



Township of Douro-Dummer Agenda for a Special Meeting of Council

Thursday, January 23, 2025, 10:00 a.m.

Town Hall

894 South Street

Warsaw, ON K0L 3A0

Please note, that Council may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business

Hybrid Meetings

Regular and Special meetings of Council are being held in person and electronically. Regular Meetings are recorded and live-streamed on the Township YouTube channel. Special Meetings will be recorded and live-streamed where feasible.

Livestreaming is not available in the Townhall. Please contact the Clerk to attend the meeting in an alternative format, mchaithartwig@dourodummer.ca or 705-652-8392 x 210.

Pages

1. Reason(s) for Special Meeting:

This Special Meeting of Council is being held to allow for an informal working session regarding the draft 2025 Budget with Council and Management to take place. Resolutions regarding the Budget will not be voted on at this meeting.

2. Land Acknowledgement

3. Disclosure of Pecuniary Interest:

4. Adoption of Agenda:

5. Other Business:

5.1 2025 Draft Budget: Council Working Session

1

6. Adjournment



2025 Budget – Council Working Session

Township of Douro-Dummer

January 23, 2025



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2025 Budget –
Working Session

Release Date:
January 20, 2025

Presentation Date:
January 23, 2025

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Introduction

Section 1

CAO Message



Setting the budget each year is perhaps the most important role of Council; it sets the service standards for our next fiscal year and has an impact on every one of our rate payers and residents. I am pleased with what we are bringing forward as a first draft and want to compliment staff for the professional job they did in preparing this draft budget.

What is being presented at this meeting is the beginning of a public process and the start of Council's deliberations on 2025 municipal services and spending that we anticipate will take a number of meetings and days to discuss. Getting us to this stage of the conversation would not be possible without the countless hours of work done by our team in Finance and the care and concern of every department in the Township. Our guiding principles were rooted in the outcomes of the Douro-Dummer Strategic Plan 2024 – 2027, and we believe this budget reflects those core values and strategic pillars.

Our Core Values

✓ **Fiscal Responsibility**

✓ **Transparency**

✓ **Service Excellence**

✓ **Environment**

Our Strategic Pillars

1

Service
Modernization
and Innovation

2

Business
Attraction,
Expansion, and
Retention

3

Infrastructure
Renewal



Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

1

Continue to modernize and improve services, processes, and outcomes for our community.

2

Update our website with a cleaner interface and easier access to information.

3

Maintain a document management and retention system with a focus on public accessibility.

4

Provide online community engagement where residents can sign up to receive information.



Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

1

Promote our Township through story-telling about who we are, what we do, and our brand identity.

2

Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.

3

Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.

4

Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.



Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

1

Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.

2

Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.

3

Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.

2025 Budget Overview

Section 2

Background and Overview

Budget Background

The 2025 budget for the Township of Douro-Dummer is a reflection of thoughtful planning, guided by Council's Strategic Plan and the Township's commitment to providing excellent services to our residents while maintaining fiscal responsibility. This section highlights the foundational elements influencing the budget process and the external and internal factors shaping our financial planning.

As we enter 2025, inflation has stabilized to some degree, with the September Consumer Price Index (CPI) recorded at 1.6%. While this represents a marked improvement from the inflation rates seen in recent years, the reality remains that the Township's operational and capital costs continue to rise at rates far exceeding CPI. For example, the cost of essential equipment like fire trucks has more than doubled over the past five years. Similarly, legislative requirements and service demands from upper levels of government continue to increase, with diminishing financial support from those same entities.

Council's Strategic Plan, completed in 2024, established core values of fiscal responsibility, transparency, service excellence, and environmental stewardship. The strategic pillars—Service Modernization and Innovation, Business Attraction, Expansion and Retention, and Infrastructure Renewal—have been key factors in shaping this budget. Additionally, the adoption of the Asset Management Plan underscored the need for increased investment in asset replacement to ensure our infrastructure remains viable for future generations.

2025 Budget Overview

The 2025 budget has been developed with the requirement to align with inflation, which is currently reflected in the 1.6% Consumer Price Index (CPI). This modest tax increase aims to maintain existing service levels while being mindful of the economic pressures on residents. However, the Township faces significant challenges in funding all the necessary capital and operating items within this framework.

Despite careful prioritization, several important needs remain unmet under the 1.6% tax increase. Key operating requests include the addition of a Corporate Administrative Assistant, a Deputy Fire Chief, and the conversion of one part-time Parks and Recreation employee to full-time. These requests represent an effort to address organizational capacity and service demands. Additionally, some capital investments have been deferred to future years to meet the inflationary target but are recommended to be completed.

To further mitigate tax increases, an additional \$750,000 from the Township's \$8 million in reserves has been allocated to 2025 projects. While this provides temporary relief, it underscores the limitations of relying on reserves as a long-term solution. The Township continues to face rising costs in infrastructure renewal, legislative compliance, and service delivery. The 2025 budget emphasizes prudent financial management while acknowledging the need for strategic investments and long-term planning. It seeks to balance immediate operational needs with the overarching goal of maintaining fiscal health and service excellence. Future adjustments and sustained efforts will be required to address the growing demands and ensure the Township remains well-positioned to be sustainable.

Budget Process

Meeting Schedule:

- 1st Draft Presentations – January 7th and January 9th
- Budget Working Session – January 23rd 
- Public Meeting – February 4th
- Council Budget Deliberation – February 18th
- Budget Passage – March 4th

Next Steps:

- Update budget with any decisions made by Council at the Working Session for the Public Meeting being held on February 4th.
- Make any further updates

Impact to the Levy

Summary of Change to the 2025 Levy

| | 2024 | 2025 | \$ Change | % Change | Tax Impact |
|--|--------------------|--------------------|------------------|-------------|-------------|
| Township Departments | | | | | |
| Operating Budget | \$3,916,301 | \$4,095,276 | \$178,975 | 4.6% | 2.6% |
| Capital Budget | \$1,238,329 | \$1,253,973 | \$15,644 | 1.3% | 0.2% |
| Less: Assessment Growth in 2024 | | | | | -1.2% |
| | | | | | |
| Total Township Departments | \$5,154,630 | \$5,349,249 | \$194,619 | 3.8% | 1.6% |
| | | | | | |
| Township Boards and Agencies | | | | | |
| Police Budget | \$954,071 | \$983,605 | \$29,534 | 3.1% | 0.4% |
| Library Budget | \$155,957 | \$168,922 | \$12,966 | 8.3% | 0.2% |
| Otanabee Conservation Authority | \$108,030 | \$116,221 | \$8,191 | 7.6% | 0.1% |
| | | | | | |
| Capital Levy For Joint Building | \$514,537 | \$583,409 | \$68,872 | 13.4% | 1.0% |
| | | | | | |
| Total Levy Requirement | \$6,887,225 | \$7,201,407 | \$314,182 | 4.6% | |
| | | | | | |
| Percent Change to the Tax Rate as at 1st Draft: | | | | | 3.3% |

| Impact at 3.8% | 2024 | 2025 | Annual Change | Monthly Change |
|--|------------|------------|---------------|----------------|
| Residential Impact Per \$100,000 of Assessment | \$450.72 | \$465.78 | \$15.06 | \$1.26 |
| Impact on Median Property of \$256,000 | \$1,153.84 | \$1,192.39 | \$38.56 | \$3.21 |

Recommended Items:

The following are items that were not included in the budget in order to meet the CPI target of 1.6%. Council will need to provide direction on each item individually.

| | Cost | Tax Impact |
|---|------------------|-------------|
| Capital: | | |
| 1. Township-wide Facility Maintenance Plan | \$25,000 | 0.4% |
| | | |
| <i>2. Surface Treatment Projects:</i> | | |
| 2.1 - Douro 5th Line from County Rd 8 to 700m South | \$59,745 | 0.9% |
| 2.2 - English Line from County Rd 4 to south limit | \$8,600 | 0.1% |
| 2.3 - Strickland St from Highway 28 to Douro 5th Line | \$53,421 | 0.8% |
| | | |
| 3. Fire Pickup Truck Replacement | \$65,000 | 0.9% |
| | | |
| 4. By-law Review | \$10,000 | 0.1% |
| | | |
| Total Recommended Capital Items: | \$221,766 | 3.2% |

| | | |
|--|------------------|-------------|
| Operating: | | |
| 1. Corporate Admin Assistant | \$77,000 | 1.1% |
| | | |
| 2. Deputy Fire Chief | \$122,000 | 1.8% |
| | | |
| 3. Conversion of Part-time Parks and Rec Operator to Full-time | \$8,577 | 0.1% |
| | | |
| Total Operating Requests: | \$207,577 | 3.0% |

Summary of Key Operating Changes

| | | Impact on Levy | |
|---|---|----------------|-------|
| | | \$ | % |
| Inflationary Pressures | | | |
| Salary and Wage Cost of Living Adjustment | As part of the employee Compensation Agreement Council approves a salary grid increase as per the annual OMERS pension inflation index. OMERS uses the average of the CPI for the 12-month period ending in October and compares it to the average for the same period the previous year. CPI from September to September was 2.61% | \$68,639 | 1.0% |
| Insurance | All across the country municipalities are continuing to see large increases in general liability insurance costs. The total amount of insurance paid for by the Township in 2023 will be \$281,453; this represents a \$34,483 increase, or 14%, from the previous budget. | \$34,483 | 0.5% |
| OMPF | The Province increased OMPF funding to reflect municipal cost increases. | -\$28,400 | -0.4% |
| Legislative Changes | | | |
| Manadatory Firefighter Certification | Volunteer costs - 2025 increase due to phase 1 of mandatory certification. Pump Ops \$30K alone. Will need to finish phase one and begin specialty rescue certification in 2026 | \$49,711 | 0.7% |
| Additional Vehicle Safety Requirements | Increase to costs related to the new additional safety requirements. This impact Public Works, Fire and Parks. The stricter safeties are also now requiring repair work that would not have been required in the past. | \$25,000 | 0.4% |
| Reserve Transfers | | | |
| Reserves | The decrease in reserve transfers is related to transfers to reserves for the licensing and purchase of a gravel pit. These transfers are calculated based on the tonnes of gravel that are being used in the capital budget. The 2024 budget is forecasted to have less than 2023. | -\$19,241 | -0.3% |

Summary of Key Operating Changes

| Departmental Adjustments | | Impact on Levy | |
|-------------------------------|--|------------------|-------------|
| | | \$ | % |
| Council | Increase to professional development budget, | \$10,000 | 0.1% |
| | Added support for Morton Community Health Center | \$3,800 | 0.1% |
| | | | |
| Corporate Services | Salary Grid and Benefit Adjustments | \$8,500 | 0.1% |
| | Adjustments to Supplemental Taxes, Tax Penalties and Taxes Written Off | -\$35,000 | -0.5% |
| | Increase software budget in Finance - this increase is required to fund the additional ongoing costs related to HRIS MyWay and the new Project Costing module that were implemented in 2023. Also, the budget was incorrectly decreased in 2024 as some costs were believed to be related to costs to our previous IT provider but were not. | \$35,000 | 0.5% |
| | Microsoft Office 365 - this was implemented in 2024 and these costs reflect the ongoing subscription costs. | \$9,000 | 0.1% |
| | Audit Fees - this is to reflect an increase in audit fees that have not been captured in previous budgets. | \$12,000 | 0.2% |
| | | | |
| Parks and Recreation | Increase in rental income (\$33,300) which is offset by additional wages required to staff the rentals (\$10,300). | -\$23,000 | -0.3% |
| | Change in Staffing costs from grid changes | \$9,960 | 0.1% |
| | Increase to various accounts for building repairs, software, professional development, utilities and vehicle repairs. | \$14,000 | 0.2% |
| | | | |
| Waste Services | Increased costs related to ground water monitoring but also increased revenues to reflect prior years tipping fees. | -\$14,000 | -0.2% |
| | | | |
| Other operating adjustments | These reflect the adjustments that staff make to various line items to reflect recent spending and current needs. Details can be found in each department's budget detail. | \$18,524 | 0.3% |
| Total Operating Impact | | \$178,975 | 2.6% |

Changes to 1st Draft

- Removed the surface treatment project of Galloway from McCrackens to west limit from the recommended project list. The projects were reviewed, and it was determined that this project would be better to wait until the Hall's Glen subdivision is completed as it connects into that subdivision.
- Change of funding to the Zoning By-law – upon further review, the 2024 Development Charge study allows for \$60,000 of the zoning by-law review to be funded from development charges. With the current reserve balance of \$100,000 there is \$160,000 in funding available for this project. Given this project will span for 2-3 years, any shortfall in funding will be funded in future years budget.
- In lieu of funding for the Zoning By-law review, a request for support to update the Property Standards, Clean Yards, and Dog Tag By-laws is being made in the amount of \$10,000. These By-laws are due for review.

