

**TOWNSHIP OF ESSA  
SPECIAL MEETING – BUDGET AGENDA**

**WEDNESDAY, NOVEMBER 20, 2019  
1:00 P.M.**

**1. OPENING OF MEETING BY THE MAYOR**

**2. DISCLOSURE OF PECUNIARY INTEREST**

**3. DELEGATIONS / PRESENTATIONS**

p. 1 (a) 1:15 p.m. Mark Yandt – OCWA  
Re: Proposed 2020 Water and Sewer Budget

**i. OCWA 2020 Project Recommendations**

Recommendation: *Be it resolved that the proposed 2020 Water and Sewer Budget as recommended by OCWA be received.*

p. 5 (b) 1:45 p.m. Laura Wark, CEO  
Re: Proposed 2020 Library Board Budget

Recommendation: *Be it resolved that the proposed 2020 Library Board Budget as approved by the Essa Public Library Board be received.*

**4. 2020 PROPOSED BUDGET – WORKING PAPER DATED November 2020**

\*Separate Package (\*Please keep for future Budget Meetings)

**STAFF REPORTS AND MEMORANDUMS**

**5. TREASURY – Budget Background Information**

p. 10 (a) Memorandum from Manager of Finance - 2020 Budget Considerations

**6. POLICING – Budget Background Information**

p. 12 a) 2020 Municipal Policing Cost Estimates - OPP

**7. NVCA – Budget Background Information**

p. 16 (a) 2020 Draft Budget

**8. ADMINISTRATION – Budget Background Information**

p. 26 (a) Memorandum from Clerk – 2020 Budget Considerations – Council

- Freedom of Information and Protection of Privacy Act;  
 If the meeting is held for the purpose of educating or training the members.

**15. ADJOURNMENT**

Recommendation: *Be it resolved that this Special Meeting of the Council of the Township of Essa adjourn at \_\_\_\_\_ p.m. to meet again on the 4<sup>th</sup> day of December, 2019 at 1:00 p.m.*

# Essa Township

(2019-Year Recommended Capital/Major Maintenance from 2020 to 2025)

The Ontario Clean Water Agency has identified the following capital projects/major maintenance for your review and approval.

Proj. No.	Scope of Work	Cost Estimate						Compliance	E/W O&M/STP Outcome	Health & Safety	Repair/Maintenance	Lifecycle Replacement	Improvement	Spares Parts Inventory	Approved by Client	Rationale for Project
		2020	2021	2022	2023	2024	2025									
<b>Angus Wastewater Treatment Facility</b>																
1	Engineer Inspection of Concrete Tanks( Clarifiers,Aeration,Effluent)	\$50,000														Inspect existing tanks for integrity, leaks and cracks
2	Disc Filter Installation and Sand Filter Removal	\$300,000														second disc filter needed to add redundancy and to avoid bypasses and spills during maintenance and breakdowns)
3	Rotary Drum Thickener(RDT)		\$600,000										M			RDT will reduce the amount of sludge haulage by increasing sludge thickness and improving dewatering
4	Diesel Generator Repairs, inspections and Annual Load Testing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									Recommended to complete load testing annual.
5	Vac truck for Clarifier cleanings( 3 to 4 times per year)	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000									Clarifier cleanings to remove seasonal build up if algae
6	General Building Maintenance( HVAC service, cleaning etc..)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000									Third party maintenance of HVAC and door and lock maintenance
7	General Pump and Piping replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000									Smaller pump and hose replacement due to harsh environment resulting in short life expectancy. Based on History
8	Biological Additive(XLR8 to aid in settling sludge In the towers)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									Additive used during warmer months to aid in thickening of bio solids. Helps reduce volume hauled away
9	Contingency for unplanned repair	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000									(Based on History)
10	Rebuild Return and Waste Pumps															Pumps are approaching end of life expectancy. Rebuild will prolong life another 6-10 years approx.
11	Rebuild Secondary Effluent Pumps															One drive failed in 2018 and the others are similar in hours and approaching end of life expectancy
12	Rebuild Sludge Recirculating Pumps( Sludge Storage Tower pumps)	\$40,000														Pumps are approaching end of life expectancy. Rebuild will prolong life another 6-10 years approx.
13	Blower # 6 Replacement	\$50,000														Existing Blower has failed several times in 2019 and is currently out of service. Needs to be replaced in order to comply existing ECA
14	Blower # 4 Replacement	\$50,000														Existing Blower has failed several times in 2019 and is currently out of service. Needs to be replaced in order to comply existing ECA
15	New Reject pumps (increase size to 7.5HP from 5HP)	\$25,000														Existing Reject pumps are too small and are unable to keep up with reject flows from the Disk Filter
16	Blower Rebuilds of motors and compressors	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000									6 blowers to be serviced(1 each year)
17	UV Ballasts	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									Based on History of replacements and failures
<b>Total Estimate - Recommended Capital</b>		<b>\$607,000</b>	<b>\$892,000</b>	<b>\$92,000</b>	<b>\$92,000</b>	<b>\$92,000</b>	<b>\$127,000</b>									
<b>Angus Wastewater Collection</b>																
1	Pump Station Cleaning & 1 extra cleaning at Pump Station #1	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000									Cleaning is necessary to remove fats,oils,rags and debris from pump stations to avoid items getting into the pumps and causing breakdowns
2	Vac Trucks for Sewer Back ups and Clogs	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000									Based on History
3	Sewer Flushing (approximately 5kms/yr.)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000									Sewer flushing is necessary to remove small blockages and roots before they become large enough to cause back ups into residences. We can also camera the sewer main to inspect integrity of the system

# Essa Township

(2019-Year Recommended Capital/Major Maintenance from 2020 to 2025)

The Ontario Clean Water Agency has identified the following capital projects/major maintenance for your review and approval.

Ref No.	Scope of Work	Cost Estimate					Compliance	DWQMS/TA Outcome	Health & Safety	Repair / Maintenance	Lifecycle Replacement	Improvement	Store Parts Inventory	Approved by Client	Rationale for Project	
		2020	2021	2022	2023	2024										2025
4	Storm Water Pump Station #4 Pump Rebuilds								M						Pumps are tested annually and should be rebuilt on a regular basis to maintain efficiencies	
5	Pump Station #1 Grinder Pump replacement			\$200,000								M			Installation of Grinder pumps will reduce the number of blockages that occur in the pumps and the amount of rags that make into the treatment plant	
6	Pump Station #2 Bypass piping and Installation of New Grinder style pump				\$250,000							M			Installation of Grinder pumps will reduce the number of blockages that occur in the pumps and the amount of rags that make into the treatment plant	
7																
<b>Total Estimate - Recommended Capital</b>		<b>\$59,000</b>	<b>\$59,000</b>	<b>\$259,000</b>	<b>\$309,000</b>	<b>\$59,000</b>	<b>\$65,000</b>									
<b>Angus Mill Street DWS</b>																
1	Diesel Generator repairs and Load testing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000								As requested by MECP there will be annual inspections of the generators including the exhaust and fuel storage. As regulations change year to year there may be upgrades required. Load Testing recommended annually	
2	Annual TSSA Inspections of Diesel fuel tanks and Generators as requested by MOECP	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000								Mandatory TSSA inspections	
3	Chemical Pump Rebuild Kits	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000								MECP and Manufacturer recommended 1 rebuild per year	
4	Angus Drinking water system Permit renewal			\$4,000				M							Permit Renewal(2022)	
5	Angus Drinking water license renewal	\$1,500													License Renewal(2020)	
6	Building Maintenance for Mill, McGeorge, Brownley, Thornton (heaters, soffits, doors, locks etc.)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000								Maintain heaters, soffits, doors, locks, dehumidifiers etc..	
7	Singer valve/Clay Valve rebuild				\$5,000				M			M			Last rebuilt in 2017	
8	Scada to integrate all Angus well sites	\$60,000													Scada will allow greater control over system operation and pressure control. We could operate certain pump house at certain times of day to save on energy costs.	
9	DWQMS Audits	\$3,000	\$3,000	\$5,000	\$3,000	\$3,000	\$5,000								Annual audits and reaccreditation every 3 years	
<b>Total Estimate - Recommended Capital</b>		<b>\$84,500</b>	<b>\$23,000</b>	<b>\$29,000</b>	<b>\$28,000</b>	<b>\$23,000</b>	<b>\$25,000</b>									
<b>Angus Brownley DWS</b>																
1	Diesel Generator repairs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000								As requested by MECP there will be annual inspections of the generators including the exhaust and fuel storage. As regulations change year to year there may be upgrades required	
2	Annual TSSA Inspections of Diesel fuel tanks and Generators as requested by MOECP	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000								Mandatory TSSA inspections	
3	Chemical Pump Rebuild Kits	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000								MECP and Manufacturer recommended 1 rebuild per year	
4	Reservoir Cleaning ( MOECP Recommended every 7 - 10 years)		\$25,000									M			Cleaning of reservoir is required to remove slits and sediments from the bottom of the reservoir and to inspect the integrity of the structure	
5	Chlorine analyzer Probes and Membrane Caps	\$1,000	\$1,000	\$6,000	\$1,000	\$6,000	\$1,000								Caps replaced annually and probes every 5 years ( 2 analyzers in operation)	
6																
<b>Total Estimate - Recommended Capital</b>		<b>\$11,000</b>	<b>\$36,000</b>	<b>\$16,000</b>	<b>\$11,000</b>	<b>\$16,000</b>	<b>\$11,000</b>									
<b>Angus McGeorge DWS</b>																

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Ref. No.	Scope of Work	Cost Estimate						Compliance	DWQMSRA Outcomes	Health & Safety	Repair/Maintenance	Lifecycle Replacement	Improvement	Spare Parts Inventory	Approved by Client	Rationale for Project
		2020	2021	2022	2023	2024	2025									
1	Diesel Generator repairs and Load Testing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									As requested by MECP there will be annual inspections of the generators including the exhaust and fuel storage. As regulations change year to year there may be upgrades required
2	Annual TSSA inspections of Diesel fuel tanks and Generators as requested by MOECP	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000									Mandatory TSSA inspections
3	Chemical Pump Rebuild Kits (MECP and Manufacturer recommended 1 rebuild per year)	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000									MECP and Manufacturer recommended 1 rebuild per year
4	Chlorine analyzer Probes and Membrane Caps	\$1,000	\$1,000	\$6,000	\$1,000	\$6,000	\$1,000									Caps replaced annually and probes every 5 years( 2 analyzers in operation
5	Raw and Treated Meter replacement	\$35,000										M	M			Annual calibrations showing test sensor failures.
<b>Total Estimate - Recommended Capital</b>		<b>\$46,000</b>	<b>\$11,000</b>	<b>\$16,000</b>	<b>\$11,000</b>	<b>\$16,000</b>	<b>\$11,000</b>									
<b>Baxter DWS</b>																
1	Chemical Pump Rebuild Kits (MECP and Manufacturer recommended 1 rebuild per year)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000									MECP and Manufacturer recommended 1 rebuild per year
2	Chlorine analyzer Probes and Membrane Caps	\$1,000	\$1,000	\$6,000	\$1,000	\$6,000	\$1,000									Caps replaced annually and probes every 5 years( 2 analyzers in operation
3	Diesel Generator Replacement and 3rd party repairs (Replace in 2021 if still required)	\$5,000	\$50,000	\$5,000	\$5,000	\$5,000	\$5,000									Third party service for repair and replace in 2021
4																
5																
<b>Total Estimate - Recommended Capital</b>		<b>\$7,000</b>	<b>\$52,000</b>	<b>\$12,000</b>	<b>\$7,000</b>	<b>\$12,000</b>	<b>\$7,000</b>									
<b>Thornton DWS</b>																
1	Chemical Pump Rebuild Kits	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000									MECP and Manufacturer recommended 1 rebuild per year
2	Water Storage Tower Inspections(3rd Party recommended.Gretarlo)															Internal and External Inspections. MECP recommended every 7 - 10 years
3	External Water Storage inspection and resealing			\$8,000												Resealing to protect exterior bolts from corrosion and leaking
4	Chlorine analyzer Probes and Membrane Caps	\$1,000	\$1,000	\$1,000	\$6,000	\$1,000	\$6,000									Caps replaced annually and probes every 5 years ( 2 analyzers in operation)
5	High Lift Pump rebuilds			\$15,000												Bearings and Seal replacement will increase life expectancy and improve pump efficiencies
6	Diesel Generator repairs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									With mandatory inspections in Angus there may be a need to follow suit in other facilities to have TSSA inspections and upgrades to fuel storages and exhaust systems
7	Raw and Treated Meter replacement	\$50,000										M	M			Annual calibrations showing test sensor failures.
8																
<b>Total Estimate - Recommended Capital</b>		<b>\$59,000</b>	<b>\$9,000</b>	<b>\$32,000</b>	<b>\$14,000</b>	<b>\$9,000</b>	<b>\$24,000</b>									
<b>Essa Water Distribution System</b>																
1	Hydrant painting	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									Improve appearance and protect the hydrants from weather( 5-10 hydrants per year)
2	Swabbing( 5 - 8 kms)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000									Swabbing water mains to remove biofilm build up in the mains and Improve water quality to residents and reduce resident complaints
3	Fire Hydrant Repairs/Replacements	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000									There are many hydrants that could use some repairs and replacement parts are quite expensive( Service 5 - 10 per year)

