			
<b>Corporate</b>			
Transfer From Reserves	-\$166,987	-\$20,000	\$146,987
Transfer to Reserves	\$27,500	\$27,500	\$0
<b>Corporate Total</b>	<b>-\$139,487</b>	<b>\$7,500</b>	<b>\$146,987</b>
<b>Corporate Total</b>	<b>-\$139,487</b>	<b>\$7,500</b>	<b>\$146,987</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Environmental Services</b>			
<b>Waste Douro</b>			
Contracted Services	\$25,000	\$25,000	\$0
Insurance	\$1,563	\$1,563	\$0
Other Revenues	-\$90,000	-\$90,000	\$0
<b>Waste Douro Total</b>	<b>-\$63,437</b>	<b>-\$63,437</b>	<b>\$0</b>
<b>Waste Hall's Glen</b>			
Contracted Services	\$16,500	\$16,500	\$0
Employee Wages and Benefits	\$36,271	\$39,757	\$3,486
Insurance	\$1,536	\$1,536	\$0
Internal Rental Recoveries	\$3,000	\$3,000	\$0
Materials and Supplies	\$1,575	\$1,575	\$0
Other Revenues	-\$28,500	-\$28,500	\$0
Repairs and Maintenance	\$38,330	\$38,330	\$0
Travel and Training	\$255	\$255	\$0
Utilities	\$1,065	\$1,065	\$0
<b>Waste Hall's Glen Total</b>	<b>\$70,033</b>	<b>\$73,518</b>	<b>\$3,486</b>
<b>Waste Management</b>			
Contracted Services	\$208,055	\$208,055	\$0
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$2,000	\$2,000	\$0
Other Revenues	-\$2,000	-\$2,000	\$0
Repairs and Maintenance	\$0	\$0	\$0
Travel and Training	\$50	\$50	\$0
<b>Waste Management Total</b>	<b>\$208,105</b>	<b>\$208,105</b>	<b>\$0</b>
<b>Environmental Services Total</b>	<b>\$214,701</b>	<b>\$218,187</b>	<b>\$3,486</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>General Government</b>			
<b>Corporate Management</b>			
Contracted Services	\$219,762	\$174,462	-\$45,300
Employee Wages and Benefits	\$716,755	\$851,090	\$134,334
Grants	-\$812,718	-\$568,900	\$243,818
Insurance	\$38,000	\$40,000	\$2,000
Interest Expense	\$300	\$300	\$0
Materials and Supplies	\$32,900	\$38,700	\$5,800
Minor Capital Expenses	\$0	\$0	\$0
Other Expenses	-\$20,670	-\$20,670	\$0
Other Revenues	-\$109,505	-\$109,395	\$110
Repairs and Maintenance	\$79,430	\$76,530	-\$2,900
Travel and Training	\$19,900	\$20,000	\$100
Utilities	\$18,300	\$21,300	\$3,000
<b>Corporate Management Total</b>	<b>\$182,454</b>	<b>\$523,416</b>	<b>\$340,962</b>
<b>Council</b>			
Contracted Services	\$32,500	\$9,000	-\$23,500
Employee Wages and Benefits	\$124,047	\$126,566	\$2,520
Insurance	\$3,000	\$3,000	\$0
Materials and Supplies	\$6,643	\$3,543	-\$3,100
Other Expenses	\$3,900	\$3,900	\$0
Repairs and Maintenance	\$500	\$500	\$0
Travel and Training	\$13,400	\$10,200	-\$3,200
<b>Council Total</b>	<b>\$183,990</b>	<b>\$156,709</b>	<b>-\$27,280</b>
<b>Election</b>			
Contracted Services	\$1,500	\$58,500	\$57,000
Other Revenues	\$0	\$0	\$0
Transfer From Reserves	\$0	-\$42,000	-\$42,000
Transfer to Reserves	\$14,000	\$0	-\$14,000
<b>Election Total</b>	<b>\$15,500</b>	<b>\$16,500</b>	<b>\$1,000</b>

**2022 Operating Budget**

	<b>2021</b>	<b>2022</b>	<b>Levy Impact</b>

### 2022 Operating Budget

	2021	2022	Levy Impact
<b>Town Hall</b>			
Contracted Services	\$150	\$160	\$10
Employee Wages and Benefits	\$7,418	\$7,901	\$483
Insurance	\$1,325	\$1,325	\$0
Materials and Supplies	\$1,118	\$1,118	\$0
Minor Capital Expenses	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0
Other Revenues	-\$2,530	-\$5,000	-\$2,470
Repairs and Maintenance	-\$10,716	\$6,000	\$16,716
Travel and Training	\$226	\$228	\$2
Utilities	\$1,849	\$1,849	\$0
<b>Town Hall Total</b>	<b>-\$1,160</b>	<b>\$13,581</b>	<b>\$14,740</b>
<b>General Government Total</b>	<b>\$380,784</b>	<b>\$710,206</b>	<b>\$329,422</b>