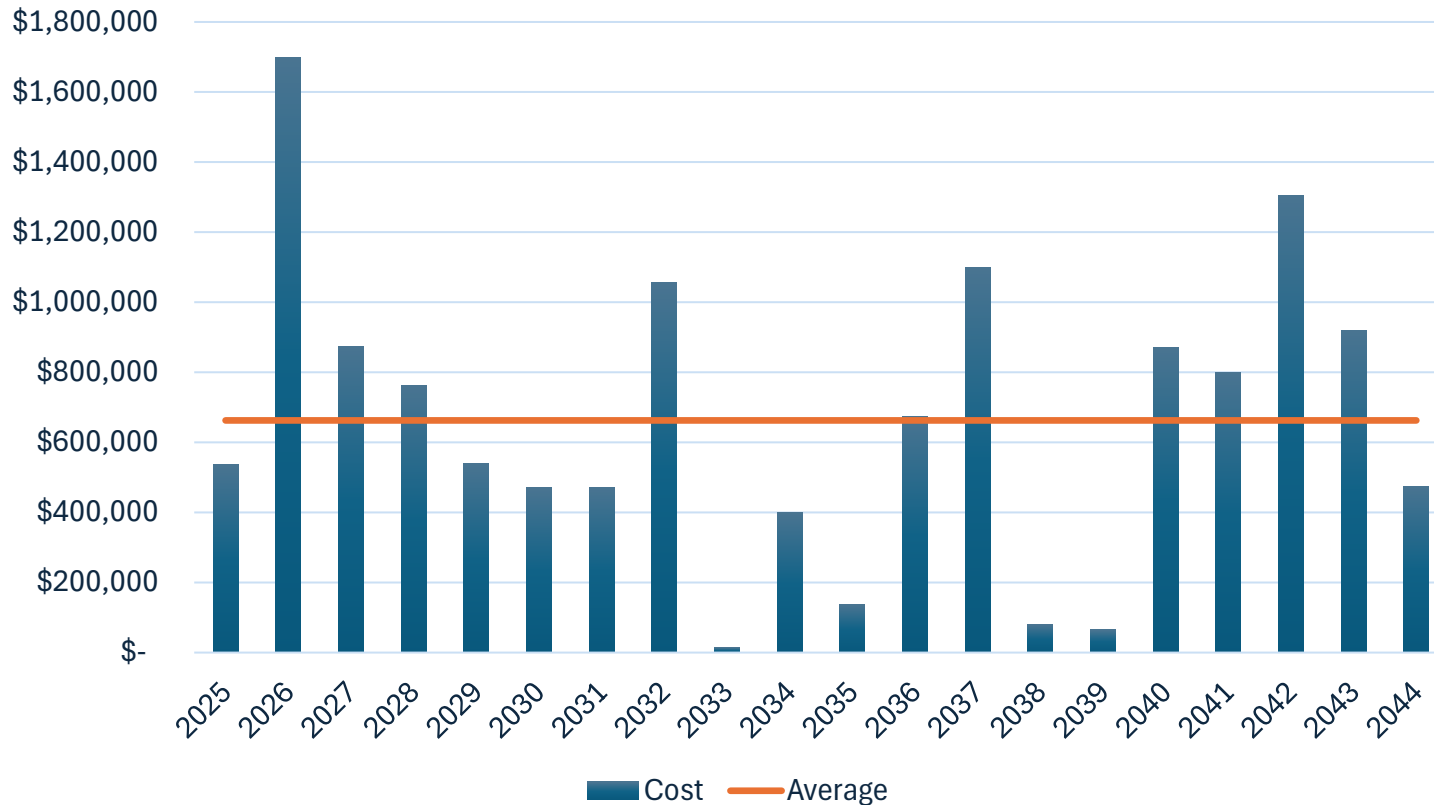
Reserve Summary

- The table below outlines the Township’s reserves and the forecasted use in the 2025 Budget
 - Finance staff are working on an updated reserve policy that will see funds moved to meet the current needs of the Township
 - The table shows that the Township would have approximately \$4 million in uncommitted reserves at the end of 2025.

| | | | |
|----------------------------------|--|--------------|--------------------|
| Opening Balance: | | | \$7,467,609 |
| | | | |
| Contributions: | Joint Building Fund | | \$583,409 |
| | | | |
| Withdrawals: | Pumper Chassis x2 | -\$500,000 | |
| | Surface Treatment - 4th Line Road South Dummer | -\$363,253 | |
| | Plow Truck | -\$370,000 | |
| | Library Strategic Plan and Drop Box | -\$17,500 | -\$1,250,753 |
| | | | |
| Forecasted Ending Balance | | | \$6,800,265 |
| | | | |
| Major Commitments: | Joint Building | -\$1,000,000 | |
| | Remainder of Pumper Cost | -\$774,096 | |
| | Arena Floor Replacement (Township share after grant) | -\$1,000,000 | -\$2,774,096 |
| | | | |
| Uncommitted Reserves: | | | \$4,026,169 |

Asset Management Forecast - Vehicles

- The graph below outlines the Township's forecasted vehicle replacement costs over the next 20 years. This shows that we are currently in a period that requires significant replacements.
- Due to the cyclical nature of replacements, reserves allow the Township to manage the varying annual funding requirements.
- The average annual replacement amount based on current replacement costs is \$662,650.



Joint Public Works and Fire Hall Building

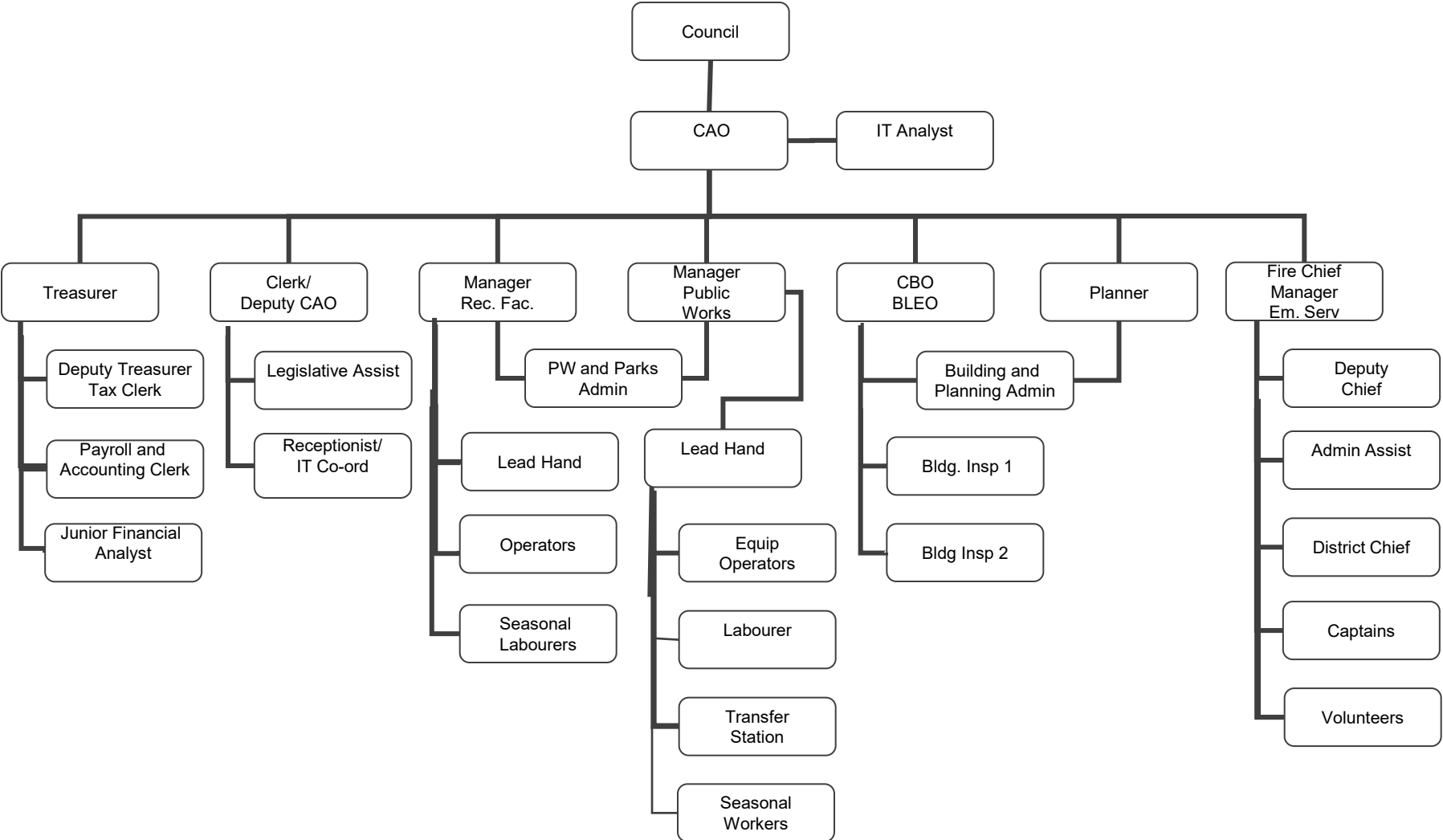
- Since 2022 Council has been allocating a portion of the levy towards the Joint Building. This has been increasing each year in order to get to an annual debenture payment of \$914,537. This annual amount is based on \$12million construction cost and a 4.4% 20-year debenture.
- 2024 saw Council allocate an additional \$376,025 which resulted in a 5.9% levy increase. This reduced future year increases.
- Construction has been delayed due to environmental factors at the site and we expect tendering and site preparation and to commence in 2025. Once tendering has been completed, we will be able to able to finalize the financing strategy. Interest rates declined in 2024 and the rates are now back to where they were when we began planning for this project in 2022.
- A 2026 construction date would mean that the first debenture payment would be made in 2027. The following table shows an updated funding strategy based on the current timeframes.

| Year | Reserves | Levy | Debt Payment | Levy Increase |
|------|-----------|-----------|--------------|---------------|
| 2022 | | \$67,872 | | 1.2% |
| 2023 | | \$138,512 | | 1.2% |
| 2024 | | \$514,537 | | 5.9% |
| 2025 | | \$583,409 | | 1.0% |
| 2026 | | \$654,003 | | 1.0% |
| 2027 | \$188,176 | \$726,361 | \$914,537 | 1.0% |
| 2028 | \$114,009 | \$800,529 | \$914,538 | 1.0% |
| 2029 | \$37,988 | \$876,551 | \$914,539 | 1.0% |
| 2030 | \$0 | \$914,540 | \$914,540 | 0.5% |