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		2020	2021	2022	2023	2024	2025									
4	Main Valve and Service repairs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000									Based on History. Many valves are below grade and need to be excavated and have extensions installed ( 10 - 15 Valves per year)
5	Leak Detection by Third Party	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000									Leak detection to locate water losses and lost revenue. Full system In 2020 and problem areas in future.
<b>Total Estimate - Recommended Capital</b>		<b>\$95,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>									
<b>Unplanned Repairs</b>																
1	Unplanned Essa Water Distribution Repairs	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000									Based on History
2	Unplanned Drinking Water System Repairs	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000									Based on History
3	Unplanned Angus WWTP Repairs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000									Based on History
4																
<b>Total Estimate - Recommended Capital</b>		<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>									
<b>Name of Facility</b>																
1																
2																
<b>Total Estimate - Recommended Capital</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>									
<b>Total Capital Estimate</b>		<b>\$1,038,500</b>	<b>\$1,032,000</b>	<b>\$606,000</b>	<b>\$622,000</b>	<b>\$377,000</b>	<b>\$420,000</b>									

2019 Recommended Capital Presented by:

Name

2018 Recommended Capital Approved by:

Name

\* NOTE : a requirement of DWQMS v. 2.0 is to consider the outcomes of the risk assessment (RA) documented under Element 8 as part of the system's infrastructure review

Legend:

- H High priority recommended to be completed in upcoming year
- M Medium priority recommended to be completed in 1 to 3 years
- L Low priority recommended to be completed in years 4 to 5

**Township of Essa**

**Operating Library**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
	<b>Administration</b>							
02-20-445-610-6000	Salaries/Wages	\$ 224,030.00	\$ 120,914.66	53.97%		\$ 254,154.00		
6000A	Salaries Wages New Positions							
02-20-445-610-6002	Salaries/Wages Part Time	\$ 178,900.00	\$ 149,314.78	83.46%		\$ 243,721.00		
6002A	Salaries Wages New Part Time Hours							
02-20-445-610-6012	LIBRARY Wages & Benefits Transfer	\$ 4,400.00	\$ -	0.00%	Treasury payroll payable receipts	\$ 4,400.00		
02-20-445-610-6020	Employee Benefits Full Time	\$ 26,209.00	\$ 19,727.26	75.27%	incl part time	\$ 32,000.00		incl part time
02-20-445-610-6022	Employee Benefits Part Time	\$ -	\$ -	0.00%	see full time			see full time
02-20-445-610-6026	Extended Health Benefits	\$ 33,911.00	\$ 22,587.94	66.61%		\$ 44,000.00		
02-20-445-610-6027	Retirees Extended Health Benefits	\$ -	\$ -	0.00%				
02-20-445-610-6030	Employee Health Tax	\$ 7,970.00	\$ 5,586.53	70.09%		\$ 9,532.00		
02-20-445-610-6032	OMERS	\$ 25,428.00	\$ 21,706.21	85.36%		\$ 26,920.00		
02-20-445-610-6033	WSIB	\$ 1,185.00	\$ 830.82	70.11%		\$ 1,400.00		
02-20-445-610-6035	Mileage	\$ 3,000.00	\$ 2,749.44	91.65%		\$ 4,000.00		Interlibrary Loans, split shifts between branches, courier
02-20-445-610-6042	Safety Training	\$ 500.00	\$ 550.00	110.00%	First Aid	\$ 500.00		First Aid
02-20-445-610-6044	Conferences	\$ 2,600.00	\$ 2,523.82	97.07%	3 staff to Ontario Public Library Association Conference	\$ 2,600.00		3 staff to Ontario Public Library Association Conference
02-20-445-610-6045	Continuing Education	\$ 2,600.00	\$ 1,504.79	57.88%	Lib Tech courses, Communication courses, SOLS & beyond sector opportunities	\$ 2,600.00		Lib Tech courses, Communication courses, SOLS & beyond sector opportunities
02-20-445-610-6046	Memberships & Subscriptions	\$ 1,740.00	\$ 1,843.70	105.96%	OLA OLBA AMPLO FOPL	\$ 1,740.00		OLA OLBA AMPLO FOPL
02-20-445-610-6050	Office Supplies	\$ 3,500.00	\$ 1,154.72	32.99%		\$ 3,500.00		
02-20-445-610-6052	Postage	\$ 300.00	\$ 143.97	47.99%		\$ 800.00		Interlibrary Loans now delivered by Canada Post
02-20-445-610-6069	Contract Services	\$ 800.00	\$ 2,221.51	277.69%	collection services - recouped in revenue	\$ 2,000.00		Collection charges recouped in Revenues.
02-20-445-610-6091	LIBRARY Transfer to Reserve	\$ 28,350.00	\$ -	0.00%	debt repayment			
02-20-445-610-6098	LIBRARY Transfer to Capital	\$ 130,700.00	\$ -	0.00%		\$ -		

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**Township of Essa**

**Operating Library**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
<b>Angus Branch Building</b>								
02-20-445-625-6054	Telephone Communications	\$ 3,700.00	\$ 2,268.04	61.30%		\$ 3,700.00		
02-20-445-625-6055	Hydro	\$ 16,000.00	\$ 4,457.43	27.86%	SCDSB agreement	\$ 16,000.00		SCDSB agreement
02-20-445-625-6056	Heat	\$ 900.00	\$ 226.87	25.21%	SCDSB agreement	\$ 900.00		SCDSB agreement
02-20-445-625-6057	Cleaning Supplies	\$ 400.00	\$ 291.33	72.83%		\$ 600.00		
02-20-445-625-6061	Building Repairs & Maintenance	\$ 6,500.00	\$ 6,321.17	-97.25%	Building is aging 15 parking signs, shared elevator repairs	\$ 6,500.00		Building is aging 15 parking signs, shared elevator repairs
02-20-445-625-6069	Contract Services	\$ 1,300.00	\$ 1,252.77	96.37%	Lula Lift Maint. Contract decreased by 50%	\$ 1,300.00		Lula Lift Maint. Contract decreased by 50%
02-20-445-625-6275	Snow Removal	\$ 1,300.00	\$ -	0.00%	SCDSB agreement	\$ 2,000.00		7 additional parking spaces reserved for public at Angus Branch
02-20-445-625-6281	Janitorial Cleaning Services	\$ 21,863.00	\$ 5,466.93	25.01%	SCDSB agreement	\$ 21,863.00		SCDSB agreement
<b>Thornton Branch Building</b>								
02-20-445-630-6054	Telephone Communications	\$ 650.00	\$ 387.06	59.55%		\$ 650.00		
02-20-445-630-6055	Hydro	\$ 2,700.00	\$ 1,274.92	47.22%		\$ 2,700.00		
02-20-445-630-6056	Heat	\$ 2,250.00	\$ 1,439.81	63.99%		\$ 2,250.00		
02-20-445-630-6057	Cleaning Supplies	\$ 250.00	\$ 168.39	67.36%		\$ 450.00		Increased public use of meeting room space during open hours
02-20-445-630-6061	Building Repairs & Maintenance	\$ 4,500.00	\$ 2,845.38	63.23%		\$ 4,500.00		
02-20-445-630-6069	Contract Services	\$ -	\$ -	0.00%				
02-20-445-630-6275	Snow Removal	\$ 2,100.00	\$ 1,558.85	74.23%		\$ 2,100.00		
02-20-445-630-6281	Janitorial Cleaning Services	\$ 3,000.00	\$ 1,797.90	59.93%		\$ 3,000.00		
<b>Operations</b>								
02-20-445-640-6053	Courier Fees	\$ 50.00	\$ -	0.00%		\$ 50.00		
02-20-445-640-6058	Equipment Rental	\$ 2,475.00	\$ 1,518.10	61.34%		\$ 2,475.00		
02-20-445-640-6059	Equipment Maintenance Contracts	\$ 2,662.00	\$ 1,777.61	66.78%		\$ 2,662.00		
02-20-445-640-6060	Computer Software & Maintenance	\$ 7,500.00	\$ 2,956.18	39.42%	\$800 to activate offsite internet hub, childrens outreach	\$ 4,500.00		The hubs are not currently active = past contract with Rogers.

**Township of Essa**

**Operating Library**

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Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
02-20-445-640-6062	Advertising	\$ 300.00	\$ 258.27	86.09%		\$ 300.00		
02-20-445-640-6063	Insurance	\$ 2,100.00	\$ 3,346.77	159.37%		\$ 3,300.00		
02-20-445-640-6064	Bank Charges	\$ 725.00	\$ 533.60	73.60%	interact at Thornton branch	\$ 725.00		interact at Thornton branch
02-20-445-640-6066	Audit Fees	\$ 3,600.00	\$ -	0.00%		\$ 3,600.00		
02-20-445-640-6069	Contract Services	\$ -	\$ -	0.00%	excl processing	\$ 45,000.00		Potential RBC Grant of \$45,000 or more.
02-20-445-640-6245	Small Equipment/Material Purchases	\$ 3,000.00	\$ 2,411.93	80.40%	multiple AED pads due for replacement at both branches	\$ 3,000.00		
02-20-445-640-6289	Supplies & Equipment	\$ 45,000.00	\$ 26,811.11	59.58%	RBC Future Launch	\$ -		move to 640-6069
02-20-445-640-6330	Electronic Resources	\$ 12,450.00	\$ 7,777.86	62.47%	15% of physical book budget strategic goal #2 curated resources	\$ 12,450.00		15% of physical book budget strategic goal #2 curated resources
02-20-445-640-6334	Programming & Promotions	\$ 11,500.00	\$ 5,337.32	46.41%	Thornton Art Prog. Author for Essalicious 2019 travel costs + speaking fee (RBC 500)	\$ 11,500.00		Thornton Art Prog. Author for Essalicious 2019 travel costs + speaking fee (RBC 500)
02-20-445-640-6336	Fundraising Products	\$ 2,000.00	\$ 1,970.00	98.50%		\$ 2,000.00		
<b>Subsidized Program &amp; Board Wages</b>								
02-20-445-650-6002	Salaries/Wages Part Time	\$ 11,760.00	\$ 10,896.69	92.66%	2 prog asst in summer (offset by HRDC grant \$7850)	\$ 11,000.00		2 prog asst in summer (offset by HRDC grant \$7850)
02-20-445-650-6006	Salaries/Wages Part Time Overtime	\$ -	\$ 210.00	0.00%		\$ 210.00		Canada Day Celebrations
02-20-445-650-6009	Remuneration Council/Committee	\$ 3,500.00	\$ -	0.00%	7 x 500	\$ 4,200.00		Align with remuneration with other committee remuneration amounts
02-20-445-650-6020	Employee Benefits Full Time	\$ 740.00	\$ 722.25	97.60%		\$ 725.00		
02-20-445-650-6022	Employee Benefits Part Time	\$ -	\$ -	0.00%				
02-20-445-650-6030	Employee Health Tax	\$ 300.00	\$ 216.58	72.19%		\$ 215.00		
02-20-445-650-6033	WSIB	\$ 50.00	\$ 32.19	64.38%		\$ 35.00		
02-20-445-650-6035	Mileage	\$ 275.00	\$ 70.22	25.53%	OLBA	\$ 275.00		OLBA
02-20-445-650-6048	Board Appreciation/Public Relations	\$ 1,500.00	\$ 646.02	43.07%		\$ 1,500.00		
02-20-445-650-6054	Telephone Communications	\$ -	\$ -	0.00%				
<b>Total Operating Expenses:</b>		<b>\$ 855,023.00</b>	<b>\$ 437,967.36</b>	<b>51.22%</b>		<b>\$ 812,102.00</b>	<b>\$ -</b>	

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**Township of Essa**

**Operating Library**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments
<b>Revenues</b>					
02-40-445-660-4605	Miscellaneous Grants	-\$ 5,000.00	-\$ 5,000.00	100.00%	Incl Adj-Tos \$
4605A	Misc Grants Capital	\$ -	\$ -	0.00%	
02-40-445-660-4606	Provincial Grants	-\$ 26,147.00	\$ -	0.00%	Service Ontario (85) PLOG (25297) potential seniors grant application (23490)
4606A	Prov Grants Capital	\$ -	\$ -	0.00%	
02-40-445-660-4630	Federal Grants	-\$ 7,850.00	\$ -	0.00%	2 summer students Y10 MERC 0 HRDC 0 IndCan 0
4630A	Fed Grants Capital	\$ -	\$ -	0.00%	
02-40-445-660-4651	Library Collection Revenue	-\$ 10,000.00	-\$ 8,823.35	88.23%	fees for overdue and lost items
02-40-445-660-4655	Community Donations	-\$ 45,500.00	-\$ 79.15	0.17%	RBC 500 RBC 45000
4655A	Comm Donations Capital	\$ -	\$ -	0.00%	
02-40-445-660-4657	Fundraising Library Branches	-\$ 8,200.00	-\$ 4,981.95	60.76%	book sales, buttons
02-40-445-660-4691	Dog Licences Bus Passes Library	-\$ 1,200.00	-\$ 1,295.00	107.92%	lwp comm 6 x 200
02-40-445-660-4707	Miscellaneous Revenue	-\$ 9,000.00	-\$ 6,776.20	75.29%	printing, faxing, exam proctoring
02-40-445-660-4710	Bank Interest	-\$ 25.00	\$ -	0.00%	
02-40-445-660-4728	Library Room Rentals	-\$ 1,000.00	-\$ 740.00	74.00%	more no-charge bookings in Thornton on Saturdays, Strategic Dir #2, Local Culture
		\$ -	\$ -	0.00%	
02-40-445-660-4740	Registration Fees	-\$ 650.00	-\$ 452.00	69.54%	
	<b>Total Revenues:</b>	-\$ 151,922.00	-\$ 28,147.65	18.53%	