### 2022 Operating Budget

	2021	2022	Levy Impact
<b>Health Services</b>			
<b>Cemeteries</b>			
Contracted Services	\$0	\$0	\$0
Employee Wages and Benefits	\$0	\$0	\$0
Internal Rental Recoveries	\$500	\$500	\$0
Materials and Supplies	\$0	\$0	\$0
Repairs and Maintenance	\$2,000	\$2,000	\$0
<b>Cemeteries Total</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>
<b>Cenotaph</b>			
Materials and Supplies	\$0	\$0	\$0
Repairs and Maintenance	\$750	\$750	\$0
<b>Cenotaph Total</b>	<b>\$750</b>	<b>\$750</b>	<b>\$0</b>
<b>Health Services Total</b>	<b>\$3,250</b>	<b>\$3,250</b>	<b>\$0</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Planning and Development</b>			
<b>Committee of Adjustment</b>			
Contracted Services	\$3,500	\$3,500	\$0
Employee Wages and Benefits	\$15,025	\$4,672	-\$10,353
Materials and Supplies	\$150	\$150	\$0
Minor Capital Expenses	\$0	\$0	\$0
Travel and Training	\$4,750	\$7,010	\$2,260
<b>Committee of Adjustment Total</b>	<b>\$23,425</b>	<b>\$15,332</b>	<b>-\$8,093</b>
<b>Economic Development</b>			
Employee Wages and Benefits	\$13,884	\$14,445	\$561
Grants	-\$10,000	\$0	\$10,000
Materials and Supplies	\$42,900	\$11,200	-\$31,700
Other Revenues	-\$150	-\$150	\$0
Travel and Training	\$45	\$45	\$0
<b>Economic Development Total</b>	<b>\$46,679</b>	<b>\$25,540</b>	<b>-\$21,139</b>
<b>Official Plan</b>			
Contracted Services	\$0	\$0	\$0
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0
Other Revenues	-\$1,000	-\$1,000	\$0
Travel and Training	\$0	\$0	\$0
<b>Official Plan Total</b>	<b>-\$1,000</b>	<b>-\$1,000</b>	<b>\$0</b>
<b>Planning &amp; Development</b>			
Contracted Services	\$32,200	\$32,200	\$0
Employee Wages and Benefits	\$106,606	\$88,658	-\$17,948
Grants	\$0	\$0	\$0
Internal Rental Recoveries	\$0	\$0	\$0
Materials and Supplies	\$1,500	\$1,500	\$0
Other Revenues	-\$25,800	-\$40,200	-\$14,400

### 2022 Operating Budget

	2021	2022	Levy Impact
Travel and Training	\$765	\$765	\$0
<b>Planning &amp; Development Total</b>	<b>\$115,271</b>	<b>\$82,923</b>	<b>-\$32,348</b>
<b>Planning and Development Total</b>	<b>\$184,375</b>	<b>\$122,795</b>	<b>-\$61,580</b>



## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Protection Services</b>			
<b>By-Law Enforcement</b>			
Contracted Services	\$53,150	\$60,000	\$6,850
Employee Wages and Benefits	\$245,688	\$315,515	\$69,827
Grants	\$0	-\$5,904	-\$5,904
Insurance	\$13,000	\$13,000	\$0
Interest Expense	\$0	\$0	\$0
Materials and Supplies	\$5,313	\$4,950	-\$363
Minor Capital Expenses	\$1,500	\$1,500	\$0
Other Expenses	\$24,670	\$24,670	\$0
Other Revenues	-\$364,393	-\$462,816	-\$98,423
Repairs and Maintenance	\$4,000	\$5,000	\$1,000
Transfer From Reserves	\$0	\$0	\$0
Transfer to Reserves	\$7,723	\$35,165	\$27,443
Travel and Training	\$8,200	\$7,000	-\$1,200
Utilities	\$1,150	\$1,920	\$770
<b>By-Law Enforcement Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Emergency Services</b>			
Contracted Services	\$0	\$0	\$0
Employee Wages and Benefits	\$21,191	\$22,174	\$983
Internal Rental Recoveries	\$0	\$0	\$0
Materials and Supplies	\$150	\$150	\$0
Minor Capital Expenses	\$0	\$0	\$0
Repairs and Maintenance	\$0	\$500	\$500
Travel and Training	\$405	\$405	\$0
Utilities	\$1,000	\$1,000	\$0
<b>Emergency Services Total</b>	<b>\$22,746</b>	<b>\$24,229</b>	<b>\$1,483</b>
<b>Fence Viewing</b>			
Contracted Services	\$0	\$0	\$0
Travel and Training	\$100	\$100	\$0