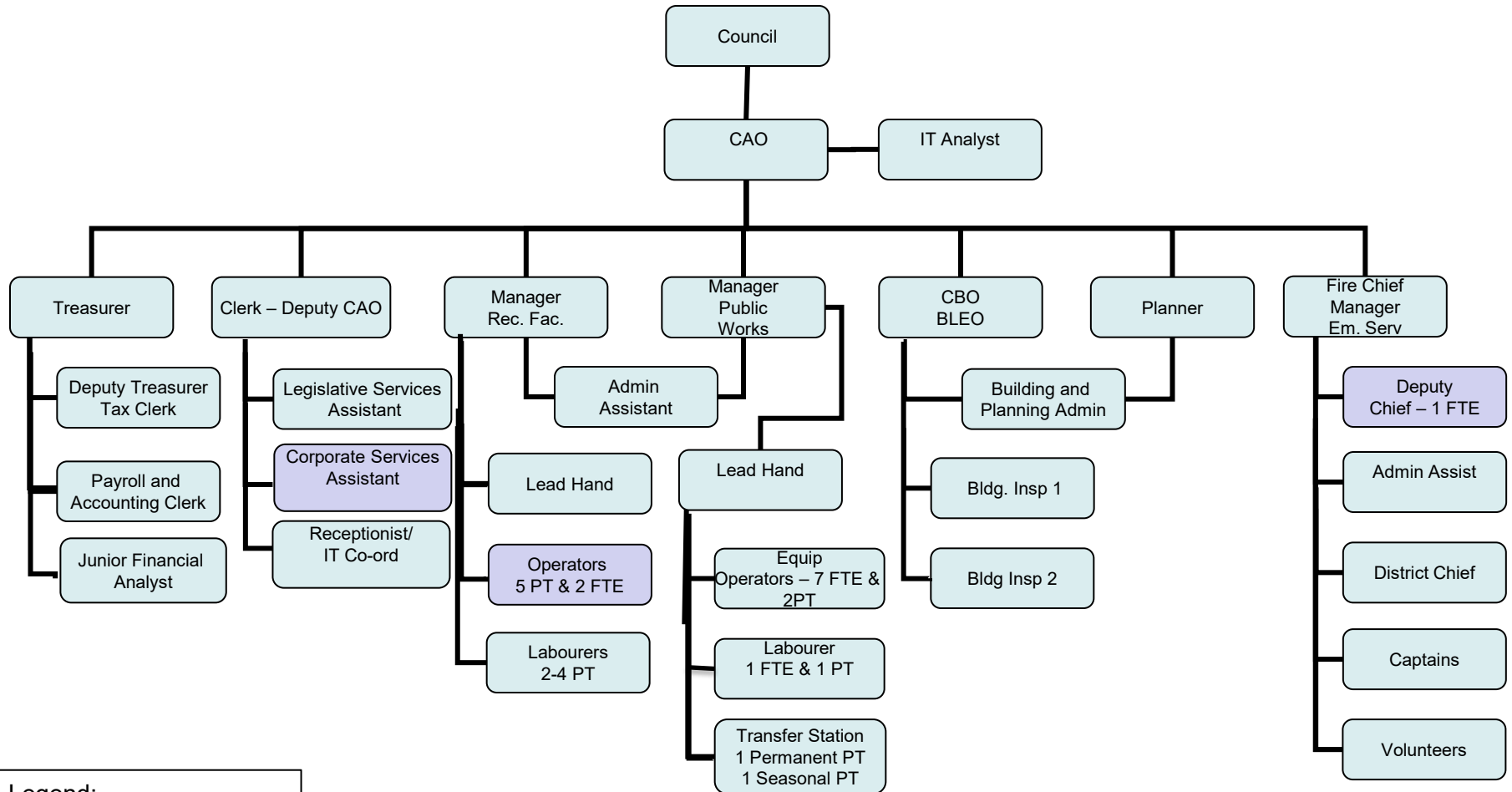
Departmental Summaries

Section 3

Organization Chart



Township of Douro-Dummer Organizational Chart – 2025 – Proposed



Legend:
 FTE – Full Time Position
 PT – Part Time or Seasonal Position

Corporate Services

- CAO Office
- Clerk's
- Finance

3.1

CAO Office

Responsibility Summary:

- Policy and Program Development
- Human Resources
- Performance Management
- Economic and Community Development activities
- Develop programs and bring forward to Council for approval
- Work with Stakeholders and Elected Officials at various levels of government to advocate for the Township and explore funding opportunities
- Strategic Planning – Long- and Short-Term goals and vision

Clerks Department

Responsibility Summary:

- Responsible for the preparation of Council and Committee agendas, minutes, correspondence, By-laws and statutory public notices
- Act as a Resource to Council regarding meeting management, the Procedural By-law, and issues surrounding Accountability, Transparency & Governance
- Act as the Head for Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance and respond to requests from stakeholders for information and manage the Records Retention By-law
- Responsible for maintaining the Township Policy Manual and ensuring it is up to date
- Responsible for ensuring that the Records Retention By-law is adhered to and the maintenance of correspondence and related records
- Responsible for the issuance of Lottery Licenses, Marriage Licenses and Canteen Permits
- Run municipal elections and manage all the functions of the election process

Finance Department

Responsibility Summary:

- Responsible for all financial reporting and financial record keeping
- Maintain a record of Tangible Capital Assets and implement the Township's Asset Management Plan under PSAB legislation
- Create and monitor the budget with input from the Management Team and approval by Council
- Process all accounts payable and receivable
- Process payroll and act as the Benefits Administrator for employee benefits and OMERS Pension Plan
- Manage the grant process from submission to receipt of funds and all reporting requirements
- Annual audit process in partnership with Baker Tilly
- Manage and conduct all aspect of tax collection including delinquent account and the Tax Sale process

Operating Request #1

1 Additional FTE for a Corporate Admin Assistant

Cost - \$77,000 which includes the salary and benefits.

There are several functions and projects in the Clerk's Department that are not able to be completed, at all or at the desired service level, with current staff and this additional position would be able to support:

- Digitizing past records and management of current records
- Implementing a digital records management system as per Strat Plan
- Increased volume of FOI and Requests for Information
- Support for Council Members such as assist members with logistics, research, support with writing motions ect....
- Communication – Both Service Delivery Report and Strategic Plan recommend the Township improve and enhances it communication with the public through channels such as newsletters (paper and digital), the website, social media, information campaigns, attending community events, ect....
- Transition the website to GovStack as iCreate is being phased out and do an overhaul on the site as per Strat Plan and then ongoing maintenance
- Maintenance and ongoing review of Policy Manual – improve access to Policies for users, phase out Policies which are no long relevant, enhance/review existing policies, provide training on policies to users
- Create process maps to find and remove inefficiencies, roadblocks and provide enhanced value to users and stakeholders.
- Creation and holding of new special events – Mayor for a Day, outreach to schools, Open Houses, attendance and pop-ups at public events
- Ongoing maintenance of the Voters List (currently only happens during the election period, not best practice)
- Undertake special projects – By-law updates, Archives in concert with Library, Public Education, ect....

Corporate Capital Projects

1. IT Hardware Replacements - \$20,000 (Levy)

- The IT Hardware replacements is a strategic initiative aimed at ensuring the continued efficiency, security and reliability of our IT infrastructure. This allocation will allow for replacement of computers, servers, network equipment and other IT infrastructure in the Township.
- This is the second year of this project. The first year of the program provided for a server replacement and some equipment purchases like a TV display for the meeting room.
- Year 2 of this project will see several laptops replaced based on both age and condition, equipment needed for the implementation of VoIP and a security badge system.

2. Elevator Restoration and Modernization – \$22,000 (Levy)

- This project will repair the elevator at the Municipal Office.
- The elevator at the Municipal Office has been out of commission since 2023 which can make accessing the Building and Planning Departments, storage areas and Council Chambers difficult for both staff and residents.

3. Tree Replacement Program – \$10,000 (Levy)

- It is being proposed to allocate \$10,000 for Tree Replacement program. This program was well received by the residents in 2023 and 2024 and will continue to help replace the trees lost during the 2022 Derecho Storm.

Corporate Capital Projects Continued

4. **Asset Retirement Obligation Costs** – \$20,000 (Levy)

- This project will test for and identify any asbestos in our facilities.
- This study is required to be completed in accordance with the Public Sector Account Board's (PSAB) PS 3280 which requires liabilities to be identified in our financial statements for asbestos abatement when demolishing buildings in the future.
- Our financial statements cannot be finalized until this is completed.

5. **Asset Management Plan & Data Updates** – \$20,000 (Levy)

- Part 1 of this project is to receive some support in reviewing the Township's tangible capital asset data in order to implement a dedicated Asset Management Software (Citywide). This review will also ensure that we incorporate the findings of the Facility Maintenance Plan into our data.
- Part 2 of this project will be to update our Asset Management Plan to meet the legislated July 1, 2025, requirements of O. Reg. 588/17 which requires asset management plans to include proposed levels of service, including detailed financial strategies in their asset management plans.
- Having an up-to-date asset management plan ensures that the organization can make well-informed decisions regarding maintenance, repairs, and future investments. Accurate, current data enables effective prioritization of resources, helps mitigate risks, and optimizes the lifespan and performance of assets, ultimately saving costs in the long run.

Corporate Capital Projects Continued

6. Township Webpage Update – \$20,000 (Levy)

- This project was pre-approved by Council at the December 17, 2024, meeting for the migration of the Township website to the new GovStack platform.

7. Records Management Software - Phase 1 of 3 – \$22,500 (Modernization Grant)

- This project will create a digital records management system for the Township.
- Currently, digital records are held in a Shared Corporate Drive. With this program we will move to a system routed in Office365 which will allow the Township to safeguard electronic records, increase efficiencies in finding items and sharing data with the public. It will also allow for more digital collaboration, removing the need to save multiple versions of files and creating confusion. The preferred vendor solution automates document retention and destruction with built in approval processes and information audits.
- This project was approved in 2022 with an allocation of \$35,000 from Modernization Funding. We have received multiple quotes, and the preferred vendor has proposed an approach that will see the Township implement this over 3 years at a cost of \$20k to \$25k per year. Therefore, 2025 is fully funded but funds will need to be committed for 2026 and 2027.

Corporate Capital Projects Continued

8. Council Chamber A/V Upgrades – \$16,300 (Levy)

- The project would see upgrades to Council Chambers audio and video.
- This was a recommendation from the Strategic Plan and resident feedback.
- Staff had a 3rd party on-site technical assessment (OTA) completed of the Chambers which provided a list of recommendations. Staff have costed out the recommendations which will cover the main pain points in the Chambers while also allowing for further upgrades should funds become available. The OTA can be provided in Closed Session if requested.
- The following is a summary of the work proposed in 2025:
 - Video - Install two 98' monitors to replace failing projectors. Relocate one of the existing PTZ cameras to the ideal position in the room to provide a wide shot of the room. Configure and commission existing PTZ cameras so they can start being utilized. Configure Blackmagic video hardware to interface with Zoom application and allow client to switch between PTZ cameras. Configure preset shots on respective cameras. Configure network access to camera control so client can easily recall different preset shots (i.e. from Delegate/Podium to Gallery) as needed.
 - Audio - Configure all AV components within the same subnet/VLAN. Install dedicated audio DSP to provide proper audio routing, processing, and integration between the in-room microphone/speaker system and Zoom. Replace intermittent consumer-grade audio cabling with commercial-grade cabling wherever possible (TOA unit only offers consumer-grade inputs/outputs). Re-zone/disconnect existing ceiling speakers which are causing feedback.

Excluded Corporate Capital Project

The following project has not been included in the budget in order to meet the inflationary target. This project is recommended to maximize our asset management plan but is not required to meet any legislative or safety needs.

1. Facility Maintenance Plan – \$25,000

- This goal of this project would be to create a replacement/maintenance plan for all our facilities.
- It was identified during the development of our Asset Management Plan that we need to have a better understanding and plan of the required maintenance needed at our buildings to maximize the time they can be in service. Currently, we are typically reactive to problems that arise at our facilities and this study will create a comprehensive plan for each component that will include timing and costing.
- This data would be then incorporated into our updated 2025 Asset Management Plan.
- Staff would explore whether we can pair this project with the Asset Retirement Obligation project to potentially find economies of scale.

**2025 Operating Budget
Council**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|------------------|------------------|------------------|------------------|-----------------|--------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$141,829 | \$148,295 | \$148,873 | \$152,076 | \$3,781 | 2.5% | Cost of Living Adjustment |
| Advertising and Special Events | \$5,091 | \$3,700 | \$2,126 | \$5,000 | \$1,300 | 35.1% | Added budget to allow for advertising for various events and hospitality expenses. |
| Building Maintenance and Repairs | \$0 | \$500 | \$0 | \$500 | \$0 | 0.0% | |
| Community Grants | \$5,118 | \$5,000 | \$9,945 | \$8,800 | \$3,800 | 76.0% | Added funding for Morton Community Health Centre |
| Contracted Services | \$6,589 | \$4,000 | \$1,068 | \$4,000 | \$0 | 0.0% | |
| Insurance | \$2,352 | \$2,703 | \$2,352 | \$2,703 | \$0 | 0.0% | |
| Materials and Supplies | \$98 | \$855 | \$585 | \$855 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$285 | \$208 | \$35 | \$208 | \$0 | 0.0% | |
| Professional Development and Memberships | \$17,055 | \$10,200 | \$19,553 | \$20,200 | \$10,000 | 98.0% | Right sized budget for professional development |
| Expenses Total | \$178,418 | \$175,461 | \$184,536 | \$194,342 | \$18,881 | 10.8% | |
| | | | | | | | |
| Grand Total | \$178,418 | \$175,461 | \$184,536 | \$194,342 | \$18,881 | 10.8% | |