2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
-\$ 5,000.00		Incl Adj-Tos \$
-\$ 25,297.00		Service Ontario Grant was cancelled (\$850)
-\$ 5,448.00		Canada Summer Jobs Grant to pay 50% of Program Assistant wage.
-\$ 13,000.00		Increase, in part due to collection services
-\$ 45,700.00		RBC 500 RBC 45000, SOLS \$200
-\$ 8,200.00		book sales, buttons
-\$ 1,200.00		Online licences now available, no more bus pass sales
-\$ 10,000.00		Photocopy price increase to 15 cents/page
-\$ 1,000.00		more no-charge bookings in Thornton on Saturdays, Strategic Dir #2, Local Culture
-\$ 650.00		
-\$ 115,495.00	\$ -	

Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments
Department Operating Expenses:	\$ 855,023.00	\$ 437,967.36	51.22%	
Department Revenues (non-taxation):	\$ 151,922.00	\$ 28,147.65	18.53%	
Tax Levy Required:	\$ 703,101.00	\$ 409,819.71		

2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
\$ 812,102.00	\$ -	
-\$ 115,495.00	\$ -	
\$ 696,607.00	\$ -	

Net Impact on Taxation \$ Increase (\$ Decrease)  
% Increase (Decrease) year over year

-\$ 6,494.00 -\$ 703,101.00  
-0.92% -100.00%

**Township of Essa**

**Operating Library**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
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**Township of Essa**

**Capital Library**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
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**Capital Projects**

Account	Description	2019 Approved Budget	2019 YTD Actual	2019 YTD % of Budget	Comments	2020 Budget Worksheet	2020 Budget Approved	2020 Budget Comments
02-01-846-015-8795	Building							
02-01-846-015-8795	Angus Branch							
02-01-846-015-8795	Thornton Branch							
	Angus Branch Debt Repayment (see above)						\$ 28,350.00	
	02-20-445-610-6091 \$ 28,350 per year						\$ 5,500.00	
LB1901 P9	Furniture	\$ 5,500.00	\$ 1,483.24	26.97%			\$ 2,000.00	
LB1902 P9	Equipment	\$ 2,000.00	\$ 1,496.21	74.81%			\$ 8,200.00	
LB1904 P9	Computer Equipment	\$ 8,200.00	\$ 6,910.52	84.27%				
LB1905 P9	Shelving Angus	\$ -						
LB1905 P9	Shelving Thornton	\$ -						
LB1903 P1	Books Collection Materials	\$ 85,000.00	\$ 63,515.92	74.72%			\$ 90,000.00	
LB1903 P1	Books Collection Materials Dev Ch (growth)	\$ 10,000.00		0.00%			\$ 10,000.00	
	AODA Emergency Exit Ramp	\$ 20,000.00		0.00%				
	<b>Total Project Costs</b>	\$ 130,700.00	\$ 73,405.89	56.16%		\$ -	\$ 144,050.00	
	<b>Sources of Financing</b>							
	<b>Revenue Fund</b>							
	from Operations (Tax Base)	\$ 121,700.00	\$ 64,405.89			\$ -	\$ 105,700.00	
	from Operations (User Fees)							
	<b>Reserves and Reserve Funds</b>							
02-40-445-660-4950	from Reserves							
	from Reserve Funds							
02-40-445-660-4954	from Development Charges	\$ 37,350.00	\$ 9,000.00				\$ 38,350.00	\$10,000 for books, \$28350 for debt repayment
	<b>Other Sources</b>							
	Grants							
	Donations							
	Developers							
	<b>Total Financing</b>	\$ 130,700.00	\$ 73,405.89			\$ -	\$ 144,050.00	





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**TOWNSHIP OF ESSA**  
5786 Simcoe County Road 21  
Utopia, Ontario  
L0M 1T0

Telephone: (705) 424-9770  
Fax: (705) 424-2367  
www.essatownship.on.ca

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**MEMORANDUM**

**TO: Council**

**FROM: Carol Traynor, Manager of Finance**

**DATE: November 20, 2019**

**SUBJECT: 2020 Budget Consideration – Operating and Capital Treasury**

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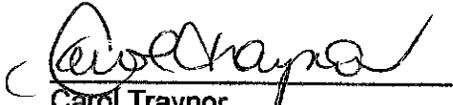
The following is being presented for Council's consideration and approval in the 2020 Operating and Capital Budgets, these are estimates only and do not include HST:

Description	Proposed Amount
<ul style="list-style-type: none"><li>• Painting interior of the Administration Centre Estimate includes the following:<ul style="list-style-type: none"><li>○ Upper Level – 4 Offices, photocopier room, open office area, hallway to offices, stairway to lower level, men's and women's washrooms – walls, doors and frames</li><li>○ Lower Level – kitchen, 5 offices, open office area, copy room, mechanical room, hallway to offices, men's and women's washrooms – walls, doors and frames</li><li>○ Minor repairs</li><li>○ All paint included</li></ul></li></ul>	\$8,450
<ul style="list-style-type: none"><li>• Digital sign at Administration Centre entrance</li></ul>	\$15,000
<ul style="list-style-type: none"><li>• Replace interior lights to LED at Administration Centre<ul style="list-style-type: none"><li>○ Replace all interior florescent lighting on upper and lower levels</li><li>○ Replace 2 existing chandeliers, 6 stem mount drop cylinders</li><li>○ Replace 6 wall sconces and 6 pot lights</li></ul></li></ul>	\$36,100

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○ Replace balance of exterior wall packs	
• Administration Centre outside retaining wall	\$60,000
• Asset Management Software	\$50,000
• Asset Management Consultant	\$46,000

Thank you for your consideration,

  
\_\_\_\_\_  
Carol Traynor  
Manager of Finance

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# OPP 2020 Annual Billing Statement

## Essa Tp

Estimated cost for the period January 1 to December 31, 2020

Please refer to [www.opp.ca](http://www.opp.ca) for 2020 Municipal Policing Billing General Information summary for further details.

			<u>Cost per Property \$</u>	<u>Total Cost \$</u>
<b>Base Service</b>	<b>Property Counts</b>			
	Household	7,366		
	Commercial and Industrial	190		
	<b>Total Properties</b>	<u>7,556</u>	183.23	1,384,496
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	162,805,510		
	Municipal portion	0.6944%	149.62	1,130,557
<b>Overtime</b>	(see notes)		11.37	85,895
<b>Contract Enhancements</b>	(see summary)		39.18	296,055
<b>Prisoner Transportation</b>	(per property cost)		1.99	15,036
<b>Accommodation/Cleaning Services</b>	(per property cost)		4.78	36,118
<b>Total 2020 Estimated Cost</b>			<u>390.17</u>	<u>2,948,157</u>

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## OPP 2020 Annual Billing Statement

Adjala-Tosorontio/Essa/New Tecumseth Tp

Estimated cost for the period January 1 to December 31, 2020

Please refer to [www.opp.ca](http://www.opp.ca) for 2020 Municipal Policing Billing General Information summary for further details.

			<u>Cost per Property \$</u>	<u>Total Cost \$</u>
<b>Base Service</b>	<b>Property Counts</b>			
	Household	26,667		
	Commercial and Industrial	<u>760</u>		
	<b>Total Properties</b>	<u><u>27,427</u></u>	183.23	5,025,485
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	162,805,510		
	Municipal portion	2.3797%	141.26	3,874,222
<b>Overtime</b>	(see notes)		11.72	321,571
<b>Contract Enhancements</b>	(see summary)		39.18	1,074,630
<b>Prisoner Transportation</b>	(per property cost)		1.99	54,580
<b>Accommodation/Cleaning Services</b>	(per property cost)		<u>4.78</u>	<u>131,101</u>
<b>Total 2020 Estimated Cost</b>			<u><u>382.16</u></u>	<u><u>10,481,588</u></u>
<b>2018 Year-End Adjustment</b>	(see summary)			96,943
<b>Grand Total Billing for 2020</b>				<u><u>10,578,531</u></u>
<b>2020 Monthly Billing Amount</b>				881,544

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**OPP 2020 Estimated Base Services and Calls for Service Cost Summary**  
 For the period January 1 to December 31, 2020

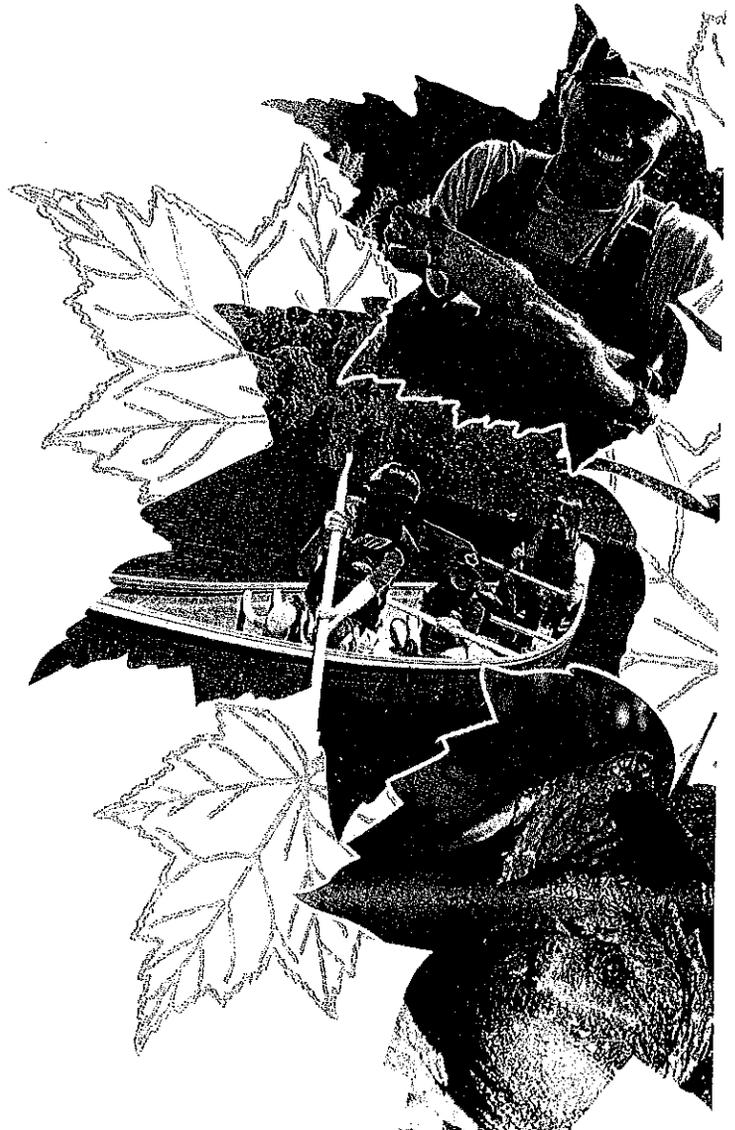
Salaries and Benefits	Positions		Base \$/FTE	Total Base Services and Calls for Service	Base Services	Calls for Service
	FTE	%		\$	\$	\$
<b>Uniform Members (Note 1)</b>						
Inspector	25.44	100.0	161,356	4,104,898	4,104,898	-
Staff Sergeant-Detachment Commander	11.13	100.0	144,775	1,611,343	1,611,343	-
Staff Sergeant	32.18	100.0	135,199	4,350,718	4,350,718	-
Sergeant	218.06	54.5	121,017	26,388,924	14,393,739	11,995,186
Constable	1,741.76	54.5	103,094	179,565,117	97,945,546	81,619,570
Part-Time Constable	5.48	54.5	82,108	449,952	245,503	204,449
<b>Total Uniform Salaries</b>	<b>2,034.05</b>			<b>216,470,953</b>	<b>122,651,748</b>	<b>93,819,205</b>
Statutory Holiday Payout			3,841	7,791,215	4,369,805	3,421,410
Shift Premiums			1,037	2,037,562	1,111,406	926,156
Uniform Benefits - Inspector			25.68%	1,054,138	1,054,138	-
Uniform Benefits - Full-Time Salaries			29.25%	61,985,460	34,603,144	27,382,316
Uniform Benefits - Part-Time Salaries			14.87%	66,908	36,506	30,402
<b>Total Uniform Salaries &amp; Benefits</b>				<b>289,406,236</b>	<b>163,826,746</b>	<b>125,579,489</b>
<b>Detachment Civilian Members (Note 1)</b>						
Detachment Administrative Clerk	172.24	54.5	65,281	11,244,026	6,133,164.20	5,110,861
Detachment Operations Clerk	2.04	54.5	63,058	128,639	69,995	58,644
Detachment Clerk - Typist	0.33	54.5	56,100	18,513	10,098	8,415
Court Officer	15.99	54.5	66,104	1,057,006	576,429	480,577
Crimestoppers Co-ordinator	0.79	54.5	60,603	47,876	26,059	21,817
<b>Total Detachment Civilian Salaries</b>	<b>191.39</b>			<b>12,496,060</b>	<b>6,815,745</b>	<b>5,680,315</b>
Civilian Benefits - Full-Time Salaries			27.08%	3,383,933	1,845,704	1,538,229
<b>Total Detachment Civilian Salaries &amp; Benefits</b>				<b>15,879,992</b>	<b>8,661,448</b>	<b>7,218,544</b>
<b>Support Costs - Salaries and Benefits (Note 2)</b>						
Communication Operators			6,635	13,495,922	7,568,810	5,927,112
Prisoner Guards			1,764	3,588,064	2,012,265	1,575,799
Operational Support			5,037	10,245,510	5,745,907	4,499,602
RHQ Municipal Support			2,488	5,060,716	2,838,161	2,222,555
Telephone Support			120	244,086	136,889	107,197
Office Automation Support			644	1,309,928	734,637	575,292
Mobile and Portable Radio Support			200	407,906	228,746	179,160
<b>Total Support Staff Salaries and Benefits Costs</b>				<b>34,352,132</b>	<b>19,265,415</b>	<b>15,086,717</b>
<b>Total Salaries &amp; Benefits</b>				<b>339,638,360</b>	<b>191,753,610</b>	<b>147,884,751</b>
<b>Other Direct Operating Expenses (Note 2)</b>						
Communication Centre			167	339,686	190,504	149,183
Operational Support			830	1,688,262	946,814	741,447
RHQ Municipal Support			249	506,478	284,044	222,434
Telephone			1,462	2,973,781	1,667,762	1,306,019
Mobile Radio Equipment Repairs & Maintenance			102	208,032	116,660	91,372
Office Automation - Uniform			2,390	4,861,380	2,726,369	2,135,011
Office Automation - Civilian			1,812	346,799	189,155	157,644
Vehicle Usage			8,805	17,909,810	10,044,216	7,865,595
Detachment Supplies & Equipment			534	1,086,183	609,155	477,028
Uniform & Equipment			1,974	4,026,032	2,257,723	1,768,309
Uniform & Equipment - Court Officer			924	14,775	8,057	6,717
<b>Total Other Direct Operating Expenses</b>				<b>33,961,218</b>	<b>19,040,459</b>	<b>14,920,759</b>
<b>Total 2020 Municipal Base Services and Calls for Service Cost</b>				<b>\$ 373,599,578</b>	<b>\$ 210,794,068</b>	<b>\$ 162,805,510</b>
<b>Total OPP-Policed Municipal Properties</b>					<b>1,150,426</b>	
<b>Base Services Cost per Property</b>					<b>\$ 183.23</b>	