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Fence Viewing Total</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>
<b>Livestock</b>			
Contracted Services	\$750	\$750	\$0
Insurance	\$5,000	\$5,000	\$0
Materials and Supplies	\$200	\$200	\$0
Other Revenues	-\$5,200	-\$5,200	\$0
Travel and Training	\$450	\$450	\$0
<b>Livestock Total</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$0</b>
<b>Otonabee CA</b>			
Taxes Payable	\$99,313	\$102,657	\$3,344
<b>Otonabee CA Total</b>	<b>\$99,313</b>	<b>\$102,657</b>	<b>\$3,344</b>
<b>Police</b>			
Contracted Services	\$987,198	\$971,094	-\$16,104
Employee Wages and Benefits	\$1,627	\$1,671	\$44
Grants	-\$6,000	-\$6,000	\$0
Internal Rental Recoveries	\$0	\$0	\$0
Materials and Supplies	\$700	\$700	\$0
Minor Capital Expenses	\$0	\$0	\$0
Other Revenues	-\$5,000	-\$5,000	\$0
Transfer From Reserves	-\$500	-\$500	\$0
Transfer to Reserves	\$0	\$0	\$0
Travel and Training	\$2,100	\$2,100	\$0
Utilities	\$1,000	\$1,000	\$0
<b>Police Total</b>	<b>\$981,125</b>	<b>\$965,065</b>	<b>-\$16,060</b>
<b>Small Animal Control</b>			
Contracted Services	\$12,000	\$12,000	\$0
Materials and Supplies	\$230	\$230	\$0
Other Revenues	-\$5,000	-\$5,000	\$0

**2022 Operating Budget**

	2021	2022	Levy Impact
Repairs and Maintenance	\$338	\$0	-\$338
<b>Small Animal Control Total</b>	<b>\$7,568</b>	<b>\$7,230</b>	<b>-\$338</b>
<b>Source Water Protection</b>			
Contracted Services	\$8,000	\$8,000	\$0
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0
<b>Source Water Protection Total</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$0</b>

### 2022 Operating Budget

	2021	2022	Levy Impact
<b>Fire</b>			
Contracted Services	\$81,675	\$85,100	\$3,425
Employee Wages and Benefits	\$333,805	\$375,927	\$42,122
Insurance	\$35,822	\$35,822	\$0
Interest Expense	\$0	\$0	\$0
Internal Rental Recoveries	\$500	\$500	\$0
Materials and Supplies	\$36,850	\$36,250	-\$600
Minor Capital Expenses	\$0	\$0	\$0
Other Revenues	-\$41,900	-\$41,900	\$0
Repairs and Maintenance	\$62,225	\$68,850	\$6,625
Transfer From Reserves	-\$10,000	-\$10,000	\$0
Travel and Training	\$52,620	\$43,220	-\$9,400
Utilities	\$20,750	\$20,250	-\$500
<b>Fire Total</b>	<b>\$572,346</b>	<b>\$614,018</b>	<b>\$41,672</b>
<b>Protection Services Total</b>	<b>\$1,692,398</b>	<b>\$1,722,499</b>	<b>\$30,101</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Recreation and Cultural Services</b>			
<b>Douro Bar</b>			
Contracted Services	\$450	\$450	\$0
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0
<b>Douro Bar Total</b>	<b>\$450</b>	<b>\$450</b>	<b>\$0</b>
<b>Douro Canteen</b>			
Other Revenues	-\$400	-\$400	\$0
<b>Douro Canteen Total</b>	<b>-\$400</b>	<b>-\$400</b>	<b>\$0</b>
<b>Douro Kitchen</b>			
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0
Other Revenues	-\$500	-\$500	\$0
Repairs and Maintenance	\$1,000	\$1,000	\$0
<b>Douro Kitchen Total</b>	<b>\$500</b>	<b>\$500</b>	<b>\$0</b>
<b>Douro Rec Centre</b>			
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$25	\$25	\$0
Other Revenues	-\$1,000	\$0	\$1,000
Repairs and Maintenance	\$1,030	\$1,030	\$0
Utilities	\$3,500	\$3,500	\$0
<b>Douro Rec Centre Total</b>	<b>\$3,555</b>	<b>\$4,555</b>	<b>\$1,000</b>
<b>Douro Rink (Community Centre)</b>			
Contracted Services	\$6,150	\$6,150	\$0
Employee Wages and Benefits	\$128,456	\$179,324	\$50,868
Insurance	\$26,950	\$29,645	\$2,695
Internal Rental Recoveries	\$1,500	\$1,500	\$0