**2025 Operating Budget
Corporate Services**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|---------------------|--------------------|--------------------|---------------------|------------------|--------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$928,311 | \$959,690 | \$904,960 | \$993,365 | \$33,675 | 3.5% | Cost of living adjustment and grid adjustments. |
| Advertising and Special Events | \$19,721 | \$5,000 | \$3,665 | \$6,300 | \$1,300 | 26.0% | To allow for sufficient advertising and budget for corporate events. |
| Building Maintenance and Repairs | \$35,339 | \$14,500 | \$10,298 | \$14,500 | \$0 | 0.0% | |
| Computer Hardware and Software | \$100,570 | \$39,300 | \$81,084 | \$82,500 | \$43,200 | 109.9% | Correcting 2024 Budget which was incorrectly reduced; added budget for additional modules implemented in 2023 (time management, project costing and financial reporting); added budget for Office365 and Adobe Pro licenses. |
| Contracted Services | \$106,730 | \$94,462 | \$191,200 | \$106,797 | \$12,335 | 13.1% | Adjusted budget for Audit fees which have been underbudgeted for the past few years; have been using the carryforward to pay for audit expenses. |
| Equipment Repairs and Maintenance | \$6,353 | \$1,550 | \$4,338 | \$1,550 | \$0 | 0.0% | |
| Financial Fees and Expenses | \$44,911 | \$32,000 | \$67,246 | \$52,000 | \$20,000 | 62.5% | Adjustment for tax writeoffs which are a result of assessment changes from MPAC; this can be correlated to the absence of updated assessments. |
| Insurance | \$83,394 | \$73,341 | \$84,861 | \$97,765 | \$24,424 | 33.3% | Increase 2024 actual expense by 14%. |
| Interest Expense | \$269 | \$300 | \$98 | \$300 | \$0 | 0.0% | |
| Materials and Supplies | \$16,054 | \$27,150 | \$47,715 | \$26,850 | -\$300 | -1.1% | |
| Office Equipment, Materials and Supplies | \$29,773 | \$30,580 | \$27,343 | \$30,580 | \$0 | 0.0% | |
| Overhead Transfer | \$0 | -\$24,670 | \$0 | -\$24,670 | \$0 | 0.0% | |
| Professional Development and Memberships | \$18,147 | \$36,220 | \$11,873 | \$35,940 | -\$280 | -0.8% | |
| Tools and Equipment | \$116 | \$600 | \$0 | \$600 | \$0 | 0.0% | |
| Utilities | \$15,785 | \$35,800 | \$30,083 | \$35,800 | \$0 | 0.0% | |
| Expenses Total | \$1,405,487 | \$1,325,823 | \$1,464,832 | \$1,460,177 | \$134,354 | 10.1% | |
| Reserves | | | | | | | |
| Transfer From Reserves | -\$10,039 | -\$20,000 | \$0 | -\$20,000 | \$0 | 0.0% | |
| Transfer to Reserves | \$0 | \$34,000 | \$0 | \$34,000 | \$0 | 0.0% | |
| Reserves Total | -\$10,039 | \$14,000 | \$0 | \$14,000 | \$0 | 0.0% | |
| Revenues | | | | | | | |
| Financial Fees | -\$2,333 | -\$1,040 | -\$2,063 | -\$1,040 | \$0 | 0.0% | |
| Grants | -\$582,178 | -\$585,600 | -\$471,309 | -\$614,000 | -\$28,400 | 4.8% | Increase in OMPF Funding. |
| Interest Revenue | -\$321,771 | -\$175,000 | -\$200,045 | -\$175,000 | \$0 | 0.0% | |
| Licence Revenue | -\$717 | -\$900 | -\$306 | -\$900 | \$0 | 0.0% | |
| Other Revenues | -\$9,474 | -\$195 | -\$15,356 | -\$245 | -\$50 | 25.6% | |
| Rental Revenue | -\$2,230 | -\$5,000 | -\$2,662 | -\$5,000 | \$0 | 0.0% | |
| Taxation Revenue | -\$226,131 | -\$188,749 | -\$241,803 | -\$233,749 | -\$45,000 | 23.8% | Increase in revenue from Payments in Lieu of Taxes and penalties. |
| Revenues Total | -\$1,144,834 | -\$956,484 | -\$933,544 | -\$1,029,934 | -\$73,450 | 7.7% | |
| Grand Total | \$250,614 | \$383,339 | \$531,288 | \$444,243 | \$60,904 | 15.9% | |

Public Works

3.2

Public Works Responsibility Summary

The Public Works Department oversees and facilitates maintenance and capital activities for 520 lane kilometers of roadways, bridges and culverts. The road network consists of approximately 151 km of gravel, 107 km of surface treated and 7 km of hot mix asphalt roads. The Department provides winter road maintenance in accordance with the maintenance standards. The Department is also responsible for the township gravel resources, transfer station, curbside waste collection contract and closed landfill sites.

Functions of the Department include but are not limited to:

- Maintenance of the municipal road system – litter pickup, brushing, ditching, patching, grading, shoulder repair, dust control, street sweeping, roadside grass mowing
- Culvert installations and repairs
- Winter control operations, including snow plowing/removal and sanding/salting
- Installation and maintenance of signage on roadways
- Routine and winter road patrols
- Tree maintenance and removal

Public Works Responsibility Summary

- Installation and maintenance of ditching and drainage systems including culverts, catch basins, ditches and drainage outlets
- Streetlight maintenance
- Complete capital works – road reconstruction, application of gravel, asphalt and surface treatment
- Administration and approval of various permits including road occupancy, entrance permits
- Manage Transfer Station operation
- Maintenance and repair of a large fleet of vehicles and equipment
- Control and care for the largest amount of Township infrastructure
- Procurement of goods and services in accordance with the Procurement Policy
- Active participant in the capital asset management plan
- Participate in discussions on the development and construction of roadways for land development projects

Public Works Brushing Projects

Brushing was previously budgeted for as a capital item but is now being budgeted for in operating as it reflects maintenance activities. However, there will still be planned brushing projects for the upcoming year to ensure brushing is completed regularly on each road. The following roads are planned to have brushing completed in 2025 and there is also an allocation to allow for roads that are deemed to need brushing throughout the year.

| | Road Length (km) |
|---|------------------|
| 12th Line Dummer | 8.5 |
| Centre Dummer Rd | 7.9 |
| Douro 3rd line from South Beach Rd to Rishor Avenue | 0.4 |
| Douro 3rd Line South of Cty Rd 8 | 3.4 |
| Gilchrist Bay Road | 0.5 |
| Little Lane | |
| Maryvale Road | 0.6 |
| Misc Brushing Projects | |
| Moodie Drive | 0.8 |
| Old Highway 28 from South Beach Rd to west limit | 0.3 |
| South Beach Road | 0.6 |
| South Beach Road from Highway 28 to east limit | 0.6 |
| Stenner Rd | 0.5 |
| Thelgar Rd from Highway 28 to west limit | 0.3 |
| White Lake Rd West | 2.7 |
| Grand Total | 27.1 |

Public Works Capital Projects

1. **Plow Truck #23** – \$370,000 (Capital Reserve)

- Replacement of 2011 Plow Truck.
- The estimated purchase price is \$400,000, with an estimated trade-in value of \$30,000 for the current truck.

2. **Pickup Truck #24** – \$55,000 (Levy)

- Replacement of 2014 pickup truck that is due for replacement after its 10-year service life.
- The estimated purchase price is \$65,000, with an estimated trade-in value of \$10,000 for the current truck.

3. **Road Needs Study** – \$32,500 (Levy)

- Road Needs Study is required every 4 years, with the last study completed in 2021.
- This study provides critical data on road conditions, helping the Township prioritize and determine necessary transportation work.

4. **Water Tank for Roads Vehicle** – \$30,000 (Levy)

- Purchase of a new poly water tank to replace the current one that is due for replacement and has shown continued defects.
- The estimated purchase price is \$35,000, with an estimated resale value of \$5,000 for the current tank.

5. **Scale Replacement (Hall's Glen)** – \$55,000 (Levy)

- The scale deck structure at the landfill is failing and is due for replacement.

2025 Road Program

| | Road Length (km) | Cost |
|---|------------------|--------------------|
| Gravel | | |
| 12th Line from forced Rd section to private lane | 0.2 | \$917 |
| 12th Line Rd from Hwy 7 to 12th Line S, Dummer | 2.2 | \$18,048 |
| 12th Line Rd from Hwy 7 to North limit | 6.3 | \$79,665 |
| Centre Dummer Road from 4th Line to Cty Rd 40 | 7.9 | \$16,920 |
| Centre Road from Douro 3rd line to Douro 5th line | 2.9 | \$47,700 |
| Centre Road from Douro 5th Line Rd to Highway 28 | 1.3 | \$36,755 |
| Cooney Island Rd from Douro 4th line to East limit | 2.5 | \$31,020 |
| Douro 4th Line Rd from Division Rd to Cooney Island Rd | 1.8 | \$52,793 |
| Douro 5th Line Rd from Centre Rd to Cty Rd 4 | 1.3 | \$16,356 |
| Douro 7th Line Rd from Centre Rd to Hickey Rd | 1.2 | \$23,070 |
| Douro 8th Line from Cty Rd 32 to Nassau Rd | 3.9 | \$74,219 |
| Douro Third Line from County Rd 4 to Cedar Cross Rd | 5.3 | \$72,545 |
| Douro Third Line from County Rd 4 to south limit | 0.4 | \$2,256 |
| Hickey Rd from Douro 7th to Cty Rd 32 | 0.5 | \$22,542 |
| Hickson Rd from County Rd 40 to west limit | 0.4 | \$2,115 |
| Oke Rd from Cty Rd 4 to Payne Line Rd | 1.4 | \$19,740 |
| Rusaw Lane from Cty Rd 40 to east limit | 1.4 | \$17,625 |
| Gravel Total | 40.9 | \$534,284 |
| Surface Treatment | | |
| 4th Line Road South Dummer from Clifford Rd to Cty Rd 8 | 3.2 | \$363,253 |
| Banks Avenue from County Rd 38 to east limit | 0.2 | \$12,400 |
| Campline Rd from Henderson to Birchview Rd | 2.7 | \$110,355 |
| Campline Rd from Henderson to Cty Rd 6 | 1.8 | \$80,655 |
| Caves Road from Cty Rd 4 to Cooper Rd | 1.6 | \$185,282 |
| Clifford Road from South St to 3rd Line Mid Dummer | 2 | \$69,300 |
| Mill Line Road from Cty Rd 40 to Bridge | 1.3 | \$110,800 |
| Rock Rd from Cooper Rd to Douglas Rd | 2 | \$71,800 |
| Rock Rd from Douglas Rd to Rock Rd | 0.5 | \$6,600 |
| Surface Treatment Total | 15.3 | \$1,010,445 |
| Grand Total | 56.2 | \$1,544,729 |

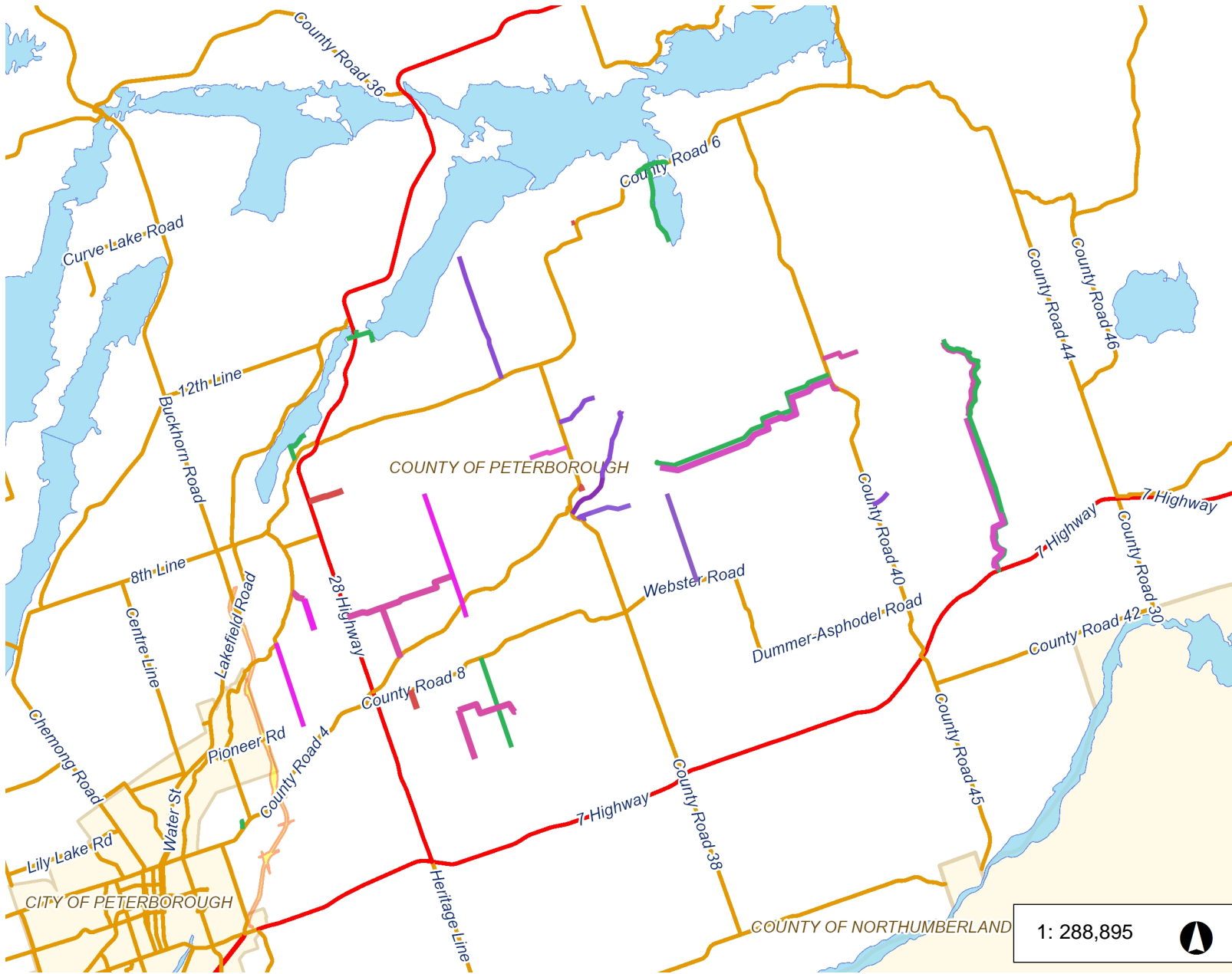
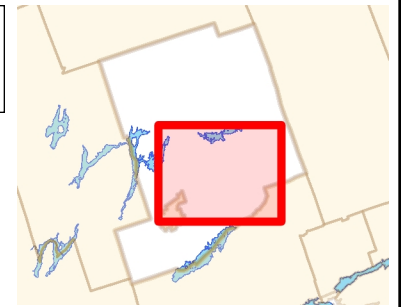
Excluded Public Works Capital Projects