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# NOTTAWASAGA VALLEY CONSERVATION AUTHORITY

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## 2020 DRAFT BUDGET



**Nottawasaga Valley  
Conservation Authority**

**Nottawasaga Valley Conservation Authority  
8195 8th Line, Utopia ON L0M 1T0  
T: 705-424-1479 • F: 705-424-2115**



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## OUR VISION

Innovative watershed management supporting a healthy environment, communities and lifestyles.

## OUR MISSION

Working together to lead, promote, support and inspire innovative watershed management.

## AT A GLANCE

For 60 years, NVCA has worked with municipal, provincial and federal partners, and local stakeholders to deliver excellence in watershed planning and management.

Like Ontario's other 35 conservation authorities, NVCA operates under three fundamental principles:

- Watershed jurisdiction
- Local decision making
- Funding partnerships

As your municipal partner, NVCA provides the expertise to help protect our water, our land, and our future.

## OUR WATERSHED

Our watershed is a large geographic area, approximately 3,700 sq. km, with jurisdiction in 18 municipalities in the counties of Simcoe, Dufferin and Grey.

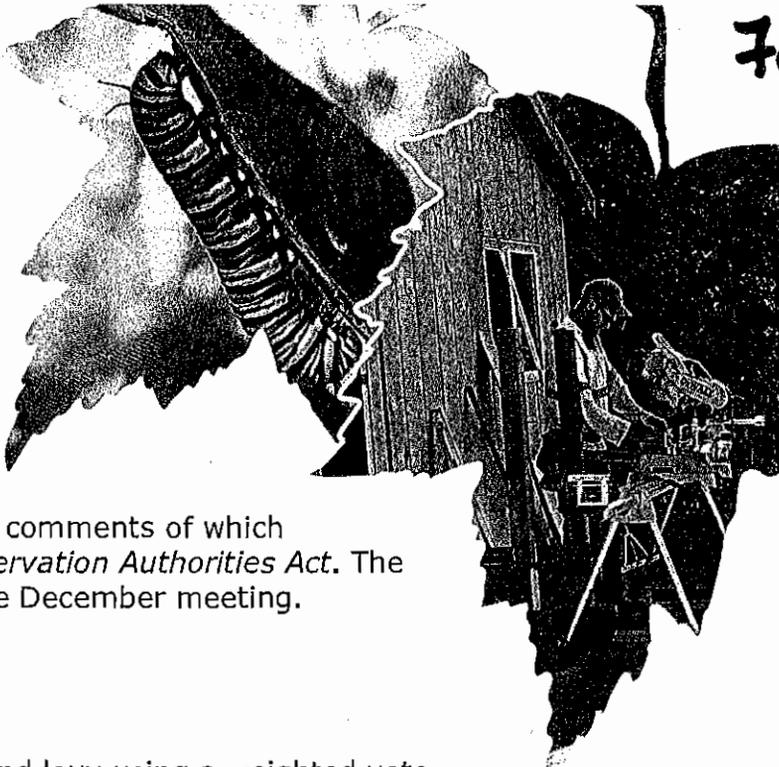
NVCA's Board of Directors is comprised of one representative appointed from each of our member municipalities.

Board members have a very important role and responsibility to represent the interests of their municipalities, consider the interests and needs of the conservation authority, and establish an effective reporting relationship with their municipal council and staff.

# Budget Process

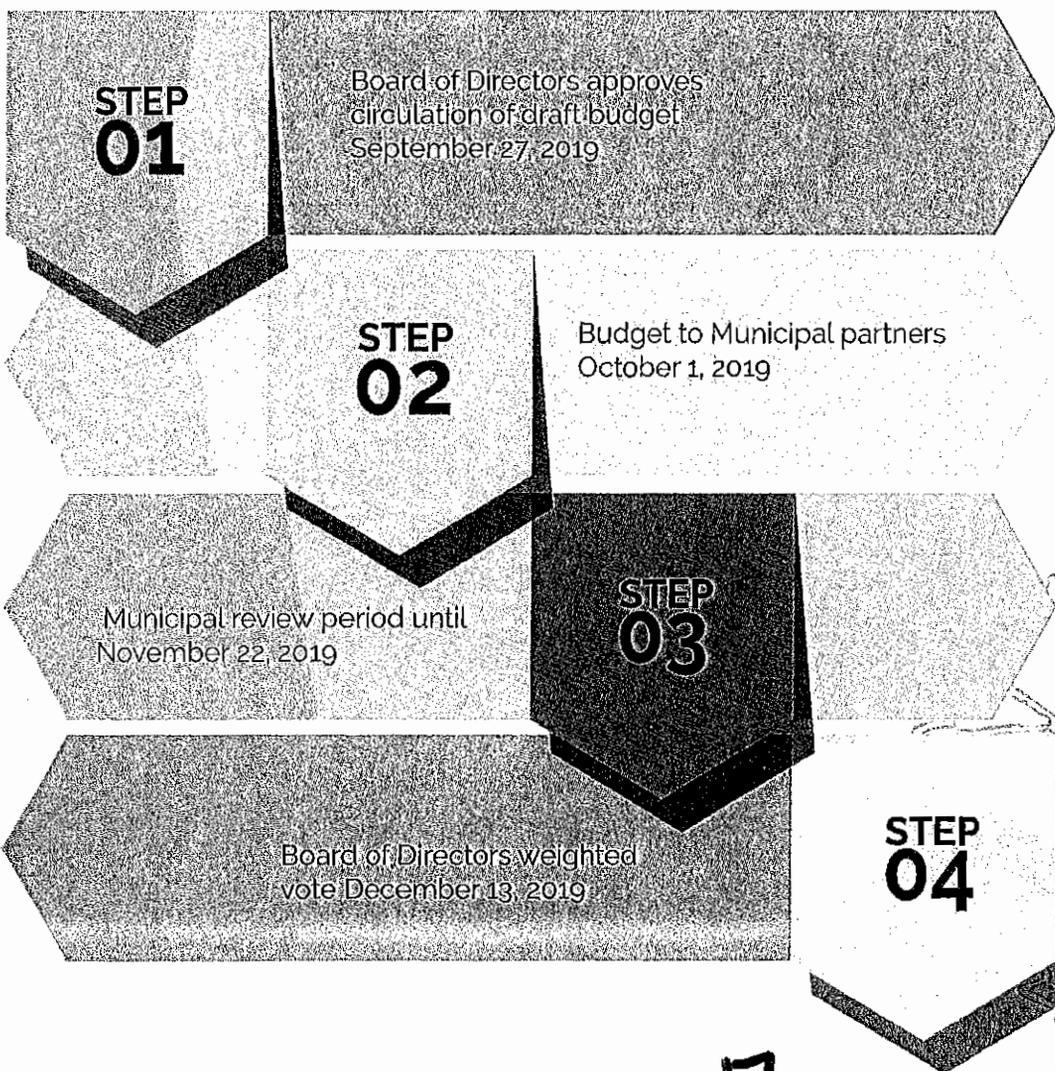
In August 2019, board members approved a staff report on the budget pressures projected for 2020 and directed staff to prepare a 2020 budget for consideration based on a \$75,000 increase to general levy.

Staff have developed a draft budget based on a \$66,028 increase. The draft budget is reviewed at the September 27, 2019 Board of Directors meeting and subsequently circulated to NVCA watershed municipalities for comments of which a minimum of 30 days is given as per the *Conservation Authorities Act*. The Board of Directors will vote on the budget at the December meeting.



# Budget Vote

Directors of the Board will vote on the budget and levy using a weighted vote. The weighting formula is based on the Current Value Assessment (CVA) levy apportionment found on the next page.



# 2020 Draft Budget

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The 2020 operation budget is organized into business units and departments and is intended to reflect all associated costs. Operating programs have been maintained at the previous years' service levels.

A \$66,028 increase in municipal levy, is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the CVA apportionment percentages provided by the Ministry of Natural Resources and Forestry.