### 2022 Operating Budget

	2021	2022	Levy Impact
Materials and Supplies	\$7,740	\$7,700	-\$40
Other Revenues	-\$70,537	-\$225,371	-\$154,834
Repairs and Maintenance	\$53,225	\$60,700	\$7,475
Travel and Training	\$4,650	\$4,300	-\$350
Utilities	\$97,120	\$114,070	\$16,950
<b>Douro Rink (Community Centre) Total</b>	<b>\$255,253</b>	<b>\$178,018</b>	<b>-\$77,236</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Historical Committee</b>			
Employee Wages and Benefits	\$0	\$0	\$0
Materials and Supplies	\$3,250	\$3,250	\$0
Other Revenues	\$0	\$0	\$0
<b>Historical Committee Total</b>	<b>\$3,250</b>	<b>\$3,250</b>	<b>\$0</b>
<b>Parks &amp; Recreation</b>			
Contracted Services	\$1,750	\$1,750	\$0
Employee Wages and Benefits	\$59,275	\$85,706	\$26,431
Insurance	\$7,277	\$7,277	\$0
Internal Rental Recoveries	\$4,000	\$2,000	-\$2,000
Materials and Supplies	\$12,750	\$6,900	-\$5,850
Minor Capital Expenses	\$0	\$0	\$0
Other Revenues	-\$6,000	-\$9,000	-\$3,000
Repairs and Maintenance	\$25,850	\$30,150	\$4,300
Travel and Training	\$3,450	\$2,950	-\$500
Utilities	\$675	\$675	\$0
<b>Parks &amp; Recreation Total</b>	<b>\$109,027</b>	<b>\$128,408</b>	<b>\$19,381</b>
<b>Warsaw Rink (Community Centre)</b>			
Contracted Services	\$2,875	\$2,875	\$0
Employee Wages and Benefits	\$103,053	\$157,051	\$53,998
Insurance	\$21,021	\$21,021	\$0
Internal Rental Recoveries	\$2,000	\$2,000	\$0
Materials and Supplies	\$7,800	\$7,800	\$0
Minor Capital Expenses	\$0	\$0	\$0
Other Revenues	-\$44,555	-\$120,000	-\$75,445
Repairs and Maintenance	\$40,200	\$51,650	\$11,450
Travel and Training	\$3,050	\$2,700	-\$350
Utilities	\$62,615	\$72,740	\$10,125
<b>Warsaw Rink (Community Centre) Total</b>	<b>\$198,058</b>	<b>\$197,837</b>	<b>-\$221</b>

### 2022 Operating Budget

	2021	2022	Levy Impact
<b>Library</b>			
Contracted Services	\$6,960	\$6,960	\$0
Employee Wages and Benefits	\$69,558	\$89,683	\$20,125
Grants	\$0	\$0	\$0
Insurance	\$2,372	\$2,372	\$0
Interest Expense	\$10	\$10	\$0
Internal Rental Recoveries	\$204	\$204	\$0
Materials and Supplies	\$6,900	\$6,900	\$0
Minor Capital Expenses	\$5,027	\$4,200	-\$827
Other Expenses	\$20	\$20	\$0
Other Revenues	-\$1,128	-\$1,128	\$0
Repairs and Maintenance	\$10,100	\$10,100	\$0
Travel and Training	\$2,890	\$2,890	\$0
Utilities	\$8,600	\$8,600	\$0
<b>Library Total</b>	<b>\$111,513</b>	<b>\$130,811</b>	<b>\$19,298</b>
<b>Recreation and Cultural Services Total</b>	<b>\$681,207</b>	<b>\$643,428</b>	<b>-\$37,778</b>



### 2022 Operating Budget

	2021	2022	Levy Impact
<b>Taxation</b>			
<b>Municipal</b>			
Materials and Supplies	\$10,000	\$10,000	\$0
Other Expenses	\$25,000	\$25,000	\$0
Other Revenues	-\$136,340	-\$136,340	\$0
Taxation Revenue	-\$9,841	-\$9,841	\$0
<b>Municipal Total</b>	<b>-\$111,181</b>	<b>-\$111,181</b>	<b>\$0</b>
<b>Municipal Supps</b>			
Taxation Revenue	-\$50,000	-\$50,000	\$0
<b>Municipal Supps Total</b>	<b>-\$50,000</b>	<b>-\$50,000</b>	<b>\$0</b>
<b>Taxation Total</b>	<b>-\$161,181</b>	<b>-\$161,181</b>	<b>\$0</b>