The following surface treatment projects have been excluded from the budget to meet the inflationary target. However, these project are recommended to keep up with the annual road works as identified in the Roads Needs Study but in reviewing the 2025 projects these were deemed to be the lowest priority based on condition and traffic volume.

- Douro 5th Line from County Rd 8 to 700m - \$59,745
 - This road is to be kept as surface treatment per Council policy decision in 2023
- English Line from County Rd 4 to south limit - \$8,600
- Strickland St from Highway 28 to Douro 5th Line - \$53,421



2025 Public Works Capital Projects



Legend

- Roads > 100,000
 - ART
 - County
 - EXP
 - Provincial
- Outside Roads > 100,000
- Peterborough Proposed Bypass
- Lakes - Regional
- Municipal Boundary - Upper Ti
 - <all other values>
 - COUNTY OF PETERBOROUGH

1: 288,895

14,675.9 0 7,337.94 14,675.9 Meters

WGS_1984_Web_Mercator_Auxiliary_Sphere
© Latitude Geographics Group Ltd.

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

Notes

- Pink= Gravel Road Project
- Purple= Surface Treatment Road Project
- Green = Roadside Brushing Project
- Red = Excluded Public Works Projects

**2025 Operating Budget
Public Works**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|--------------------|--------------------|--------------------|--------------------|------------------|---------------|--|
| Roads | | | | | | | |
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$821,155 | \$920,371 | \$844,338 | \$960,767 | \$40,395 | 4.4% | Cost of living adjustment and grid adjustments. |
| Advertising and Special Events | \$925 | \$1,750 | \$1,404 | \$1,750 | \$0 | 0.0% | |
| Building Maintenance and Repairs | \$18,530 | \$3,840 | \$8,853 | \$5,340 | \$1,500 | 39.1% | Increase building repairs to reflect recent actuals. |
| Computer Hardware and Software | \$2,294 | \$2,305 | \$1,676 | \$17,755 | \$15,450 | 670.3% | Reallocated expense from contracted services. |
| Contracted Services | \$305,679 | \$112,197 | \$344,914 | \$264,977 | \$152,780 | 136.2% | Reallocation of calcium chloride expenses from Materials and Supplies to Contracted Services. Increase budget for calcium chloride to reflect price increases. |
| Equipment Repairs and Maintenance | \$39,039 | \$36,315 | \$35,349 | \$39,375 | \$3,060 | 8.4% | Increase to reflect actuals. |
| Fuel | \$172,613 | \$143,778 | \$129,221 | \$143,778 | \$0 | 0.0% | |
| Insurance | \$42,555 | \$41,195 | \$50,609 | \$57,695 | \$16,500 | 40.1% | Increase 2024 actual expense by 14%. |
| Interest Expense | \$0 | \$0 | \$10 | \$0 | \$0 | 0.0% | |
| Internal Rental Recoveries | -\$135,305 | -\$63,379 | -\$135,791 | -\$83,822 | -\$20,443 | 32.3% | This is the amount that is transferred to capital for salaries and wages. |
| Materials and Supplies | \$287,886 | \$371,333 | \$246,819 | \$237,947 | -\$133,386 | -35.9% | Calcium Chloride moved to Contracted Services. |
| Office Equipment, Materials and Supplies | \$4,041 | \$4,725 | \$3,595 | \$5,225 | \$500 | 10.6% | |
| Paging and Communication Expenses | \$0 | \$70 | \$0 | \$70 | \$0 | 0.0% | |
| Professional Development and Memberships | \$7,034 | \$9,840 | \$8,906 | \$13,760 | \$3,920 | 39.8% | Increase is to allow for sufficient training of staff. |
| Tools and Equipment | \$1,050 | \$250 | \$1,606 | \$450 | \$200 | 80.0% | |
| Utilities | \$18,003 | \$23,199 | \$14,380 | \$21,375 | -\$1,824 | -7.9% | |
| Vehicle Repairs and Maintenance | \$100,481 | \$71,762 | \$125,634 | \$86,112 | \$14,350 | 20.0% | Increase due to stricter road safety requirements. |
| Expenses Total | \$1,685,980 | \$1,679,551 | \$1,681,522 | \$1,772,553 | \$93,002 | 5.5% | |
| Reserves | | | | | | | |
| Transfer to Reserves | -\$13,425 | \$36,594 | \$0 | \$22,600 | -\$13,994 | -38.2% | Reduction in transfer to reserves for gravel pit. Increase the transfer to reserve from the solar panel revenues. |
| Reserves Total | -\$13,425 | \$36,594 | \$0 | \$22,600 | -\$13,994 | -38.2% | |
| Revenues | | | | | | | |
| Aggregate Revenue | -\$34,794 | -\$52,500 | -\$53,619 | -\$52,500 | \$0 | 0.0% | |
| Financial Fees | \$0 | -\$250 | \$0 | -\$250 | \$0 | 0.0% | |
| Grants | -\$503,639 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Other Revenues | -\$20,033 | -\$25,000 | -\$21,349 | -\$25,000 | \$0 | 0.0% | |
| Permit Revenue | -\$7,625 | -\$10,000 | -\$10,964 | -\$11,000 | -\$1,000 | 10.0% | |
| Revenues Total | -\$566,091 | -\$87,750 | -\$85,931 | -\$88,750 | -\$1,000 | 1.1% | |
| Roads Total | \$1,106,464 | \$1,628,395 | \$1,595,590 | \$1,706,403 | \$78,009 | 4.8% | |

**2025 Operating Budget
Public Works**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|--------------------|--------------------|--------------------|--------------------|------------------|--------------|---|
| Waste Services | | | | | | | |
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$45,312 | \$46,829 | \$49,340 | \$46,923 | \$94 | 0.2% | |
| Advertising and Special Events | \$0 | \$500 | \$20 | \$500 | \$0 | 0.0% | |
| Building Maintenance and Repairs | \$33,931 | \$35,500 | \$28,945 | \$35,500 | \$0 | 0.0% | |
| Computer Hardware and Software | \$163 | \$500 | \$0 | \$500 | \$0 | 0.0% | |
| Contracted Services | \$284,077 | \$249,555 | \$251,129 | \$265,055 | \$15,500 | 6.2% | Budget for groundwater testing. |
| Equipment Repairs and Maintenance | \$244 | \$2,330 | \$51 | \$2,330 | \$0 | 0.0% | |
| Insurance | \$2,736 | \$3,144 | \$3,215 | \$3,695 | \$551 | 17.5% | |
| Internal Rental Recoveries | \$0 | \$3,000 | \$0 | \$3,000 | \$0 | 0.0% | |
| Materials and Supplies | \$889 | \$1,200 | \$466 | \$1,200 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$1,176 | \$2,105 | \$1,997 | \$2,130 | \$25 | 1.2% | |
| Professional Development and Memberships | \$0 | \$305 | \$76 | \$355 | \$50 | 16.4% | |
| Utilities | \$1,162 | \$1,095 | \$1,217 | \$1,095 | \$0 | 0.0% | |
| Expenses Total | \$369,691 | \$346,064 | \$336,456 | \$362,283 | \$16,220 | 4.7% | |
| Revenues | | | | | | | |
| Other Revenues | -\$2,446 | -\$5,500 | -\$2,799 | -\$5,000 | \$500 | -9.1% | |
| Rental Revenue | -\$111,999 | -\$90,000 | -\$113,537 | -\$110,000 | -\$20,000 | 22.2% | Increase rental revenues at Douro. |
| Tipping Fees | -\$39,310 | -\$25,000 | -\$40,781 | -\$35,000 | -\$10,000 | 40.0% | Increase tipping fees to reflect actuals. |
| Revenues Total | -\$153,755 | -\$120,500 | -\$157,118 | -\$150,000 | -\$29,500 | 24.5% | |
| Waste Services Total | \$215,936 | \$225,564 | \$179,339 | \$212,283 | -\$13,280 | -5.9% | |
| Grand Total | \$1,322,400 | \$1,853,958 | \$1,774,929 | \$1,918,687 | \$64,728 | 3.5% | |

Fire and Emergency Services

3-3

Fire and Emergency Services Responsibility Summary

The Mission of the Douro-Dummer Fire Services is to be **Trusted, United, Effective** and **Responsive** to the needs of our community. Together we:

- Place the utmost importance on the protection of human life
- Prevent and fight fires
- Rescue those in need from critical incidents
- Protect property & the environment
- Educate and prepare the community for unexpected emergencies

Our Primary Goal is to provide Fire Protection through the established level of service designed to protect the lives, property and the environment of the inhabitants of the response area.

- Fire Protection means a range of programs designed to protect the lives and property of the inhabitants of the Fire Department response area from the adverse effects of fire, sudden medical emergency or exposure to dangerous conditions created by people or nature and includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of those services.

Fire and Emergency Services Responsibility Summary

- Douro-Dummer Fire Services is a volunteer, paid on-call fire department with five divisions, managed by the Fire Chief.
 1. Division of Administration
 2. Division of Apparatus & Equipment
 3. Division of Fire Operations
 4. Division of Fire Prevention
 5. Division of Fire Training
- Fire related emergencies are responded to by four fire stations with just over 60 firefighters
 - Station 1 in Donwood with three apparatus
 - Station 2 in Douro with two apparatus
 - Station 4 in Warsaw with four apparatus plus a trailer with an All-Terrain Vehicle
 - Station 5 adjacent to White Lake with three apparatus and one trailered boat
 - Two additional boats and a Command vehicle are also part of our response capacity

Operating Request #2

Full-time Deputy Fire Chief - \$122,000 (includes salary and benefits)

The need for a Deputy Fire Chief has been identified through both the Community Risk Assessment and the Master Fire Plan. The duties would be focused on Fire Prevention/Education and administrative support to implement the Master Fire Plan recommendations. The following is a detailed breakdown of the proposed duties of the Deputy Fire Chief:

1. Community Risk Assessment (CRA) indicates the need to increase fire inspections
 - Inspections of all commercial, industrial, and mercantile occupancies every two years.
 - Annual inspections of legacy buildings, community buildings, and any buildings considered to have a substantial economic loss due to fire
 - Vacant building inspections to ensure proper security and/or process for demolition
 - Home inspections for rural occupied properties as needed to ensure compliance with smoke alarm & CO requirements and pro-active suggestions for fire extinguishers and fire-safe housekeeping practices.
2. Meet with local builders annually and discuss fire protection strategies, including residential sprinklers

Operating Request #2 cont'd

Full-time Deputy Fire Chief - \$122,000 (includes salary and benefits)

3. Community Risk Assessment indicates the need to increase Fire Public Education
 - Engaging seniors
 - Attend local events to promote fire safety education
 - Engaging Youth
 - School presentations for children
 - Targeted education focusing on cooking practices
4. Wildfire Education through FireSmart initiatives in the community
5. The Master Fire Plan has 56 recommendations, where nearly 90% are administrative tasks and over 80% are suggested in the short-term window to be accomplished (1-3 years).
6. The next step for both the CRA & MFP is to create an implementation plan. One of the recommendations is to hire a Deputy Chief, if this is done, then the implementation plan will look much different than without the extra resources.