## Summary of Municipal Levy Contribution

Municipality	2019 CVA Apportionment Percentage	2020 CVA Apportionment Percentage	2019 Operating Levy	2020 Draft Operating Levy	\$ Increase
			\$2,463,029.16	\$2,529,056.91	\$66,027.75
Township of Adjala-Tosorontio	4.1925%	4.1619%	\$103,262.65	\$105,257.72	\$1,995.07
Township of Amaranth	0.2192%	0.2177%	\$5,399.33	\$5,506.24	\$106.91
City of Barrie	15.4117%	15.3786%	\$379,595.83	\$388,933.47	\$9,337.64
Town of The Blue Mountains	1.4179%	1.3672%	\$34,923.55	\$34,577.82	(\$345.72)
Bradford/West Gwillimbury	3.9902%	4.1939%	\$98,280.29	\$106,065.78	\$7,785.48
Clearview Township	5.0678%	4.9414%	\$124,821.15	\$124,970.26	\$149.12
Town of Collingwood	10.0634%	9.9981%	\$247,864.38	\$252,858.40	\$4,994.02
Township of Essa	6.9541%	6.9582%	\$171,281.23	\$175,977.75	\$4,696.51
Municipality of Grey Highlands	0.3560%	0.3457%	\$8,768.66	\$8,742.10	(\$26.56)
Town of Innisfil	6.7490%	6.9409%	\$166,229.29	\$175,539.87	\$9,310.58
Township of Melancthon	0.4711%	0.4727%	\$11,603.90	\$11,953.68	\$349.77
Town of Mono	3.8050%	3.7681%	\$93,718.30	\$95,298.04	\$1,579.74
Mulmur Township	1.6843%	1.6296%	\$41,483.71	\$41,214.21	(\$269.50)
Town of New Tecumseth	13.2112%	13.6052%	\$325,395.14	\$344,082.16	\$18,687.01
Township of Oro-Medonte	7.5379%	7.4305%	\$185,659.45	\$187,922.26	\$2,262.80
Town of Shelburne	2.0602%	2.0111%	\$50,742.31	\$50,862.97	\$120.66
Township of Springwater	7.3890%	7.4502%	\$181,992.86	\$188,420.02	\$6,427.16
Town of Wasaga Beach	9.4196%	9.1289%	\$232,007.12	\$230,874.17	(\$1,132.95)

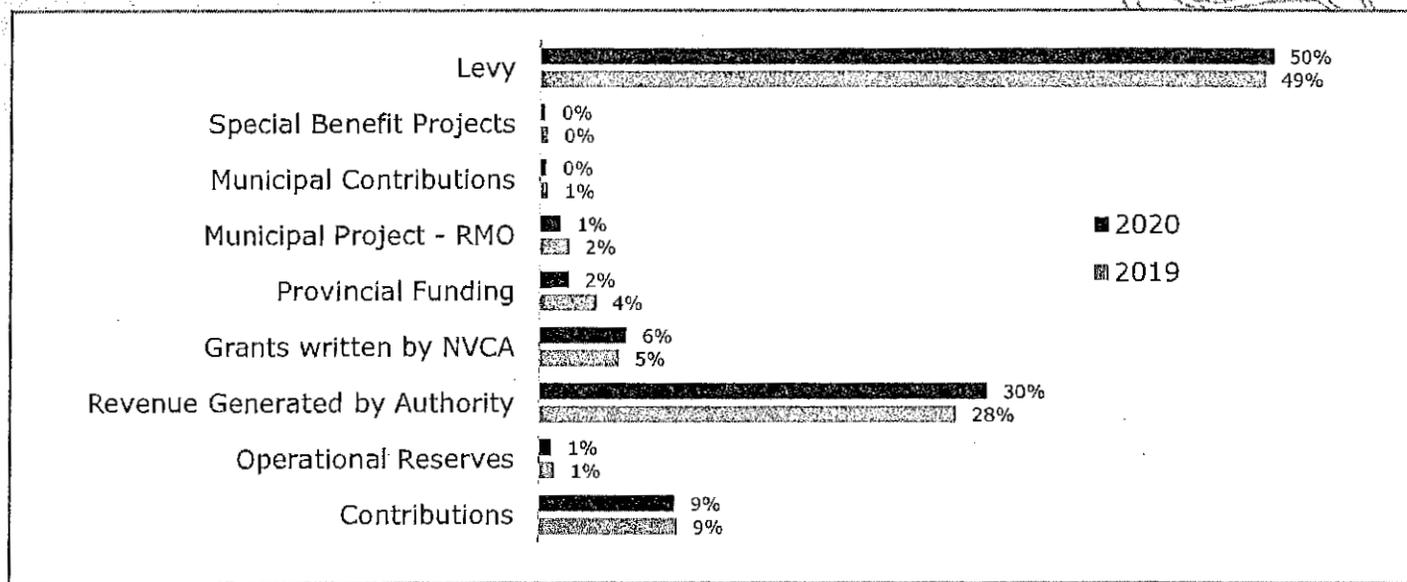
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# NVCA Member Municipalities

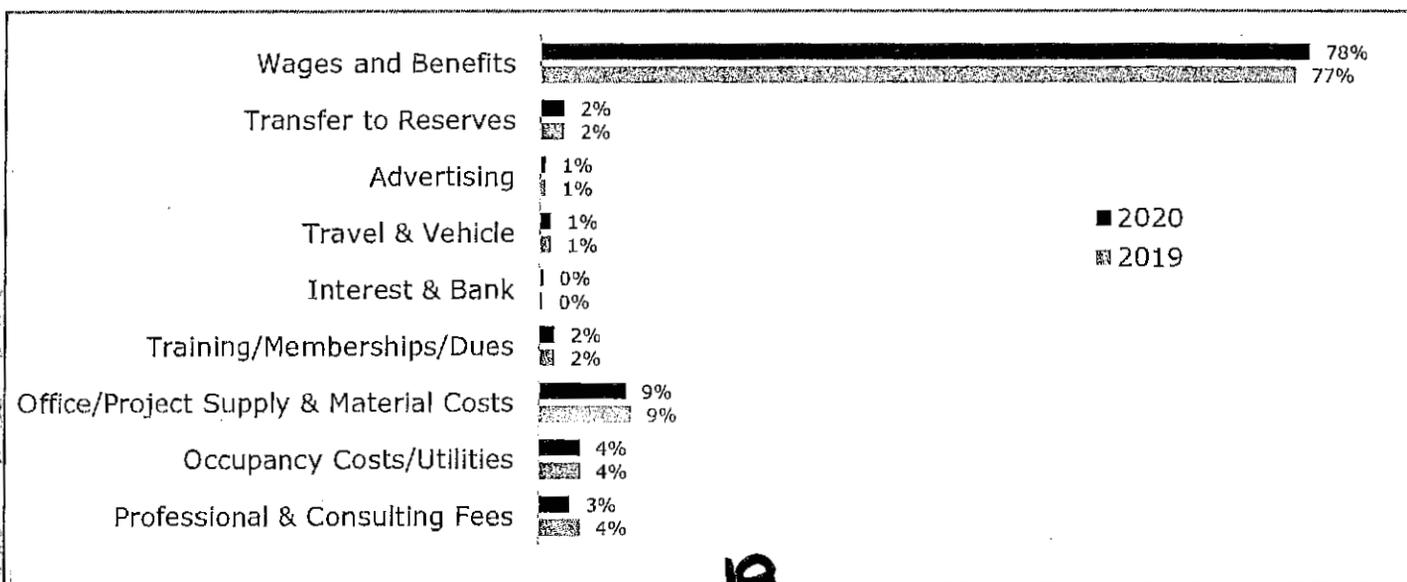
Township of Acadia  
 Township of Amqui  
 City of Sorel  
 Town of the Blue Mountains  
 Brotherton West, Chatham  
 Clearview Township  
 Town of Collingwood  
 Township of East  
 Municipality of Grey Highlands

Town of Grand  
 Township of Madawaska  
 Town of Moncton  
 Mulmur Township  
 Town of New Brunswick  
 Township of Orford  
 Town of Shelburne  
 Township of Springwater  
 Town of St-Auguste

## Sources of Revenue



## Expenditures



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# Asset Management

The capital asset levy, which funds the asset management plan (AMP), is shared by the municipal partners based on their apportionment percentage.

When the capital asset levy was introduced in 2017, some municipalities chose to phase in their contributions over five years while others chose to contribute their full amount starting in year one. To be fair to those that are contributing in full, the AMP will continue to be updated during the phase in period, but municipalities will only pay the fees as established in year one until the phase-in-period is complete. The year 2020 is the final year of the phase in period and therefore the plan will be updated in 2020.

Below are the contributions for 2020 based on each municipality's decision:

## Capital Asset Levy Phased-In Municipalities

Municipality	2020 CVA Apportionment %	2019 Capital Levy Contribution	2020 Capital Levy 4th of 4 year + CVA Adjustment)
City of Barrie	15.38%	\$20,023.94	\$22,863.83
Town of The Blue Mountains	1.37%	\$1,842.24	\$2,032.69
Bradford/West Gwillimbury	4.19%	\$5,184.35	\$6,235.18
Town of Collingwood	10.00%	\$13,075.02	\$14,864.52
Township of Essa	6.96%	\$9,035.20	\$10,345.02
Town of Mono	3.77%	\$4,943.71	\$5,602.19
Town of New Tecumseth	13.61%	\$17,164.82	\$20,227.20
Township of Oro-Medonte	7.43%	\$9,793.67	\$11,047.19
Township of Springwater	7.45%	\$9,600.25	\$11,076.45

## Capital Asset Levy Full Contributing Municipalities

Municipality	2020 CVA Apportionment %	2019 Capital Levy Contribution	2020 Capital Levy Contribution with CVA Adjustment
Township of Adjala-Tosorontio	4.16%	\$5,447.18	\$5,407.46
Township of Amaranth	0.22%	\$284.82	\$282.87
Clearview Township	4.94%	\$6,584.40	\$6,420.16
Municipality of Grey Highlands	0.35%	\$462.55	\$449.11
Town of Innisfil	6.94%	\$9,421.49	\$9,490.88
Melancthon Township	0.47%	\$612.11	\$614.10
Mulmur Township	1.63%	\$2,188.29	\$2,117.32
Town of Shelburne	2.01%	\$2,676.69	\$2,613.01
Town of Wasaga Beach	9.13%	\$12,238.54	\$11,860.81

# Reserves

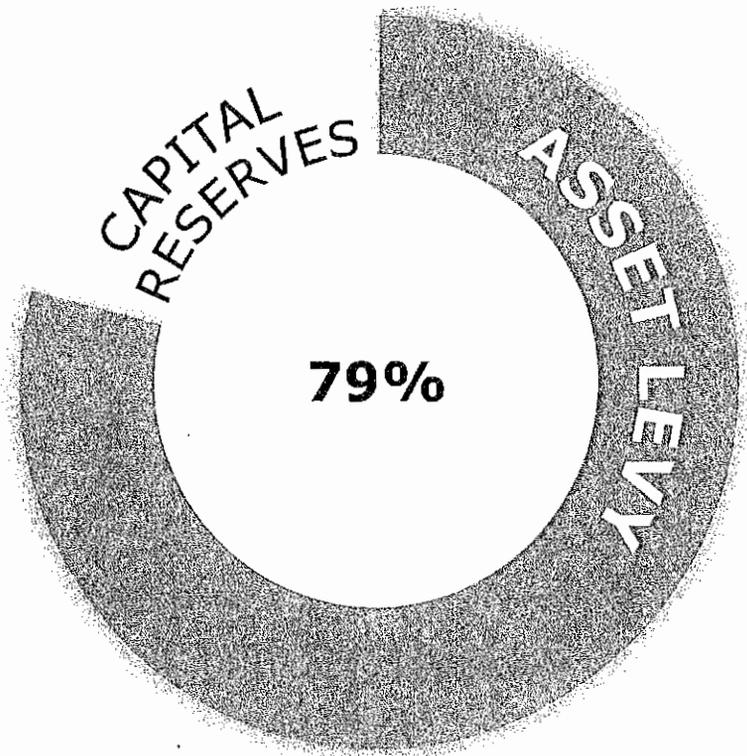
These amounts will be put into reserves to pay for the repair maintenance and replacement of the assets as identified in the AMP.

Some of the 2020 expenditures as per the AMP:

1. Dam safety review for the Tottenham Dam
2. Parts replacement on flood and monitoring equipment to extend life as well as replacement of some end of life equipment
3. Computers and server upgrades and network hardware
4. Upgrade of the water system at Tiffin, re-staining of Hix Administration building, replacement of an AED, some signage upgrades and replacement of folding chairs used for schools and events.



**Funding for Asset Management Plan**  
**2020 Total Cost - \$181,724**



● **\$143,549.99**

○ **\$38,174.01**

In years where the capital asset levy is more than the required in expenditures, excess funds will replenish the capital reserve use occurring due to the ten year averaging. Capital reserve use is forecast to balance out over the ten year period.

**Nottawasaga Valley Conservation Authority  
Proposed 2020 Budget**

	<b>BUDGET 2019</b>	<b>BUDGET 2020</b>	<b>\$ CHANGE</b>
<b>REVENUE:</b>			
Municipal Levy	2,463,029.18	2,529,056.91	66,027.73
Special Benefit Projects	23,500.00	16,000.00	(7,500.00)
Oro-Medonte MOU	(36,953.37)	(37,943.72)	(990.35)
Municipal Contributions	25,000.00	20,000.00	(5,000.00)
Municipal Project - RMO	95,845.00	68,000.00	(27,845.00)
Total Municipal Revenue	<u>2,570,420.81</u>	<u>2,595,113.19</u>	<u>24,692.38</u>
MNR Transfer Payment-Flood	188,490.00	97,307.20	(91,182.80)
Other Provincial Sources	220,548.38	182,500.00	(38,048.38)
Federal Sources	44,000.00	110,460.00	66,460.00
Total Government Grants	<u>453,038.38</u>	<u>390,267.20</u>	<u>(62,771.18)</u>
Contributions	462,640.00	460,540.00	(2,100.00)
User Fees			
Reforestation	54,000.00	53,200.00	(800.00)
Healthy Waters	5,000.00	-	(5,000.00)
Conservation Lands	21,000.00	21,000.00	-
Planning	883,630.00	989,600.00	105,970.00
Environmental Monitoring	13,000.00	13,000.00	-
Environmental Education	279,500.00	298,500.00	19,000.00
Tiffin Operations	93,500.00	95,500.00	2,000.00
Conservation Land Leases	30,315.00	32,400.00	2,085.00
Investment Income	13,000.00	15,000.00	2,000.00
Total Contributions and User Fees	<u>1,855,585.00</u>	<u>1,978,740.00</u>	<u>123,155.00</u>
Operational Reserves	45,903.37	40,143.72	(5,759.65)
TOTAL REVENUE	<u>4,924,947.56</u>	<u>5,004,264.11</u>	<u>79,316.55</u>
<b>EXPENSES:</b>			
Wages and Interprogram Charges	3,780,082.56	3,934,404.11	154,321.55
	<u>3,780,082.56</u>	<u>3,934,404.11</u>	<u>154,321.55</u>
Other Expenses			
Staff Cost	11,450.00	10,600.00	(850.00)
Memberships/Professional Dues	45,100.00	47,100.00	2,000.00
Educations and Training	29,000.00	29,000.00	-
Materials & Supplies - General	274,155.00	354,900.00	80,745.00
Materials & Supplies - Cost of Trees	125,000.00	5,000.00	(120,000.00)
Vehicles & Large Equipment Costs	42,450.00	42,450.00	-
Office Expenses	26,750.00	23,000.00	(3,750.00)
Equipment Costs	9,000.00	9,000.00	-
Transportation Costs	11,000.00	13,000.00	2,000.00
Legal	37,000.00	22,000.00	(15,000.00)
Consultants	149,500.00	116,500.00	(33,000.00)
Insurance	77,900.00	79,600.00	1,700.00
Taxes	24,140.00	23,790.00	(350.00)
Heat and Hydro	33,000.00	33,000.00	-