## 2022 Operating Budget

	2021	2022	Levy Impact
<b>Transportation Services</b>			
<b>Roads</b>			
Contracted Services	\$199,052	\$121,781	-\$77,270
Employee Wages and Benefits	\$734,238	\$802,801	\$68,563
Grants	\$0	\$0	\$0
Insurance	\$35,844	\$35,844	\$0
Internal Rental Recoveries	-\$308,850	-\$152,129	\$156,721
Materials and Supplies	\$282,418	\$282,418	\$0
Minor Capital Expenses	\$3,500	\$3,500	\$0
Other Revenues	-\$59,250	-\$59,250	\$0
Repairs and Maintenance	\$214,602	\$214,602	\$0
Transfer From Reserves	-\$6,770	\$0	\$6,770
Transfer to Reserves	\$51,659	\$79,264	\$27,605
Travel and Training	\$13,400	\$13,400	\$0
Utilities	\$22,999	\$22,999	\$0
<b>Roads Total</b>	<b>\$1,182,841</b>	<b>\$1,365,230</b>	<b>\$182,389</b>
<b>Solar Panels</b>			
Contracted Services	\$0	\$0	\$0
Other Revenues	-\$25,000	-\$25,000	\$0
Repairs and Maintenance	\$2,200	\$2,200	\$0
Transfer to Reserves	\$17,700	\$17,700	\$0
Utilities	\$200	\$200	\$0
<b>Solar Panels Total</b>	<b>-\$4,900</b>	<b>-\$4,900</b>	<b>\$0</b>
<b>Transportation Services Total</b>	<b>\$1,177,941</b>	<b>\$1,360,330</b>	<b>\$182,389</b>

# Capital Budget

4

**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
Protection Services				
Fire				
Bldg Imp				
Station 2 renovation plan improvements		\$30,000		\$30,000
Equipment				
Bunker Gear		\$7,500		\$7,500
Extrication Tools		\$17,000		\$17,000
Fire Helmets		\$7,500		\$7,500
Vehicle Stabalization Kit		\$12,000		\$12,000
Lifting Air Bags		\$18,000		\$18,000
Ground Monitor		\$6,500		\$6,500
Forestry Pump			\$10,000	\$10,000
Electronic Sign	\$22,000			\$22,000
<b>Fire Total</b>	<b>\$22,000</b>	<b>\$98,500</b>	<b>\$10,000</b>	<b>\$130,500</b>
By-Law Enforcement				
Building				
Basement Renovations for Building Department			\$145,000	\$145,000
Vehicles				
Boat, Trailer and Motor			\$30,000	\$30,000
Reserve Transfer for Additional Truck Purchase in 2024			\$11,250	\$11,250
Computer Software				
Cloud Permitting Software	\$5,000			\$5,000
<b>By-Law Enforcement Total</b>	<b>\$5,000</b>		<b>\$186,250</b>	<b>\$191,250</b>

**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
Transportation Services				
Roads				
Equipment				
Loader JD 2007			\$275,000	\$275,000
3pt hitch road side mower		\$16,800		\$16,800
Brushing Unit - Contribution to Reserve		\$92,500		\$92,500
Vehicles				
#19 Roads Truck 4WD (2007) 1 Ton with Snowplow			\$120,000	\$120,000
Roads				
Sidewalk		\$27,603		\$27,603
Gravel				
Carlow Line Road from County Rd 8 to Division Rd		\$39,940		\$39,940
Cooper Road from 4th Line Rd Dummer to East Limit		\$45,716		\$45,716
Douro 8th Line from Cty Rd 4 to Division Rd		\$18,130		\$18,130
Douro First Line Rd from Cty Rd 6 to South Limit		\$9,535		\$9,535
Douro First Line Road from County Rd 6 to North Limit		\$50,454		\$50,454
Douro Fourth Line Road from Highway 28 to Birchview Rd		\$1,372		\$1,372
Douro Second Line Road from County Rd 6 to South Limit		\$20,809		\$20,809
Eighth Line North Dummer from County Rd 6 to South Limit		\$6,324		\$6,324
Eleventh Line Road Mid Dummer from Mill Line Rd to North Limit		\$24,190		\$24,190
Ffith Line North Dummer from County Rd 6 to South Limit		\$17,013		\$17,013
Mcnaughton Dr from County Rd 6 to Mcnaughton Lane		\$17,010		\$17,010
Mcnaughton Lane from Mcnaughton Dr to North limit		\$10,521		\$10,521
Mill Line Road from Bridge to East Limit		\$73,015		\$73,015
Mill Line Road from County Rd 40 to Bridge		\$57,400		\$57,400
Sixth Line North Dummer from County Rd 6 to end of Hawkins Lane		\$42,246		\$42,246
Tenth Line Road Dummer from Webster Rd to Dummer Asphodel Rd		\$68,551		\$68,551
Webster Road from County Rd 40 to Tenth Line Dummer		\$50,218		\$50,218
Brushing				
6th Line Dummer From Webster Rd to Cty Rd 8		\$11,160		\$11,160
6th Line Dummer from Webster Rd to North limit		\$7,560		\$7,560
8th Line Dummer From Webster Rd to County Rd 8		\$10,440		\$10,440
8th Line Dummer from Webster Rd to North Limit		\$12,960		\$12,960
Birchview Rd from Campline Rd to McCracken Landing Rd		\$19,800		\$19,800
Birchview Rd from Highway 28 to Campline Rd		\$21,960		\$21,960
Douro 3rd Line From County Rd 8 to Division Rd		\$12,240		\$12,240
English Line from County Rd 6 to North limit		\$3,960		\$3,960
Division Rd from County Rd 4 to Burnham Line (Tenth Line)		\$3,600		\$3,600
Division Rd from Highway 28 to Indian River Line		\$18,360		\$18,360
Division Rd from Indian River Line to Carlow Line		\$10,440		\$10,440
Dummer-Asphodel Rd from Carlow line to County Rd 38		\$5,040		\$5,040
Old Douro Rd from Highway 28 to County Rd 8		\$3,600		\$3,600
Surface Treatment				
White Lake Rd East From Cty Rd 6 to South Limit		\$60,126		\$60,126