Fire and Emergency Services Capital Projects

1. **Pumper 1 & 4** – \$500,000 (Capital Reserves)

- To stay compliant with CSA, NFPA standards, and maintain insurance ratings (tanker shuttle accreditation), a 20-year pumper replacement plan is in place..
- The budgeted amount covers the cost for 2 chassis as part of the replacement plan, the remainder of the purchase is to be made in 2026 when the trucks are delivered.
- This purchase was preapproved by Council during the procurement phase to ensure timely replacement.

2. **Bunker Gear** – \$62,000 – 18 sets (Levy)

- 10-year replacement plan as per CSA & NFPA standards.

3. **Thermal Imaging Cameras** – \$12,500 (Levy)

- TICs are crucial for interior operations in deep-seated and smoldering fires, as well as for chimney fires, car accidents, and car fires.
- Having a Thermal Imaging Camera (TIC) at each station enables quick and effective size-up of fire scenes, aiding in the detection of fire growth, area and spread.
- This project has been pre-approved by Council to take advantage of lower pricing.

4. **Annual Minor Equipment Replacement** – \$10,000 (Levy)

- Fire hoses, single gas detection and one piercing nozzle.
- Replacing minor yet critical equipment like fire hoses, nozzles, and gas detectors on time ensures that all gear is functional, safe, and ready for use during emergency responses.

Fire and Emergency Services Excluded Capital Projects

The following project has been excluded from the budget to be able to meet the inflation target:

1. Pickup Truck Replacement - \$65,000

- The current truck has reached the end of its useful life of 10 years.
- To maximize the life of the truck the department rotates the two trucks; the Fire Chief uses the new truck as it gets more use and then the older truck is moved to Station 4.
- The current truck at Station 4 has had an increase in repair costs. This year we have spent \$4000 on high priority repairs and have also deferred an additional \$4,500 due to its near replacement. If the replacement is not approved, then the \$4,500 repair will need to be completed.
- It is staff's recommendation to replace the truck given the recent and required repairs but in trying to find ways to meet the inflationary target this was a project that was identified as a way to reduce the 2025 budget; but it would only delay the needed replacement.

**2025 Operating Budget
Fire and Emergency Services**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|------------------|------------------|------------------------|------------------|-----------------|---------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$396,964 | \$457,738 | \$418,858 | \$518,865 | \$61,127 | 13.4% | Cost of living adjustment and increase due to Phase 1 of the mandatory certification. Need to finish Phase 1 in 2025 and begin specialty rescue certification in 2026. |
| Advertising and Special Events | \$3,764 | \$5,050 | \$537 | \$5,050 | \$0 | 0.0% | |
| Building Maintenance and Repairs | \$14,744 | \$6,500 | \$5,015 | \$6,000 | -\$500 | -7.7% | |
| Computer Hardware and Software | \$4,714 | \$2,750 | \$2,478 | \$3,000 | \$250 | 9.1% | |
| Contracted Services | \$63,771 | \$104,522 | \$107,001 | \$92,897 | -\$11,625 | -11.1% | The new rates for paging were budgeted in full in 2024 but will not be implemented until mid-year in 2025. |
| Equipment Repairs and Maintenance | \$5,612 | \$7,400 | \$1,573 | \$7,400 | \$0 | 0.0% | |
| Fuel | \$15,920 | \$12,500 | \$13,923 | \$12,500 | \$0 | 0.0% | |
| Insurance | \$44,315 | \$52,198 | \$44,193 | \$48,402 | -\$3,796 | -7.3% | Increase is applied to 2024 actuals. The rates for each department end up changing at varying rates. |
| Interest Expense | \$26 | \$0 | \$60 | \$0 | \$0 | 0.0% | |
| Internal Rental Recoveries | \$63 | \$500 | \$98 | \$500 | \$0 | 0.0% | |
| Materials and Supplies | \$22,201 | \$26,400 | \$9,093 | \$37,900 | \$11,500 | 43.6% | Bunker gear testing and cleaning as per NFPA and recommendation in Master Fire Plan (est. \$13,500 for 2025). |
| Mutual Aid Agreements | \$22,650 | \$26,000 | \$28,715 | \$26,000 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$2,859 | \$2,700 | \$1,204 | \$3,450 | \$750 | 27.8% | |
| Paging and Communication Expenses | \$5,268 | \$6,000 | \$3,347 | \$6,000 | \$0 | 0.0% | |
| Professional Development and Memberships | \$37,640 | \$44,405 | \$36,953 | \$45,255 | \$850 | 1.9% | |
| Tools and Equipment | \$6,335 | \$11,000 | \$9,229 | \$10,000 | -\$1,000 | -9.1% | |
| Utilities | \$33,391 | \$30,830 | \$25,132 | \$30,830 | \$0 | 0.0% | |
| Vehicle Repairs and Maintenance | \$19,918 | \$19,000 | \$24,348 | \$26,000 | \$7,000 | 36.8% | |
| Expenses Total | \$700,154 | \$815,493 | \$731,757 | \$880,049 | \$64,556 | 7.9% | Increase due to stricter road safety requirements. |
| | | | | | | | |
| Reserves | | | | | | | |
| Transfer From Reserves | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Reserves Total | \$0 | \$9,500 | \$0 | \$9,500 | \$0 | 0.0% | |
| | | | | | | | |
| Revenues | | | | | | | |
| Donations and Fundraising | -\$200 | \$0 | -\$1,000 | \$0 | \$0 | 0.0% | |
| Grants | \$0 | \$0 | -\$52,120 | \$0 | \$0 | 0.0% | |
| Mutual Aid Agreements | -\$2,950 | -\$25,400 | -\$19,595 | -\$25,400 | \$0 | 0.0% | |
| Other Revenues | -\$19,654 | -\$18,000 | -\$16,159 | -\$18,000 | \$0 | 0.0% | |
| Permit Revenue | -\$17,561 | -\$12,000 | -\$15,439 | -\$12,000 | \$0 | 0.0% | |
| Revenues Total | -\$40,364 | -\$55,400 | -\$104,312 | -\$55,400 | \$0 | 0.0% | |
| | | | | | | | |
| Grand Total | \$659,789 | \$769,593 | \$627,445 | \$834,149 | \$64,556 | 8.4% | |

Parks and Recreation

3.4

Parks and Recreation Responsibility Summary

Parks Department:

- Manage and maintain all parks, play structures, outdoor sport facilities
- Over 40 acres of grass to cut during the summer season
- 5km of Trails
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programming
- Implement recommendations from the Parks and Recreation Master Plan
- Works on improving parks in the Township

Recreation Department:

- Manage and maintain the Douro Community Centre, Douro Rec Centre and Warsaw Community Centre
- Action Capital Projects for all Recreation Facilities
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programming
- Implement recommendations from the Parks and Recreation Master Plan

Operating Request #3

Convert Part-time Operator to Full-time - \$8,577 (includes salary and benefits)

- The Parks and Recreation Department can have difficulty recruiting and retaining part-time labourer and operator positions. Each time that there is staff turnover, it costs the Township significant money to train and certify new staff.
- Often the Township has a part-time employee who works 5 months in the Parks Department and then the rest of the year in the arenas.
- It is being proposed to convert this employee to full-time. This would also allow for potential succession planning in the Department.
- The cost shown represents the added costs that would be related to benefits and OMERS.

Parks Capital Projects

1. **Clintonia Park Shelter - \$14,000 (Levy)**

- The previous structure at the Clintonia Park was torn down in 2019, and the project had been requested by the Donwood Parks Committee.
- The new shelter will be 12' x 20', featuring a steel roof, 6" x 6" posts, and a concrete slab foundation.

2. **Picnic Tables – \$12,000 (Levy)**

- New picnic tables will replace the lost wooden picnic that has deteriorated over time and need replacement to restore the parks amenities.

3. **Back Dam Survey – \$7,000 (Levy)**

- The current land lease has expired, and the survey will facilitate the process for a new 20-year lease agreement with the Ministry of Natural Resources.

4. **Tennis Court Wind Screens at Douro South Park – \$5,000 (Levy)**

- Community members have reported that strong winds at times affects the gameplay.
- Installing wind screens around the court's fencing will help reduce the impact of wind, improving the quality of play during games.

5. **North Park Parking Lot Expansion – \$70,000 (Development Charges)**

- This project would expand the lower parking lot. There are concerns regarding safety and traffic obstruction during multiple or large events, leading to overflow and crowding.
- The park is going to be hosting the Provincial finals for archery in the summer of 2025 and this project would make the event safer.

Douro Community Centre Capital Projects

1. Floor Machine – \$7,000 (Levy)

- Replacement of the current machine that is past its life expectancy.

2. Ice Surface Floor Design and Drawings - \$100,000 (CSRIF Grant if awarded)

- As per report Recreation Facilities-2024-05 the Township applied to the Community Sport and Infrastructure Fund to replace the ice surface floor at Douro Arena.
- The project will require a design and drawings to be completed, it is proposed that these ideas are completed in 2025 in order to complete construction in 2026.
- This project will only proceed if the Township is approved for funding. If the grant application is not approved, staff will present an alternative plan for the arena floor.

Warsaw Community Centre Capital Projects

Warsaw Community Centre

1. Floor Machine – \$7,000 (Levy)

- Replacement of the current machine that is past its life expectancy.

2. Upstairs Room Window Replacement – \$4,500 (Levy)

- Replacement of the current windows since they no longer open and close properly and are beginning to deteriorate.

3. Olympia Hot Water Tank – \$10,000 (Levy)

- Replacement of the existing oil-fired hot water tank that can no longer be filled by our fuel supplier.

**2025 Operating Budget
Parks and Recreation - Parks**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|-------------------|------------------|------------------------|------------------|-----------------|---------------|---|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$112,814 | \$107,322 | \$124,115 | \$136,906 | \$29,584 | 27.6% | Adjusted hours of staff in the budget from WCC to Parks to reflect actuals and added cost of living adjustment. |
| Advertising and Special Events | \$978 | \$2,300 | \$190 | \$2,300 | \$0 | 0.0% | |
| Building Maintenance and Repairs | \$15,198 | \$19,600 | \$17,346 | \$19,600 | \$0 | 0.0% | |
| Computer Hardware and Software | \$1,041 | \$0 | \$1,295 | \$1,500 | \$1,500 | 0.0% | Share of Book King software. |
| Contracted Services | \$987 | \$4,150 | \$1,082 | \$4,600 | \$450 | 10.8% | |
| Equipment Repairs and Maintenance | \$5,350 | \$4,500 | \$1,311 | \$3,550 | -\$950 | -21.1% | |
| Fuel | \$4,785 | \$3,300 | \$3,982 | \$3,300 | \$0 | 0.0% | |
| Insurance | \$8,695 | \$9,993 | \$9,998 | \$11,490 | \$1,497 | 15.0% | |
| Internal Rental Recoveries | -\$2,174 | \$2,500 | \$2,726 | \$2,500 | \$0 | 0.0% | |
| Materials and Supplies | \$9,290 | \$1,800 | \$2,503 | \$1,800 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$1,009 | \$1,150 | \$562 | \$1,300 | \$150 | 13.0% | |
| Professional Development and Memberships | \$2,253 | \$3,350 | \$2,545 | \$5,250 | \$1,900 | 56.7% | Joining Parks and Recreation Ontario and attending conference. |
| Tools and Equipment | \$1,490 | \$1,500 | \$902 | \$1,500 | \$0 | 0.0% | |
| Utilities | \$1,361 | \$1,200 | \$1,054 | \$1,200 | \$0 | 0.0% | |
| Vehicle Repairs and Maintenance | \$1,898 | \$600 | \$714 | \$1,600 | \$1,000 | 166.7% | Transferred from Equipment Repairs and Maintenance. |
| Expenses Total | \$164,974 | \$163,265 | \$170,324 | \$198,396 | \$35,131 | 21.5% | |
| | | | | | | | |
| Revenues | | | | | | | |
| Donations and Fundraising | \$0 | \$0 | -\$5,298 | \$0 | \$0 | 0.0% | |
| Grants | -\$293,059 | \$0 | -\$2,302 | \$0 | \$0 | 0.0% | |
| Interest Revenue | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Other Revenues | -\$5,437 | -\$3,000 | -\$3,794 | -\$3,000 | \$0 | 0.0% | |
| Rental Revenue | -\$6,152 | -\$7,500 | -\$9,153 | -\$7,500 | \$0 | 0.0% | |
| Revenues Total | -\$304,649 | -\$10,500 | -\$20,546 | -\$10,500 | \$0 | 0.0% | |
| | | | | | | | |
| Grand Total | -\$139,674 | \$152,765 | \$149,778 | \$187,896 | \$35,131 | 23.0% | |