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**Nottawasaga Valley Conservation Authority  
Proposed 2020 Budget**

	<b>BUDGET 2019</b>	<b>BUDGET 2020</b>	<b>\$ CHANGE</b>
Telephones and Internet Access	23,000.00	25,000.00	2,000.00
Audit Fees	17,500.00	18,000.00	500.00
Interest and Bank Charges	14,200.00	19,200.00	5,000.00
Maintenance Expense	31,700.00	31,700.00	-
Uniform Expense	6,000.00	6,000.00	-
Leases	14,000.00	14,000.00	-
Advertisement and Communications	26,520.00	26,520.00	-
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	116,000.00	120,000.00	4,000.00
	<u>1,144,865.00</u>	<u>1,069,860.00</u>	<u>(75,005.00)</u>
<b>TOTAL EXPENSES</b>	<u>4,924,947.56</u>	<u>5,004,264.11</u>	<u>79,316.55</u>
<b>SURPLUS (DEFICIT)</b>	<u>(0.00)</u>	<u>-</u>	<u>0.00</u>

Photo credit: Nottawasaga Valley Conservation Authority Staff  
Budget process chart Designed by Freepik



## MEMORANDUM

**TO:** COUNCIL

**CC:** COLLEEN HEALEY-DOWDALL, Chief Administrative Officer

**FROM:** Lisa Lehr, Clerk

**DATE:** November 20, 2019

**SUBJECT:** 2020 Budget Consideration - Operating Council

Earlier in 2019, the Clerk was tasked with investigating options for improvements to Council Chambers in addition to the purchase of tablets for Council's use in the execution of their duties of office, all for the consideration of Council in the 2020 Budget Deliberations. As such, the following is being presented for Council's consideration and approval in the 2020 Operating Council Budget:

OPERATING COUNCIL		
G/L No.	Description	Proposed Amount
02-03-010-101-6050	<b>Office Supplies</b> <u>Breakdown of Expenses</u> <ul style="list-style-type: none"> <li>• 2 Staff Tables + 1 Lectern/Podium (for presentations)...\$3,000</li> </ul>	\$3,000
02-03-010-101-6061	<b>Council Chambers Building Maintenance</b> <u>Breakdown of Expenses</u> <ul style="list-style-type: none"> <li>• Painting (estimate only; does not include HST).....\$3,000            Estimate Includes the following:           <ul style="list-style-type: none"> <li>○ Removal of Wallpaper from Council Chambers</li> <li>○ Sanding/Priming/Painting of Walls in Council Chambers</li> <li>○ Removal of Wallpaper from wall leading into Council Chambers</li> <li>○ Sanding/Priming/Painting of wall leading into Council Chambers</li> <li>○ Re-assessment of walls once wallpaper removed – may require further repairs of which aren't accounted for in estimate</li> </ul> </li> <li>• Replace lighting above Mayor Macdonald &amp; Council members            .....\$3,400</li> <li>• Electrical for AV Equipment (monitors, TV's, etc.).....\$1,300</li> </ul>	\$7,700
02-03-010-101-60087	<b>Computer Hardware / Electronics</b> <u>Breakdown of Expenses</u> <ul style="list-style-type: none"> <li>• 2 TVs (75"), 3 Monitors, Casting devices (for Council Chambers Renovations).....\$5,750</li> <li>• Wireless/Bluetooth Microphones &amp; Speakers (for Council Chambers Renovations).....\$2,550</li> <li>• Tablets.....\$3,000</li> </ul>	\$11,300

Sincerely,

Lisa Lehr, CMO  
 Clerk

Corporation of the Township of Essa  
5786 Simcoe County Road 21  
Utopia, Essa Township, Ontario  
L0M 1T0



Telephone: (705) 424-9770  
Fax: (705) 424-2367  
Web Site: [www.essatownship.on.ca](http://www.essatownship.on.ca)

### MEMORANDUM

**TO:** COUNCIL  
**CC:** COLLEEN HEALEY-DOWDALL, Chief Administrative Officer  
**FROM:** Lisa Lehr, Clerk  
**DATE:** November 20, 2019  
**SUBJECT:** 2020 Budget Consideration – 2020 Budget Consideration – Operating Administration – Clerk’s Office

The following is being presented for Council’s consideration and approval in the 2020 Operating Budget (Clerk’s Office):

OPERATING COUNCIL		
G/L No.	Description	Amount
02-03-030-142-6060	<b>Computer Software Maintenance</b> <u>Breakdown of Expenses</u> Licensing (Programs, Network and Security).....\$16,000 Cyber Security Training.....\$ 2,000	\$20,000
02-03-030-142-6087	<b>Computer Hardware/Electronics</b> <u>Breakdown of Expenses</u> Replacement of Computers/Hardware	\$30,000
02-03-030-142-6069	<b>Contract Services</b> <u>Breakdown of Expenses</u> Innisfil IT Contract (IT Support, Project Implementation, Hosting of Great Plains & MOAR systems).....\$79,400 (Increased services to be provided, re: departmental project implementation; team department meetings with IT Manager; Training; Budget Assistance & Projections; etc.) IT Strategic Plan.....\$20,000 TOMRMS (Annual Fee).....\$ 350  <i>Asset Management Software and GP Version Upgrades – See Treasury Department Computer Software &amp; Maintenance</i>	\$99,750

[It should be noted that although Microsoft Office Licensing has not been included in the 2020 Budget Line Item for Computer Software Maintenance, Innisfil has identified this as HIGH PRIORITY for 2021, as support for the current version will no longer be offered (approximately \$30,000 to be included in 2021 Budget).]

Your consideration of these items is greatly appreciated.

Sincerely,  
  
Lisa Lehr, CMO  
Clerk

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Corporation of the Township of Essa  
5786 Simcoe County Road 21  
Utopia, Essa Township, Ontario  
L0M 1T0



Telephone: (705) 424-9770  
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## MEMORANDUM

TO: COUNCIL

CC: COLLEEN HEALEY-DOWDALL, Chief Administrative Officer

FROM: Lisa Lehr, Clerk

DATE: November 20, 2019

SUBJECT: 2020 Budget Consideration - Operating By-law Enforcement / Canine Control

In reviewing the Operating Budget for By-law Enforcement/Canine Control, I would like to request that the following line items be added for the consideration of Council during the 2020 Budget Deliberations:

By-law Enforcement:

**G/L 02-04-150-290-6002 – Salaries/Wages Part-Time**

**Hiring a “Permanent” Part-time Municipal Law Enforcement Officer – 45 hours/bi-weekly @ \$23.59/hour.....\$30,000.00**

I am seeking Council’s authorization to hire a “permanent” part-time By-law Officer to assist with the overflow of complaints received by the Clerk’s Department. The Clerk is of the opinion that the municipality has grown to a point where an additional By-law Enforcement Officer is needed in order to handle the increase in calls/concerns and requests for assistance (in addition to follow-up on Orders issued).

The current MLEO receives many calls in regards to complaints and concerns from the public in regards to varying issues (the number one concern being parking), however history has shown that once the Winter Parking Restrictions come into effect (November 1<sup>st</sup> each calendar year), the MLEO becomes inundated with calls regarding the following issues:

- Parking on the road during the restricted hours (between 2 am to 8 am) during the week and on weekends
- Parking over the sidewalk (after regular work hours and on weekends)
- Parking too close to fire hydrants
- Parking within the restricted parameters in an intersection
- Parking in/around the three elementary schools during drop-off/pick-up times.

The current MLEO assists in flexing his work hours (ie: starts at 5 am and ends at 1 pm; works one Saturday or Sunday per month) which assists, however when this flex occurs his shift ends at 1:00 p.m. and he becomes backlogged in his other duties.

The addition of one permanent part-time MLEO would greatly assist in alleviating the influx of calls, resulting in reduced frustrations experienced by residents, and assist in

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taking the added burden off of the current MLEO and the OPP (thereby freeing them up to deal with more pressing matters not related to municipal by-laws). As well, it is anticipated that the added presence of By-law during non-traditional working hours, would alleviate or reduce non-compliance by residents in respect of certain enforcement issues. Additionally, having one additional MLEO would greatly assist this municipality when the full-time MLEO is not in the office (ie: sick, vacation, etc.).

It is anticipated that there will be additional revenue recognized as a result of additional parking patrols.

*[It should be noted that I have contacted the Township of Adjala-Tosorontio to inquire about sharing their current MLEO, however was advised that their MLEO works only part time (25 hours per week, essentially at his choosing). In the event that their MLEO expressed interest in assisting Essa, we would be required to match the rate of pay to what he currently receives from Adjala-Tos.]*

Should Council authorize the Clerk to hire a part-time Municipal Law Enforcement Officer, it is proposed that this employee work a maximum of 20-25 hours/week, and that this position either carry through the winter months annually on an on-going basis as a seasonal/contract position (ie: November to May each year), or be hired as a "permanent" part-time position (part time hours permanently). The Clerk is of the opinion that there is more than enough work to be shared in respect of education, enforcement, administration of By-laws, etc.

Your consideration of these items is greatly appreciated.

Sincerely,



Lisa Lehr, CMO  
Clerk



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## MEMORANDUM

**TO:** COUNCIL

**CC:** COLLEEN HEALEY-DOWDALL, Chief Administrative Officer

**FROM:** Aimee Powell BURPI., MPA, MCIP, RPP, Manager of Planning and Development

**DATE:** November 20<sup>th</sup>, 2019

**SUBJECT:** 2020 Budget Consideration: Operating Planning Exception Requests

The following is being presented for Council's consideration and approval in the 2020 Operating Budget.

OPERATING COUNCIL		
G/L No.	Description	Proposed Amount (including HST)
02-25-500-700-6000 6000A	Salary Wages New Positions Contract Planning Project Manager	\$65,000
02-25-500-700-6050	Office Supplies <u>Breakdown of Expenses</u> Desk for Manager of Planning.....\$3,000 Computer for Contract Project Manager.....\$2,500 General Supplies.....\$ 1,200	\$6,700
02-25-500-700-6060	Computer Software and Maintenance <u>Breakdown of Expenses</u> AutoCAD.....\$2,373 County GIS.....\$750	\$3,123
02-25-500-700-6069	Contract Services <u>Breakdown of Expenses</u> Official Plan Update.....\$75,000 Zoning By-Law Update.....\$75,000 Age-Friendly Community Plan.....\$19,300 Community Improvement Plan.....\$50,000 Community Benefit Charge Study.....\$30,000	\$249,300
	<b>TOTAL REQUESTED EXCEPTION FUNDS FOR PLANNING OPERATING FOR 2020</b>	<b>\$324,123</b>

- The Planning Branch is currently comprised of a:
  - Manager of Planning and Development, who is a Registered Professional Planner with over 12 years of Planning experience whose main responsibilities within this position are to coach and support staff, facilitate Agreements within the Branch, build rapport and meet with development proponents, report to and advise Council, manage a compliment of 5 Staff members, undertake administrative and HR related duties, undertake

strategic planning for the Department, participate in continuing education opportunities, and liaise with the Management Team. These duties leave little time for file management and application review.

- Planner, who is being trained in their current role to be a, file manager, report writer and Department support in the processing of Planning Act Application. Due to the Planner's developing skillset, it is challenging for the Department to meet current workload demands, let alone those associated with the anticipated increase that will accompany the number of projected Planning Act Applications for 2020.
  
- Junior Planner, who is being trained in their current role to be a file manager, report writer and Department support in the processing of Planning Act Application. Due to the Junior Planner's developing skillset, it is challenging for the Department to meet current workload demands, let alone those associated with the anticipated increase that will accompany the number of projected Planning Act Applications for 2020.
  
- It should be noted that the Department would be better positioned to meet the demands expected in 2020 with the support of a Contract Planning Project Manager to have carriage over supporting Staff with application review, completing the Official Plan Update, completing the Zoning By-law Update, completing the Age-Friendly Community Plan and completing the Community Improvement Plan.
  