**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
3rd Line Dummer From Caves Rd to Cty Rd 6	\$44,280			\$44,280
8th Line Douro from Cty Rd 4 to 400 m North of Nassau Rd		\$45,437		\$45,437
Bradfield Rd from County Rd 4 to 300m South		\$40,740		\$40,740
Centre Road from Douro 3rd line to Douro 5th line - Box culvert repair estimate		\$25,000		\$25,000
Cooper Rd from Caves Rd to 4th Line South Dummer	\$180,794			\$180,794
Crowes Landing Rd from 9th line Dummer to Stoney Lake		\$4,510		\$4,510
Crowes Landing Rd from Cty Rd 6 to North limit		\$20,500		\$20,500
Douro Eight Line from County Rd 4 to 400 m South	\$40,551			\$40,551
McCraken's Landing Road from County Rd 6 to North Limit		\$35,260		\$35,260
Payne Line Rd from to county Rd 4 to 500m West	\$50,695			\$50,695
Indacom Road - Slope stability required at proposed municipal lot		\$55,000		\$55,000
<b>Roads Total</b>	<b>\$316,320</b>	<b>\$1,117,040</b>	<b>\$395,000</b>	<b>\$1,828,360</b>

**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
General Government				
Corporate Management				
Bldg Imp				
Municipal Office Appliances	\$5,000			\$5,000
Consultant Fees				
Pay Equity	\$5,000			\$5,000
Computer Hardware				
Corporate Modernization - Hardware	\$25,000			\$25,000
Computer Software				
Corporate Modernization - Software	\$50,000			\$50,000
Finance Modernization	\$100,000			\$100,000
<b>Corporate Management Total</b>	<b>\$185,000</b>			<b>\$185,000</b>

**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
Planning and Development				
Planning & Development				
Consultant Fees				
Zoning By-Law (with in 2 years of OP) - 50%		\$40,000		\$40,000
<b>Planning &amp; Development Total</b>		<b>\$40,000</b>		<b>\$40,000</b>



**2022 Capital Projects with Funding Sources**

Row Labels	Grant	Levy	Reserves	Grand Total
Recreation and Cultural Services				
Douro Rink (Community Centre)				
Bldg Imp				
Harvest Room Flooring		\$9,000		\$9,000
Insulating ductwork at Douro Community Center		\$10,000		\$10,000
<b>Douro Rink (Community Centre) Total</b>		<b>\$19,000</b>		<b>\$19,000</b>
Parks & Recreation				
Land Improvements				
Douro South Park Improvements	\$320,000		\$80,000	\$400,000
Back Dam Boat Launch Parking		\$7,000		\$7,000
Vehicles				
Kubota Tractor		\$40,000		\$40,000
<b>Parks &amp; Recreation Total</b>	<b>\$320,000</b>	<b>\$47,000</b>	<b>\$80,000</b>	<b>\$447,000</b>
Historical Committee				
Bldg Imp				
Lime Kiln Project		\$10,000		\$10,000
<b>Historical Committee Total</b>		<b>\$10,000</b>		<b>\$10,000</b>
Library				
Equipment				
Books and Materials	\$14,000			\$14,000
<b>Library Total</b>	<b>\$14,000</b>			<b>\$14,000</b>
<b>Grand Total</b>	<b>\$902,320</b>	<b>\$1,291,540</b>	<b>\$671,250</b>	<b>\$2,865,110</b>