**2025 Operating Budget
Parks and Recreation - Douro Community Center**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|-------------------|-------------------|------------------------|-------------------|------------------|---------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$164,605 | \$201,862 | \$193,673 | \$209,860 | \$7,998 | 4.0% | Due to cost of living adjustment and projected grid movement. |
| Advertising and Special Events | \$406 | \$1,400 | \$60 | \$1,400 | \$0 | 0.0% | |
| Building Maintenance and Repairs | \$29,952 | \$23,800 | \$26,813 | \$23,800 | \$0 | 0.0% | |
| Computer Hardware and Software | \$1,023 | \$0 | \$1,272 | \$1,500 | \$1,500 | 0.0% | Share of Book King software. |
| Contracted Services | \$4,225 | \$5,650 | \$1,605 | \$5,150 | -\$500 | -8.8% | |
| Equipment Repairs and Maintenance | \$13,658 | \$19,430 | \$7,216 | \$19,430 | \$0 | 0.0% | |
| Fuel | \$2,505 | \$2,000 | \$2,584 | \$2,000 | \$0 | 0.0% | |
| Insurance | \$39,169 | \$45,017 | \$46,091 | \$52,973 | \$7,956 | 17.7% | Insurance increase of 14% applied to 2024 actuals. |
| Interest Expense | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Internal Rental Recoveries | \$7,920 | \$1,500 | \$1,879 | \$1,500 | \$0 | 0.0% | |
| Materials and Supplies | \$5,520 | \$1,025 | \$1,655 | \$1,025 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$1,155 | \$2,900 | \$1,263 | \$2,900 | \$0 | 0.0% | |
| Professional Development and Memberships | \$2,710 | \$7,300 | \$4,256 | \$7,500 | \$200 | 2.7% | |
| Tools and Equipment | \$701 | \$1,000 | \$403 | \$1,000 | \$0 | 0.0% | |
| Utilities | \$111,940 | \$118,363 | \$112,584 | \$118,392 | \$29 | 0.0% | |
| Vehicle Repairs and Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Expenses Total | \$385,489 | \$431,247 | \$401,354 | \$448,430 | \$17,183 | 4.0% | |
| Revenues | | | | | | | |
| Advertising Revenue | -\$5,228 | -\$4,000 | -\$3,839 | -\$4,000 | \$0 | 0.0% | |
| Donations and Fundraising | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Other Revenues | -\$13,929 | -\$1,200 | -\$15,217 | -\$1,200 | \$0 | 0.0% | |
| Rental Revenue | -\$250,115 | -\$234,846 | -\$193,601 | -\$254,675 | -\$19,829 | 8.4% | Increasing to reflect recent ice usage and annual inflation increase to user fees. |
| Revenues Total | -\$269,272 | -\$240,046 | -\$212,656 | -\$259,875 | -\$19,829 | 8.3% | |
| Grand Total | \$116,217 | \$191,201 | \$188,697 | \$188,554 | -\$2,647 | -1.4% | |

**2025 Operating Budget
Parks and Recreation - Warsaw Arena**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|-------------------|-------------------|-------------------|-------------------|------------------|--------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$117,068 | \$154,223 | \$134,986 | \$147,364 | -\$6,859 | -4.4% | Transferred some costs to Parks to reflect actuals. |
| Advertising and Special Events | \$406 | \$1,400 | \$60 | \$900 | -\$500 | -35.7% | |
| Building Maintenance and Repairs | \$15,497 | \$15,000 | \$23,463 | \$18,500 | \$3,500 | 23.3% | Increase to reflect recent actuals. |
| Computer Hardware and Software | \$1,023 | \$600 | \$1,272 | \$1,800 | \$1,200 | 200.0% | Share of Book King software. |
| Contracted Services | \$1,209 | \$3,125 | \$2,327 | \$3,350 | \$225 | 7.2% | |
| Equipment Repairs and Maintenance | \$15,050 | \$15,050 | \$11,892 | \$15,050 | \$0 | 0.0% | |
| Fuel | \$1,866 | \$1,000 | \$1,443 | \$1,000 | \$0 | 0.0% | |
| Insurance | \$29,622 | \$34,044 | \$34,696 | \$39,876 | \$5,832 | 17.1% | |
| Internal Rental Recoveries | \$5,482 | \$2,000 | \$3,052 | \$2,000 | \$0 | 0.0% | |
| Materials and Supplies | \$144 | \$1,100 | \$163 | \$1,100 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$1,097 | \$1,950 | \$886 | \$1,950 | \$0 | 0.0% | |
| Professional Development and Memberships | \$2,710 | \$7,300 | \$4,198 | \$7,500 | \$200 | 2.7% | |
| Tools and Equipment | \$155 | \$1,000 | \$403 | \$1,000 | \$0 | 0.0% | |
| Utilities | \$67,176 | \$80,250 | \$88,986 | \$83,200 | \$2,950 | 3.7% | |
| Vehicle Repairs and Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Expenses Total | \$258,505 | \$318,043 | \$307,828 | \$324,590 | \$6,547 | 2.1% | |
| | | | | | | | |
| Revenues | | | | | | | |
| Advertising Revenue | -\$2,314 | -\$2,000 | -\$1,675 | -\$2,000 | \$0 | 0.0% | |
| Donations and Fundraising | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Other Revenues | -\$1,668 | -\$550 | -\$2,998 | -\$1,050 | -\$500 | 90.9% | |
| Rental Revenue | -\$138,549 | -\$130,750 | -\$104,650 | -\$143,704 | -\$12,954 | 9.9% | Increasing to reflect recent ice usage and annual inflation increase to user fees. |
| Revenues Total | -\$142,531 | -\$133,300 | -\$109,323 | -\$146,754 | -\$13,454 | 10.1% | |
| | | | | | | | |
| Grand Total | \$115,974 | \$184,743 | \$198,504 | \$177,836 | -\$6,906 | -3.7% | |

Planning and Development

3.5

Planning Services Responsibility Summary

- Process Zoning By-law Amendments, Minor Variances, Site Plans and Comment on Official Plan Amendments, Subdivision and Consent Applications.
- Compose Zoning By-laws and other development related By-laws and Agreements.
- Prepare and provide reports and recommendations to Council, Committees and Senior Staff on planning applications ensuring proposals adhere to Provincial Policy, the Planning Act, the Official Plans and Township By-laws.
- Conduct pre-consultations with applicants and stakeholders.
- Act as the first point of contact for the public regarding a wide range of planning matters and provide guidance on navigating the planning process.
- Work with a wide range of stakeholders regarding economic development projects.
- Participate in any Appeals to the Ontario Land Tribunal (OLT).
- Conduct long term analysis and provide recommendations regarding strategic projects.
- Monitor Provincial Legislation for changes that effect the Township and the community.
- Co-ordinate, interpret and implement responses from various agencies and staff on other disciplines (i.e. engineering, ecology, biology, hydrogeology, archaeology etc.).
- Manage financial transactions related to planning applications (i.e. development deposits, pre-development agreements, peer reviews).

**2025 Operating Budget
Planning and Development**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|------------------|------------------|------------------|------------------|-----------------|--------------|--|
| Planning & Development | | | | | | | |
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$103,373 | \$105,340 | \$112,985 | \$102,026 | -\$3,314 | -3.1% | Grid adjustment. |
| Advertising and Special Events | \$2,973 | \$3,000 | \$171 | \$3,000 | \$0 | 0.0% | |
| Computer Hardware and Software | \$5,088 | \$5,500 | \$5,088 | \$5,500 | \$0 | 0.0% | |
| Contracted Services | \$3,467 | \$9,000 | \$4,289 | \$9,500 | \$500 | 5.6% | |
| Internal Rental Recoveries | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Materials and Supplies | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$23 | \$1,000 | \$976 | \$500 | -\$500 | -50.0% | |
| Professional Development and Memberships | \$1,691 | \$1,700 | \$1,366 | \$2,800 | \$1,100 | 64.7% | Allow for conference attendance and OPPI membership. |
| Expenses Total | \$116,617 | \$125,540 | \$124,875 | \$123,326 | -\$2,214 | -1.8% | |
| Revenues | | | | | | | |
| Grants | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Other Revenues | -\$3,880 | -\$300 | -\$2,790 | -\$1,500 | -\$1,200 | 400.0% | |
| Planning Application Revenue | -\$28,156 | -\$34,992 | -\$43,590 | -\$38,000 | -\$3,008 | 8.6% | Increase to reflect recent actuals. |
| Revenues Total | -\$32,036 | -\$35,292 | -\$46,380 | -\$39,500 | -\$4,208 | 11.9% | |
| Planning & Development Total | \$84,581 | \$90,248 | \$78,495 | \$83,826 | -\$6,422 | -7.1% | |
| Otonabee CA | | | | | | | |
| Expenses | | | | | | | |
| Taxes Payable | \$104,563 | \$108,030 | \$108,030 | \$116,221 | \$8,191 | 7.6% | As per contract. |
| Expenses Total | \$104,563 | \$108,030 | \$108,030 | \$116,221 | \$8,191 | 7.6% | |
| Otonabee CA Total | \$104,563 | \$108,030 | \$108,030 | \$116,221 | \$8,191 | 7.6% | |
| Grand Total | \$189,144 | \$198,278 | \$186,525 | \$200,047 | \$1,769 | 0.9% | |

Building and By-law Services

3.6

Building Services Responsibility Summary

- Responsible for the administration and enforcement of the Building Code Act and related Building By-law.
- Responsible for interpreting and enforcing the Zoning By-law, Property Standards By-law, Yard By-law, Noise By-law, Development Charges By-law and other various relatable By-laws.
- Review plans for construction projects in conformance with the OBC and issue the related Building Permit.
- Conduct field inspections for issued building permits.
- Conduct investigations under the authority various By-laws, such as the Zoning By-law, Property Standards By-law and others.
- Review the design and issue permits for sewage systems.
- Participate in pre-consultation meetings regarding development applications.
- Responsible for enforcement of animal control in partnership with Peterborough Humane Society.

**2025 Operating Budget
Building Department**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|-------------------|-------------------|------------------------|-------------------|------------------|---------------|---|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$407,776 | \$417,807 | \$413,278 | \$435,415 | \$17,608 | 4.2% | This change is related to the annual cost of living adjustment and some movement of staff on the grid due to additional experience. |
| Advertising and Special Events | \$1,984 | \$1,200 | \$20 | \$1,200 | \$0 | 0.0% | |
| Computer Hardware and Software | \$15,373 | \$12,000 | \$14,256 | \$14,500 | \$2,500 | 20.8% | Increased costs related to Office 365 and Adobe subscriptions. |
| Contracted Services | \$33,811 | \$43,000 | \$26,474 | \$50,600 | \$7,600 | 17.7% | 1. Added \$4,100 to reflect cost of copier which was previously included in the indirect cost allocation but is dedicated to the Building department and therefore should be directly allocated. 2. Added \$3,000 to allow for plans reviews to be completed by a third party during busy times or during staff shortages; this will ensure we continue to meet legislated timelines. |
| Equipment Repairs and Maintenance | \$763 | \$1,500 | \$509 | \$1,500 | \$0 | 0.0% | |
| Fuel | \$2,951 | \$4,000 | \$2,232 | \$4,000 | \$0 | 0.0% | |
| Insurance | \$13,087 | \$15,041 | \$14,094 | \$16,068 | \$1,027 | 6.8% | Inflationary increase |
| Materials and Supplies | \$103 | \$0 | \$78 | \$700 | \$700 | 0.0% | Small budget for tools and miscellaneous supplies. |
| Office Equipment, Materials and Supplies | \$1,836 | \$6,300 | \$774 | \$7,120 | \$820 | 13.0% | |
| Professional Development and Memberships | \$4,207 | \$11,575 | \$9,593 | \$20,064 | \$8,489 | 73.3% | This budget ensures there is sufficient budget for staff to receive the required training through conferences and courses. There has been a reduction in online courses offered by the Ontario Building Officials Association (OBOA) which increases hotel and travel expenses. |
| Utilities | \$638 | \$3,840 | \$694 | \$3,840 | \$0 | 0.0% | |
| Vehicle Repairs and Maintenance | \$599 | \$2,000 | \$1,155 | \$2,000 | \$0 | 0.0% | |
| Overhead Transfer | \$24,670 | \$24,670 | \$24,670 | \$24,670 | \$0 | 0.0% | |
| Expenses Total | \$507,808 | \$542,932 | \$507,834 | \$581,677 | \$38,744 | 7.1% | |
| Reserves | | | | | | | |
| Transfer to Reserves | \$95,450 | \$53,847 | \$0 | \$57,721 | \$3,874 | 7.2% | |
| Reserves Total | \$95,450 | \$53,847 | \$0 | \$57,721 | \$3,874 | 7.2% | This transfer is based on a percentage of expenses and because expenses increased so did the transfer. |
| Revenues | | | | | | | |
| Other Revenues | \$0 | \$0 | -\$1,550 | \$0 | \$0 | 0.0% | |
| Permit Revenue | -\$604,971 | -\$592,315 | -\$521,468 | -\$634,934 | -\$42,619 | 7.2% | |
| Revenues Total | -\$605,271 | -\$596,779 | -\$523,018 | -\$639,398 | -\$42,619 | 7.1% | The increase is based on forecasted revenues. |
| Grand Total | -\$2,013 | \$0 | -\$15,184 | \$0 | \$0 | 0.0% | |