- It should be noted that the Planning Department expects to be in receipt of an exceptional number of Planning Act Applications that will require the review, file management and recommendations of experienced Planners.
  
- It should be noted that The Township's Official Plan was last comprehensively updated in 2001, despite the Provincial Mandate for its review every 5 years.
  
- It should be noted that the Township potentially saved \$150,000 by not undertaking these Updates over the past 18 years (minimum \$50,000 per OP Update x3 missed Updates).
  
- It should be noted that \$9,450 of the total cost of the Official Plan Update is eligible for funding from Development Charge Fees.
  
- It should be noted that the Township's Zoning By-law was last comprehensively updated in 2003, despite the Provincial Mandate for its review every 5 years.
  
- It should be noted that the Township potentially saved \$150,000 by not undertaking these Updates over the past 16 years (minimum \$50,000 per OP Update x3 missed Updates).
  
- It should be noted that \$12,600 of the total cost of the Zoning By-law Update is eligible for funding from Development Charge Fees.

- It should be noted that the Township's Age-Friendly Community Planning Initiative has received positive feedback from the Community at large and in particular the Township's Seniors. Therefore, the demand for the continuation of Age Friendly Planning is significant.
- It should be noted that \$9,277 of the total cost of the Age-Friendly Community Plan is eligible for approved Grant funds from the County of Simcoe.
- It should be noted that should the Township not be in receipt of the \$50,000 in Grant funds from the County of Simcoe, then the Township will not move forward with the undertaking of a Community Improvement Plan.
- It should be noted that the Planning and execution involved in the creation of a Community Improvement, which is an investment in local businesses and residents, is significant and beyond the capabilities of the Township's existing Staff compliment.

Your consideration of these items is greatly appreciated.

Sincerely,

Aimee Powell, BURPL, MPA, MCIP, RPP  
Manager of Planning and Development



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## MEMORANDUM

**TO:** COUNCIL

**CC:** COLLEEN HEALEY-DOWDALL, Chief Administrative Officer

**FROM:** Aimee Powell BURPI., MPA, MCIP, RPP, Manager of Planning and Development

**DATE:** November 20<sup>th</sup>, 2019

**SUBJECT:** 2020 Budget Consideration – Planning and Development Revenue Forecast

The Fall of 2019 has been busy with Planning Staff conducting Pre-Consultation Meetings with Development Proponents and their Consultants/Agents. In lieu of this recent activity, the Manager of Planning and Development believes it pertinent to notify Council of the projected increase in revenues associated with these Pre-Consultation applications, should they turn into formal Planning Act Application Submissions. The 2019 projected revenue was \$39,900.00. The items of exception in this memo for the 2020 projected revenue total \$180,250.00 based on recent Pre-Consultation Application activity and conservative 2019 application activity. Please note, this memo does not include all Department revenues, only exceptional line items

The following is being presented for Council's consideration to help inform budgetary planning for the Planning and Development Department for approval in the 2020 Operating Council Budget:

PLANNING AND DEVELOPMENT PROJECTED REVENUE EXCEPTIONS		
G/L No.	Revenue Source	Projected Amount
02-40-500-715-4770	<b>Pre-Consultation Application Revenue</b> <ul style="list-style-type: none"> <li>2020 projection to match that of applications received from September 2019-December 2019 @ 11</li> <li>11 applications @ \$750.00/application= \$8,250.00</li> </ul>	\$8,250
02-40-500-715-4782	<b>Projected Site Plan Application Submissions</b> <ul style="list-style-type: none"> <li>3 applications based on Fall 2019 Pre-Consultation submissions</li> <li>4 additional Site Plan Applications projected based on conservative forecast and 2019 activity</li> <li>7 applications @ \$3,000/application=\$21,000.00</li> </ul>	\$9,000 \$12,000
02-40-500-715-4783	<b>Official Plan Amendment Application Submissions</b> <ul style="list-style-type: none"> <li>7 applications based on Fall 2019 Pre-Consultation submissions</li> <li>2 additional Official Plan Amendment Applications projected based on conservative forecast and 2019 activity</li> <li>9 applications @ \$5,000/application=\$45,000.00</li> </ul>	\$35,000 \$10,000
	<b>Draft Plan of Subdivision Application Submissions</b> <ul style="list-style-type: none"> <li>4 applications based on Fall 2019 Pre-Consultation submissions @ \$7,000/application= \$28,000.00</li> </ul>	\$28,000
	<b>Plan of Condominium Application Submissions (based on Fall 2019 Pre-Cons)</b> <ul style="list-style-type: none"> <li>3 applications based on Fall 2019 Pre-Consultation submissions @ \$6,000/application=\$18,000.00</li> </ul>	

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		<b>\$18,000</b>
<b>02-40-500-715-4783</b>	<b>Zoning By-law Amendment Application Submissions</b>	
	<ul style="list-style-type: none"> <li>• 10 applications based on Fall 2019 Pre-Consultation submissions</li> <li>• 2 additional Zoning By-law Amendment Applications projected based on conservative forecast and 2019 activity</li> <li>• 12 applications @\$5,000/application=\$60,000.00</li> </ul>	<b>\$50,000</b>
		<b>\$10,000</b>
	<b>TOTAL PROJECTED REVENUE OF PLANNING OPERATING FOR 2020 BASED ON EXCETION LINE ITEMS</b>	<b>\$180,250</b>

Sincerely,

Aimee Powell, BURPL, MPA, MCIP, RPP  
 Manager of Planning and Development





**2020 Budget – Parks and Recreation - Parks**

The following are items for consideration for the 2020 Parks and Recreation – Operating & Capital Budgets;

<u>Priority</u>	<u>Item</u>	<u>Description</u>	<u>Funding</u>	<u>Estimate</u>
1	Boat Launch	Canoe/Kayak Boat Launch	Taxation	\$7,200
2	Trail	Trail to get to Boat Launch	Taxation	\$8,362
2	Playground	Bob Geddes	\$90,000 DC \$35,000 Taxation	\$125,000
3	Side by Side	ATV Side by Side	Taxation	\$25,000
4	Dog Park Lighting	Dog Park Lighting	Taxation	\$38,432
5	Weed Spraying	Spray for Noxious Weeds	Taxation	Per Sq. Foot
6	Paved Asphalt	Paved Asphalt for Bob Geddes Park Lot	Taxation	
7	Gravel Track	Angus Community Park Perimeter Track	Taxation	\$12,656
8	Gazebo	Stonemount Gazebo	Taxation	\$54,200
9	Truck	2020 Chevrolet Silverado 4 WD Crew Cab	Taxation	\$45,300
10	Student	Co Op Student (January -April)	Taxation	\$17/hr.

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**2020 BUDGET- TRANSPORTATION AND PUBLIC WORKS**

The following are items for consideration for the 2020 Transportation & Public Works- Operating & Capital Budgets;

<u>PRIORITY #</u>	<u>PROJECT/ITEM</u>	<u>DESCRIPTION</u>	<u>FUNDING</u>	<u>ESTIMATE</u>
1.	6 <sup>th</sup> line 25 <sup>th</sup> sr to dead end	Land purchase for proper turn around at dead end	Taxation	\$75,000
2.	Margaret Street urbanization, Mill to Elm	Urbanization of Margaret and Alma from Mill to King. Survey and design was passed in 2019 and is complete. Work to include prep of contract documents, placement of storm sewers , concrete curb, new sidewalks and asphalt. Contract admin and inspection.	DC eligible \$847,000 Taxation \$253,000	\$1,100,000
3.	Road Supervisor Pickup Truck	Replace 2010 pickup truck, vehicle has over 310,000 km. Maintenance costs; 2016-\$7430, 2017-\$6692, 2018-\$562, 2019-\$4850	Taxation	\$50,000
4.	Standby Pay	Standby pay from April to November for Roads Staff-to unsure that there is always someone available to be called in to deal with accidents/road closures, fallen trees, missing /damaged stop signs. Proposed to pay \$200/week, to be rotated through scheduled staff	Taxation	\$6,000
5.	Staffing	Create 1 additional part time seasonal winter position 40hours/ week ,Nov. to April	Taxation	\$20,000
6.	Plow Truck	Replace 2005 Sterling plow/sander unit, 306,000km/ 13,607 hours Maintenance costs; 2016-\$33,230, 2017-\$9,447, 2018-\$12,712, 2019- \$13,157	Taxation	\$260,000
7.	Sidewalk Machine	Replace 1999 Trackless, blade, blower, sander 19,811 miles/ 3281 hours	Taxation	\$165,000
8.	Gradall	2019 rent to own agreement has expired	Reserve \$85,000 Taxation \$254,000	\$339,000
9.	Hot Box	Replace 2005 Hot Box	Taxation	\$45,000
10.	Slurry Seal	Slurry Seal 50,000 sq.meters @3.75	Taxation	\$187,000
11.	Surface Treatment	6 <sup>th</sup> south of Cnt. 21 to gravel -1600 meter 8 <sup>th</sup> Highland to Speers Hill- 1700 meters	Taxation	\$144,000

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**2020 BUDGET- TRANSPORTATION AND PUBLIC WORKS**

*1a*

The following are items for consideration for the 2020 Transportation & Public Works- Operating & Capital Budgets;

		10 <sup>th</sup> SR. County 56- gravel- 35meters		
12.	25 <sup>th</sup> SR	Resurface 25 <sup>th</sup> SR between 9 <sup>th</sup> and 10 <sup>th</sup> , pulverize, shape and pave	DC eligible \$337,500 Gas Tax \$112,500	\$450,000
13.	Pedestrian Cross Walk	Robert Street , Thornton at trail		\$115,000
14.	5 <sup>th</sup> line Bridge, Bridge #9	Continue EA and design for new bridge	DC eligible % based on EA findings	\$300,000 Replacement cost 2018 assessment \$2,700,000
15.	Replace Elizabeth Street Bridge	2018 AECOM bridge inspection identified bridge replacement requirements, estimated 0 years of service life remaining.	Gas Tax \$427,000 Taxation \$310,000	2018 \$737,000
16.	Engineering Design Standards update	Our current standards have not been updated since 1989	DC eligible	\$50,000
17.	Sign Inventory	As part of our asset management and a requirement of the MMS, hire a consultant to do a detailed GIS report/inspection/inventory on all road signs in the Township	Taxation	\$7,000
18.	Road Side Grass Mower	Replace 2010 mower	Taxation	\$21,000
19.	Traffic Calming	Purchase new traffic counters, additional flashing red lights at 4 way stops	50% DC \$12,000 Taxation \$17,500	\$30,000
20.	Water meter replacement	Program to replace remaining water meters with new IPerl meters and MXU's and install hardware and software for a tower-based reading system, Will eliminate door to door readings, early leak detection, more accurate readings, increase revenue	Water Capital	\$600,000

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**TO: COUNCIL**

**CC: COLLEEN HEALEY-DOWDALL, Chief Administrative Officer**

**FROM: C. ROSS TUSTIN, Fire Chief**

**DATE: November 20, 2019**

**SUBJECT: 2020 Operating Budget Consideration – VFF Remuneration**

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The fire chief received permission from the CAO in July to begin a remuneration review for comparison of neighbouring volunteer firefighter wages. The information gathering was done as a result of concerns from our volunteer firefighters. Several areas of concern for them are:

1. We are paying New Tecumseth Fire Department to cover a southern portion of our municipality. There is a belief that those firefighters are being paid more to work in our township than our own staff.
2. With the exception of new recruits, all firefighters make the same wage - \$23.18/hour. This means that supervisors are making the same amount of money as the people they supervise
3. Neighbouring departments do not differentiate between fire calls and medical calls. Neighbouring departments pay a two-hour minimum for all emergency call outs. In Essa, tiered medical calls receive a one hour call out minimum and all other emergency calls receive a two hour call out.
4. They have never had a raise, other than COLA.

**Findings:**

**Hourly Rates**

Essa	New Tec	Adj Tos	Innisfil	Clearview
\$23.18/hr	\$21.38 – 23.17/hr	\$16.00-22.00/hr	\$21.84-27.30/hr	\$24.92 -28.50/hr

**Officer/Supervisor Wage - Captain**

Essa	New Tec	Adj Tos	Innisfil	Clearview
\$23.18/hr	\$23.50-25.49/hr	\$24.00/hr	\$30.58/hr	\$28.85-31.52/hr

12a

Officer/Supervisor Wage – Station Chief

Essa	New Tec	Adj Tos	Innisfil	Clearview
\$23.18/hr	\$26.70-28.96/hr	\$32.00/hr	NA	NA

Officer/Supervisor Wage – Deputy Chief

Essa	New Tec	Adj Tos	Innisfil	Clearview
\$23.18/hr	salary	NA	salary	salary

Two Hour Call Out Minimum

Essa	New Tec	Adj Tos	Innisfil	Clearview
no	yes	no	yes	yes

Compensation Review for Wage Increase Beyond COLA

Essa	New Tec	Adj Tos	Innisfil	Clearview
no	yes	yes	yes	unknown

Comparison Base - Population

Essa	New Tec	Adj Tos	Innisfil	Clearview
21,083	39,000	10,975	31,175	14,151

Comparison Base – Call Volume in 2018

Essa	New Tec	Adj Tos	Innisfil	Clearview
466	937	353	2193	771

Comparison Base – Number of Stations

Essa	New Tec	Adj Tos	Innisfil	Clearview
2	3	2	5	5

**Recommendations:**

Based on the findings, the fire chief is making the following recommendations:

1. Keep the hourly wage for firefighters as it is competitive with the peer wage of our mutual aid partners.

2. Implement a percentage increase for each rank. This would be consistent with the peer wage of our mutual aid partners and with the township staff pay structure.
  