### 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>Corporate Management</b>			
Pay Equity	This represents an additional amount required to complete the 2021 project.	(blank)	<b>\$5,000</b>
Corporate Modernization - Hardware	This project will ensure office staff have current equipment required such as laptops and cell phones.	As staff continue to implement new technologies and processes it will be important that they have the right tools to fully utilize the new technology. Therefore it is being proposed to update some existing laptops, provide laptops to staff who have desktops and update/provide cell phones to staff.	<b>\$25,000</b>
Corporate Modernization - Software	Office 365 (implementation and training) which allows for better collaboration, records retention and access to corporate information.	Office 365 will enable Township staff to complete a variety of projects and will create collaboration amongst staff much more possible. It is proposed to use SharePoint to digitize records management across the Township which will continue to reduce the use and storage of paper at the Municipal Office. It will also make it much faster to find and access needed files. Office 365 also allows for collaboration through tools such as Microsoft Teams but in order to fully leverage the software it will be critical to train staff after implementation.	<b>\$50,000</b>

### 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
Finance Modernization	Process and GP Optimization Study, Virtual Town Hall, Budget Software and an allocation for other technology/system improvements as per the outcome of the process review.	<p>This project includes multiple components. The first component is to complete a comprehensive review of all Finance processes (payroll, AP, AR, year-end, budgeting, etc.) and will find ways to both make the process more efficient but also review how we utilize Great Plains (GP) and other technology within these processes.</p> <p>The second part is an allocation for two key software implementations related to Virtual City Hall which will allow residents to access their tax bills, balances and statements online in addition to make various payments. This will ultimately reduce the number of phone calls and visitors to the municipal office, this reducing administrative staff resources.</p> <p>The other allocation is for budget software. When the current Treasurer joined the Township he made an Excel based budget model. However, there are limitations with this approach such as reporting and collaboration amongst managers. Furthermore, the budget model could be difficult to maintain for a future Treasurer if they are not advanced in Microsoft Excel.</p> <p>Lastly, there is a general allocation to recognize that there will be recommendations from the Process and GP optimization study and this will allow</p>	<b>\$100,000</b>
Municipal Office Appliances	New fridge at Town Hall and Municipal Office and a new dishwasher at the Municipal Office.	The existing appliances are well used and in need of repair.	<b>\$5,000</b>
<b>Corporate Management Total</b>			<b>\$185,000</b>
<b>General Government Total</b>			<b>\$185,000</b>

**2022 Capital Project with Descriptions**

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>Planning and Development</b>			
<b>Planning &amp; Development</b>			
Zoning By-Law (with in 2 years of OP) - 50%	This project will be a comprehensive review and update of the Township's Zoning By-law.	It is legislated that the Zoning By-law must be aligned with the Official Plan implementation, regulatory changes, reduction in red tape.	<b>\$40,000</b>
<b>Planning &amp; Development Total</b>			<b>\$40,000</b>
<b>Planning and Development Total</b>			<b>\$40,000</b>

## 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>Protection Services</b>			
<b>Fire</b>			
Bunker Gear	Bunker Gear	anticipate 5 new hires and only 2 reusable sets if sizing is appropriate, plan to need 3 sets	<b>\$7,500</b>
Extrication Tools	Replace the sign in front of the Fire Hall which is broken with a digital sign.	It is being proposed to replace the existing portable sign, which is broken, with an electronic sign at the Donwood Fire Hall. The portable sign is \$10,000 to replace and the digital is \$22,000; it is recommended to purchase the digital sign as it will be a more effective communication tool for the community given there can be multiple announcements and they can be updated remotely. The sign will be funded through the Modernization Fund and therefore does not impact the levy.	<b>\$17,000</b>
Fire Helmets	Protection Servicesfighter Helmets	New style helmets much safer for both protection and ergonomics, based on research and internal testing. New SCBA should not have a helmet with a shield in front of it due to upgrades in new SCBA mask standards. Final year of a 3-year plan to replace all helmets.	<b>\$7,500</b>
Vehicle Stabalization Kit	Vehicle accident stabalization	One kit split between two pumpers, currently one station has none and another is 20 years old and not compatible with others	<b>\$12,000</b>
Lifting Air Bags	Lifting air bag kit	We only have one of these and has expired. Two kits will ensure that one kit arrives between two stations when responding	<b>\$18,000</b>
Station 2 renovation plan improvements	Possibly septic & ?	Provide responsible management of septic system	<b>\$30,000</b>
Ground Monitor	Large stream nozzle ground monitor	Ground monitor allows for fire streams where risks are too high for personnel to occupy or for cooling purposes, such as propane tank bleve mitigation or for large water streams as required.	<b>\$6,500</b>
Forestry Pump	Forestry Pump Replacement	We have two very old forestry pumps that are difficult to start and requires high maintenance and is considered unreliable	<b>\$10,000</b>
Electronic Sign	Extrication combination tool	Final year of a 4 year project to upgrade all station extrication tools	<b>\$22,000</b>
<b>Fire Total</b>			<b>\$130,500</b>

### 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>By-Law Enforcement</b>			
Basement Renovations for Building Department	Renovate the large meeting room and back storage room to create the Building/Planning Department offices	The upstairs office area is over capacity and the addition of 2 new staff (planner and full time building assistant), as well as capacity for summer student(s), makes the concept of expanding office floor space a necessity. The basement is already setup with security alarm, accessible entrance and bathrooms, plus the kitchenette, which will allow for this renovation to be focused on the offices and reception area, by sharing the existing exterior entrance. The budget allocation is higher than expected in the event material or labour prices continue to rise significantly, and also includes the necessary furniture and finishing.	<b>\$145,000</b>
Boat, Trailer and Motor	New boat for daytime building department use & as needed use for fire department	2022 Septic Reinspection program is mainly island properties which will require frequent boat access. Increased building inspections, with occasional enforcement activities have resulted in an increase of "borrowing" one of the fire boats to use. This practice is not suitable to fire department emergency use if there was a call and the boat is away from the land. The other issue with not having a boat is that we often rely on contractors to transport us, which can potentially result in being put in unsafe situations. The purchase of a new boat, trailer and motor would be intended for daytime use of the Building Department, but the boat would meet the specifications of Fire Department use, so the boat can be shared when need, as most fire department use is outside daytime business hours. The boat will hopefully be docked at Little's Marina, but the Fire Department will keep the trailer if they need to use the boat on a different access point. The model that would suit both department needs is similar to a Whaly 500R with a 60hp motor	<b>\$30,000</b>
Cloud Permitting Software	(blank)	(blank)	<b>\$5,000</b>
Reserve Transfer for Additional Truck Purchase in 2024	2nd truck planned for 2024	Adding a second truck to the building department fleet would prevent the use of personal vehicles during the busy summer months, especially with the septic program. The plan at this time is to have 2 trucks in fleet aged 4 years apart on an 8 year lifecycle.	<b>\$11,250</b>
<b>By-Law Enforcement Total</b>			<b>\$191,250</b>
<b>Protection Services Total</b>			<b>\$321,750</b>

### 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>Transportation Services</b>			
<b>Roads</b>			
Loader JD 2007	Replacement of current loader	15 year service life - Due for replacement	<b>\$275,000</b>
Sidewalk	Additional funds required for project overage.	(blank)	<b>\$27,603</b>
#19 Roads Truck 4WD (2007) 1 Ton with Snowplow	Replacement of 1 Ton Truck #19	10 year service life - Due for replacement	<b>\$120,000</b>
3pt hitch road side mower	Replacement of current bush hog mower	Due for replacement	<b>\$16,800</b>
Brushing Unit - Contribution to Reserve	New piece of equipment to deal with ongoing roadside brushing.	By dealing with the roadside brush the life of the roads can be extended and costs related to gravel and resurfacing can be minimized. Regular brushing also increases road safety by improving sightlines. This is being proposed to be purchased in 2023 but put half of the purchase cost into a reserve in 2022.	<b>\$92,500</b>
<b>Roads Total</b>			<b>\$531,903</b>
<b>Transportation Services Total</b>			<b>\$531,903</b>

## 2022 Capital Project with Descriptions

	Project Description	Project Justification	Project Cost
<b>General Government</b>			
<b>Recreation and Cultural Services</b>			
<b>Douro Rink (Community Centre)</b>			
Harvest Room Flooring	Tile floor Replacement	(blank)	<b>\$9,000</b>
Insulating ductwork at Douro Community Center	(blank)	(blank)	<b>\$10,000</b>
<b>Douro Rink (Community Centre) Total</b>			<b>\$19,000</b>
<b>Parks &amp; Recreation</b>			
Kubota Tractor	Parks Utility Tractor	Past projected service life - Due for replacement	<b>\$40,000</b>
Douro South Park Improvements	Rebuild of Canteen, add tennis court and make park more accessible through an ramp.	(blank)	<b>\$320,000</b>
		This project is dependent on the successful application of the grant.	<b>\$80,000</b>
Back Dam Boat Launch Parking	Installation of gravel parking lot	This parking lot will increase parking for users of the Back Dam boat launch while maintaining parking spots for the users who will be accessing the swim and play areas.	<b>\$7,000</b>
<b>Parks &amp; Recreation Total</b>			<b>\$447,000</b>
<b>Historical Committee</b>			
Lime Kiln Project	(blank)	(blank)	<b>\$10,000</b>
<b>Historical Committee Total</b>			<b>\$10,000</b>
<b>Library</b>			
Books and Materials	(blank)	(blank)	<b>\$14,000</b>
<b>Library Total</b>			<b>\$14,000</b>
<b>Recreation and Cultural Services Total</b>			<b>\$490,000</b>
<b>Grand Total</b>			<b>\$1,568,653</b>