3. Implement a two-hour minimum call out for all calls. This would be consistent with the peer wage of our mutual aid partners; and our township has a minimum call out time policy for its other full and part-time staff (town staff have a four-hour minimum).
  
4. Based on the fact that the hourly wage is competitive with our mutual aid partners, COLA is sufficient. However, if Council does a wage study in the future, we respectfully request that our volunteer firefighters be included.

<b>OPERATING Budget</b>		
<b>G/L No.</b>	<b>Description</b>	<b>Proposed Amount</b>
<b>TBD</b>	<p>Rates before 2020 COLA</p> <p>Firefighter rate = \$23.18                      Acting Captain = \$23.18 + 5% = \$24.34/hr                      Captain = \$23.18 + 10% = \$25.50/hr                      Station Chief = \$23.18 + 15% = \$26.66/hr                      Deputy Chief = \$23.18 + 20% = \$27.82/hr</p> <p>To the end of September 2019 the existing remuneration structure has cost approximately \$267,798.33. If the recommended remuneration structure were in place for the same period of time, the cost would be \$315,664.59.</p> <p>An Increase of \$47,866.26</p> <p>Currently firefighter wages are contained in two lines reflecting suppression and training/other duties. In the approved 2019 budget these two lines combined = \$365,000.00. Salaries for volunteer firefighters are generally an estimate because call volumes cannot be completely predicted with accuracy; and even though every firefighter may not attend every training session, we must anticipate 100% participation.</p> <p>The request is for a total \$100,000.00 increase to the salary line(s). This is an estimated total and should be noted most years the department comes in under budget on salary due to the unpredictable nature of volunteers and emergency response.</p>	<b>\$465,000</b>

12a

Like most volunteer departments, recruitment and retention is becoming a greater problem. Attracting and keeping good people requires a conscious effort to ensure that people who give of their time, especially those who do dangerous work, are compensated appropriately. The remuneration study was authorized to ensure that we remain competitive with other departments. We have volunteers that live around our borders and could easily volunteer elsewhere. The two-hour minimum call out is a consistently used incentive to improve attendance. Implementation of a rank structure is also a consistent business practice and recognizes that additional responsibilities that come with being a competent supervisor under the Occupational Health and Safety Act.

Respectfully,

Chief Tustin

**TO: COUNCIL**

**CC: COLLEEN HEALEY-DOWDALL, Chief Administrative Officer**

**FROM: C. ROSS TUSTIN, Fire Chief**

**DATE: November 20, 2019**

**SUBJECT: 2020 Budget Consideration - Operating Council**

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In 2013 the Township of Essa contracted the consulting firm of Dillon and Associates to prepare a master fire (MFP). That plan and its 37 recommendations were received by Council in January of 2014. A consolidation of those recommendations are attached. One of the key recommendations was the hiring of a full-time deputy fire chief in either 2014 or 2015. The consultant based his recommendation on a thorough evaluation of the entire department, the municipality's current risk analysis, and the township's Growth Strategy that was prepared by Ainley and Associates; and he concluded that the community growth, community risk, and existing workload warranted the hiring a full-time deputy chief. The deputy was recommended because the work load was too much for one person. The deputy would assist with existing work load, help address gaps identified in the MFP, assist with CEMC duties as the alternate, and take on fire prevention inspection duties.

Since the MFP was written, growth has outstripped the forecast. Current statistics and census data show that community growth not only exceeded the 2016 forecast by 12%; it has exceeded the 2021 forecast, and did so 5 years sooner.

Population 2011	2016 Forecast	2021 Forecast
18,505	19,505	20,505
	Actual = 21,803	

There has been an increased demand for service; but virtually no change in the composition of the department since the 2011 census, or 2013 when the MFP was written.

There are two fire stations. Thornton Station One has a volunteer station chief and a complement of 21 volunteers (minus one on leave). Angus Station Two has one volunteer station chief and a compliment of 22 volunteers (also minus one on leave). The volunteer deputy chief oversees both stations.

In 2011 our approved compliment of volunteers was 50; getting and keeping them is an issue everywhere, not just Essa. The MFP recommended hiring an additional 6.

12b

Council authorized an increase to the compliment in 2014, for an allowable compliment of 56. Unfortunately, volunteering is on the decline everywhere. Despite taking on additional members, turn over is such that we continually hover between 44 and 52 volunteers.

Year	Total VFF	Calls for service	% Increase
2011	42	360	
2016	48	490	36%
2019	43	438 (Nov 12)	

The constant turnover, and the required training to ensure an adequate fire force that meets the necessary Occupational Health and Safety requirements is constant and onerous. The MFP saw fire prevention as the priority for a new deputy; however, the continual transition of new recruits, the necessity to create competent supervisors, and the obligation to renew perishable skills makes firefighter the safety priority. This priority was not anticipated when the MFP was written.

The addition of the training imperative has not eliminated the need for someone to take on the fire prevention duties. A part-time training officer would assist with the training burden, and leave the chief and deputy to share the fire prevention duties as both are fully certified.

Since the MFP was written in 2013, and additional 34 pieces of code, statute, or regulation has been written, and demands the attention of every fire chief. As an example, the OSHA has added 15 new fire specific Section 21 Guidance Notes.

The current volunteer deputy is paid an honorarium of \$927.22 per month for duties over and above attending an emergency call. He conservatively spends 18 hours per week doing essential but non-emergency duties ( $\$927.22 \div 72 \text{ hrs/month} = \$12.88/\text{hr}$ ). It is uncertain if our existing volunteer deputy will continue on in this manner.

A full-time deputy and a part-time training officer are part of the internal support systems that are required if Essa Township is to maintain a viable and fire-ready volunteer fire department. These two positions would create a \$51,665.00 impact to the 2020 operating budget; the tax impact to be determined by the Treasurer.

The following is being presented for Council's consideration for approval in the 2020 Operating Council Budget:

OPERATING BUDGET		
G/L No.	Description	Proposed Amount
TBD	1 FTE – Deputy Fire Chief Current honorarium and response pay are approximately \$25,000/yr	\$85,000.00

	Proposed implementation date of May 1, 2020 saves \$28,335.00	
	Salary impact for the 2020 budget	\$31,665.00
	1 PTE – Training Officer	\$30,000.00
	Proposed implementation date of May 1, 2020 saves \$10,000.00	
	Salary impact for the 2020 budget	\$20,000.00

Respectfully,

*Cynthia*

Chief Tustin

Recommendations by Division

Status

Administrative Recommendations

- 1 The position of full-time "Deputy Fire Chief – Fire Prevention" be created to reflect Council's commitment to optimizing the first two lines of defence and delivery of the fire prevention service levels identified within the FMP.
- 2 The Fire Chief with assistance from the administrative assistant be directed to prepare an annual summary report including an annual update of the Community Risk Profile to inform Council on the performance of the department and to identify where new trends may be evolving, or new programs may be required to reflect best practices in sustaining a responsive and effective level of fire protection services for the community  
Community Risk Profile update submitted annually with mandatory OFMEM submissions
- 3 Subject to the consideration and approval of this Fire Master Plan by Council an updated Fire Department Establishing and Regulating By-Law be prepared and presented to Council for approval;  
Complete
- 4 The Essa Fire Department consider the elements of a comprehensive succession plan for the department and in consultation with corporate human resource professionals, develop a strategy for implementation  
complete
- 5 The agreement and services provided by the City of Barrie for the provision of fire dispatching be sustained, and that the agreement be revised to include performance measures (e.g. NFPA 1221)  
complete
- 6 The fire department designate one of the two stations as the Department's Headquarters. Recommended for completion 2016-2020  
complete
- 7 The fire department consider opportunities for additional office and storage space for administrative purposes  
complete
- 8 The role of primary CEMC be assigned to a municipal senior manager or the Deputy Fire Chief position to relieve the Fire Chief from these duties and designated as the alternate CEMC  
Alternate CEMC remains with volunteer DC
- 9 The Fire Chief incorporates budget considerations for specialized service agreements on an annual basis.  
complete

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Prevention/Public Education

- 1 Utilizing the first two lines of defence across the community and prioritizing the programs to address areas of the community identified by the Community Risk Profile be considered a strategic priority complete
- 2 On-going tracking and monitoring of the inspections completed, compared to the targets and performance measures be used to determine resources and to update the measures / targets for continuous improvement complete
- 3 The Fire Chief review OFM Technical Guideline OFM-TG-01-2012 "Fire Safety Inspections and Enforcement" and where required revise or develop new Standard Operating Guidelines for the department complete
- 4 The fire department consider geographic areas in which there is a long response time and specifically residential occupancies containing vulnerable demographics a high priority for the department's fire safety education programs complete
- 5 The fire department implement a thorough process of tracking and monitoring the delivery of the "Alarmed for Life" program as another key performance measure
- 6 Consideration be given to creating a dedicated fire prevention office with additional file cabinet / storage space for records and other resources
- 7 The Deputy Chief – Fire Prevention position be added to the department to provide additional staff resource capacity in supporting the implementation of the proposed fire inspection performance measures
- 8 A qualified alternate fire investigator be assigned within the fire department (e.g. Deputy Chief – Fire Prevention position)
- 9 The Fire Chief review all fees for service and revise where necessary on an on-going basis to ensure that they accurately represent the fiscal realities of the services complete
- 10 As the Township grows, consideration be given to developing a dedicated Fire Prevention Division and hiring a full-time Fire Prevention Officer to support the sustainability of the volunteer suppression model used by Essa

Training

of

- 1 The Township of Essa Fire Department endorse the Ontario Firefighters Standard and Company Officer Standard as the core curriculum for firefighter training within the Essa Fire Department complete
- 2 The department develop a comprehensive annual training program to include specialized training based on the service levels approved by Council for specialized emergency response complete
- 3 The fire department continue to investigate opportunities for implementing a web-based online training program to enhance the efficiency of training delivery and access and broaden the topic material available to all staff. This will require consideration for the funding and implementation of these training resources complete
- 4 That the Essa Fire Department seek out opportunities for partnerships, automatic aid agreements or contract out the specialized services to provide and train for Rope/High Angle Rescue, Confined Space Rescue, Trench Rescue, Water Recue and Hazardous Materials responses complete
- 5 Consider increasing firefighter training to every two weeks, rather than two nights a month and consider the possibility of offering a Saturday "catch-up" training session, to increase the level of training for all firefighters from basic to more advanced complete
- 6 That live fire training be integrated into the annual training program and that live fire training facility opportunities and partnerships be investigated and pursued within the County, including potential partnerships with neighbouring municipalities or industries complete
- 7 Consider the elements of a comprehensive succession plan for the department and develop a strategy for implementation complete

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Suppression

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- 1 EFD review automatic aid considerations within and outside of the Township of Essa with the fire service management teams of the surrounding municipalities. Beyond improving emergency response within Essa, providing automatic aid outside of Essa could potentially generate revenue for the Township under review
- 2 The Township of Essa considers an increase in the complement of 58 volunteer firefighters currently approved by Council. We are recommending an increase of six volunteer firefighters to achieve an overall complement of 64 volunteer firefighters. Recommended for completion 2016-2020. complete, but unsustainable
- 3 The Essa Fire Department aim to achieve sufficient firefighters arriving on-scene simultaneously to provide an initial response including water tanker capability and that a depth of response of 14 firefighters be assembled, as travel times allow.
- 4 EFD incorporates municipal staff as members of the EFD who are interested or desire to be on the volunteer fire department and Council support this staff by permitting them to augment daytime fire department emergency response from their place of employment for critical calls complete
- 5 EFD consider fire fighter incentives, duty schedules and/or stand-by initiatives during daytime hours to maintain a firefighter complement during these challenging daytime periods with funding allocations to sustain the initiatives .

**Fire Stations, Apparatus & Equipment**

- 1 Consider designating Station 1 as the Essa Fire Department Headquarters complete
- 2 Consider full implementation of the actions identified to limit the exposure of diesel emissions as an interim measure, and consider installing the recommended direct capture system as part of any future renovations or alterations to the fire station. complete
- 3 Increase office space for maintaining records. complete
- 4 Continue vehicle replacement within the life cycle of the replacement plan. Allocate a greater number of reserve vehicles/apparatus once their 20 year life cycle is complete complete

**Communications & Technology**

- 1 The Fire Chief and Deputy Fire Chief identify and implements strategies to enhance the communication and interaction across the department. complete

- 2 We recommend during daytime hours incentives, duty schedules and stand-by initiatives be considered and funded to maintain a firefighter complement for daytime hours .

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