**2025 Operating Budget
By-law Enforcement**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|------------------|------------------|------------------------|------------------|----------------|---------------|--|
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$0 | \$31,392 | \$27,419 | \$32,621 | \$1,229 | 3.9% | Staffing costs were not allocated to by-law until 2024, that is why 2023 Actuals are \$0. These costs are from 20% of the CBO and 10% of the Building and Planning admin to reflect time spent on By-law matters and not building code related issues. The increase is related to the cost of living adjustment and grid adjustments. |
| Professional Development and Memberships | \$72 | \$500 | \$0 | \$500 | \$0 | 0.0% | |
| Advertising and Special Events | \$0 | \$200 | \$0 | \$200 | \$0 | 0.0% | |
| Computer Hardware and Software | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | |
| Contracted Services | \$19,120 | \$28,750 | \$22,049 | \$29,484 | \$734 | 2.6% | |
| Insurance | \$4,352 | \$5,000 | \$10,253 | \$5,000 | \$0 | 0.0% | |
| Materials and Supplies | \$0 | \$200 | \$286 | \$200 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$0 | \$0 | \$10 | \$0 | \$0 | 0.0% | |
| Expenses Total | \$23,544 | \$66,042 | \$60,017 | \$68,005 | \$1,963 | 3.0% | |
| Revenues | | | | | | | |
| Financial Fees | -\$300 | \$0 | -\$150 | \$0 | \$0 | 0.0% | |
| Infractions | \$0 | -\$5,000 | \$0 | -\$5,000 | \$0 | 0.0% | |
| Other Revenues | -\$9,891 | -\$5,200 | -\$8,333 | -\$5,200 | \$0 | 0.0% | |
| Revenues Total | -\$10,191 | -\$10,200 | -\$8,483 | -\$10,200 | \$0 | 0.0% | |
| Grand Total | \$13,353 | \$55,842 | \$51,534 | \$57,805 | \$1,963 | 3.5% | |

Library Services

3.7

Library Services Responsibility Summary

- Provide access to collections for the community:
 - Children, young adult and adult fiction, non-fiction, and reference materials including board books, picture books, chapter books, French language, paperbacks, large print, & reference
 - Electronic Resources - E-books, Audiobooks, Online Magazines, Tumble Books (Virtual books for kids), Ancestry.ca, World Book Online, Kanopy (at home streaming of movies and shows on demand), Gale Health and Wellness (authoritative consumer health information)
 - Periodicals: Magazines, Newspapers (Dummer News, Lakefield Herald)
 - Daisy Reader and CDs (talking books for visually impaired)
 - DVDs, Audiobooks, & literacy kits
 - Local History Archives in partnership with Township
- Provide programs and services to the community:
 - Deliver child, youth, adult, and class programming such as weekly storytime, class visits, youth group, language and computer literacy classes
 - Provide research, reference, and readers' advisory
 - Provide public computer access, Wi-Fi and internet access
 - Maintain a safe meeting place for people in our community
 - Support local artists and host art shows on behalf of the Art Gallery Committee in the Douro-Dummer Public Library Art Gallery

Library Services Projects

1. **Library Strategic Plan** - \$12,500 (Library Capital Reserve)

- The Library Board aims to create a 5-10 year strategic plan for the library, addressing growth and service goals to better communicate with the community and Council, with the support of a free consultant from Ontario Library Service.
- The 8-12 month project will cover the development of the plan, including travel recovery costs and additional staff hours to ensure the Library CEO can focus on the project without interrupting public-facing services.
- The strategic plan will provide a clear roadmap for library development, ensuring alignment with community needs and Council priorities for the future.

2. **Books and Material** - \$14,000 (Library Operating Grant)

- New books for library collection
- Standard practice for library collections management

3. **Drop Box** - \$5,000 (Library Capital Reserve)

- The current handmade book drop at the Douro location is at the end of its life, often falling apart when multiple books are deposited, with a makeshift cardboard flap that fails to protect from wind and wet conditions.
- A new book drop is needed at the Warsaw Township office building to provide better access for residents who are further away from the Douro location, improving convenience and service for the community.

4. **Operational Changes** - \$12,966

- Change to the delivery of the cleaning services to the Library. Cleaning of the facility will be completed by a member of the Parks and Recreation Department which will require an internal transfer of \$9,100
- Cost of Living Increase to Salary and Wages operational budget will be \$3,966

**2025 Operating Budget
Library**

| | 2023 Actuals | 2024 Budget | 2024 Actuals YTD | 2025 Budget | Change (\$) | Change (%) | Notes: |
|--|------------------|------------------|------------------------|------------------|-----------------|---------------|--|
| Library | | | | | | | |
| Expenses | | | | | | | |
| Employee Wages and Benefits | \$104,171 | \$114,639 | \$112,329 | \$125,291 | \$10,652 | 9.3% | Increased costs related to the requirement to add cleaning services. |
| Advertising and Special Events | \$266 | \$785 | \$368 | \$885 | \$100 | 12.7% | |
| Building Maintenance and Repairs | \$20,452 | \$5,450 | \$7,767 | \$5,450 | \$0 | 0.0% | |
| Computer Hardware and Software | \$3,673 | \$4,100 | \$1,941 | \$3,500 | -\$600 | -14.6% | |
| Contracted Services | \$7,769 | \$7,050 | \$4,642 | \$9,050 | \$2,000 | 28.4% | Increase in subscription fees but reduced other software expenses to account for the change. |
| Equipment Repairs and Maintenance | \$152 | \$800 | \$598 | \$800 | \$0 | 0.0% | |
| Financial Fees and Expenses | \$0 | \$20 | \$0 | \$20 | \$0 | 0.0% | |
| Insurance | \$3,758 | \$4,320 | \$4,630 | \$5,093 | \$773 | 17.9% | |
| Interest Expense | \$29 | \$10 | \$6 | \$10 | \$0 | 0.0% | |
| Internal Rental Recoveries | \$73 | \$204 | \$0 | \$204 | \$0 | 0.0% | |
| Materials and Supplies | \$3,970 | \$3,055 | \$2,976 | \$3,055 | \$0 | 0.0% | |
| Office Equipment, Materials and Supplies | \$2,063 | \$2,910 | \$2,378 | \$2,910 | \$0 | 0.0% | |
| Professional Development and Memberships | \$2,148 | \$3,090 | \$1,334 | \$3,130 | \$40 | 1.3% | |
| Utilities | \$10,846 | \$10,600 | \$9,804 | \$10,600 | \$0 | 0.0% | |
| Expenses Total | \$159,372 | \$157,032 | \$148,773 | \$169,998 | \$12,966 | 8.3% | |
| Revenues | | | | | | | |
| Donations and Fundraising | -\$282 | -\$385 | -\$497 | -\$385 | \$0 | 0.0% | |
| Infractions | -\$174 | -\$408 | -\$25 | -\$408 | \$0 | 0.0% | |
| Other Revenues | -\$588 | -\$208 | -\$555 | -\$208 | \$0 | 0.0% | |
| Program Revenue | -\$20 | -\$75 | -\$5 | -\$75 | \$0 | 0.0% | |
| Revenues Total | -\$3,759 | -\$1,076 | -\$2,834 | -\$1,076 | \$0 | 0.0% | |
| Library Total | \$155,613 | \$155,957 | \$145,939 | \$168,922 | \$12,966 | 8.3% | |
| Grand Total | \$155,613 | \$155,957 | \$145,939 | \$168,922 | \$12,966 | 8.3% | |

Additional Tables

Section 4

Summary of 2025 Capital Program

| | | DCs | Grant | Reserves | Levy | Grand Total |
|---------------------------------------|--|----------|-----------|-----------|----------|-------------|
| Council | Bldg Imp | | | | | |
| | Council Chamber A/V Upgrades | | | | \$16,300 | \$16,300 |
| CAO Office | Computer Hardware | | | | | |
| | Corporate IT Requirements | | | | \$20,000 | \$20,000 |
| | Land Improvements | | | | | |
| | Tree Program | | | | \$10,000 | \$10,000 |
| Clerks | Computer Software | | | | | |
| | Web Page Migration | | | | \$20,000 | \$20,000 |
| | Records Management Software | | \$22,500 | | | \$22,500 |
| Finance | Consultant Fees | | | | | |
| | Asset Management Study and Data Updates | | | | \$20,000 | \$20,000 |
| | Asset Retirement Obligation Costs | | | | \$20,000 | \$20,000 |
| Fire | Equipment | | | | | |
| | Annual Minor Equipment Replacement | | | | \$10,000 | \$10,000 |
| | Bunker Gear (18 sets) - 2015 | | | | \$62,000 | \$62,000 |
| | Thermal Imaging Cameras | | | | \$12,500 | \$12,500 |
| | Vehicles | | | | | |
| | Pumper#1 & Pump 4 chassis purchase for Awarded RFP (2026 delivery) | | | \$500,000 | | \$500,000 |
| Municipal Office | Bldg Imp | | | | | |
| | Elevators | | | | \$22,000 | \$22,000 |
| Parks & Recreation | Building | | | | | |
| | Clintonia Park Shelter | | | | \$14,000 | \$14,000 |
| | Consultant Fees | | | | | |
| | Back Dam Survey | | | | \$7,000 | \$7,000 |
| | Equipment | | | | | |
| | Picnic Tables | | | | \$12,000 | \$12,000 |
| | Tennis Court Wind Screens | | | | \$5,500 | \$5,500 |
| | Land Improvements | | | | | |
| | North Park Parking Lot Expansion | \$70,000 | | | | \$70,000 |
| Warsaw Rink (Community Centre) | Bldg Imp | | | | | |
| | Upstairs Windows | | | | \$4,500 | \$4,500 |
| | Equipment | | | | | |
| | Floor Machine | | | | \$7,000 | \$7,000 |
| | Olympia Hotwater Tank | | | | \$10,000 | \$10,000 |
| Douro Rink (Community Centre) | Consultant Fees | | | | | |
| | Ice surface floor design and drawings | | \$100,000 | | | \$100,000 |
| | Equipment | | | | | |
| | Floor Machine | | | | \$7,000 | \$7,000 |

Summary of 2025 Capital Program

| | | DCs | Grant | Reserves | Levy | Grand Total |
|--------------|---|-----|-----------|-----------|-----------|-------------|
| Roads | Consultant Fees | | | | | |
| | Road Needs Study incl Condition Asseements | | | | \$32,500 | \$32,500 |
| | Equipment | | | | | |
| | Water Tank for Roads Vehicle | | | | \$30,000 | \$30,000 |
| | Gravel | | | | | |
| | 12th Line from forced Rd section to private lane | | | | \$917 | \$917 |
| | 12th Line Rd from Hwy 7 to 12th Line S, Dummer | | | | \$18,048 | \$18,048 |
| | 12th Line Rd from Hwy 7 to North limit | | | | \$79,665 | \$79,665 |
| | Centre Dummer Road from 4th Line to Cty Rd 40 | | | | \$16,920 | \$16,920 |
| | Centre Road from Douro 3rd line to Douro 5th line | | | | \$47,700 | \$47,700 |
| | Centre Road from Douro 5th Line Rd to Highway 28 | | | | \$36,755 | \$36,755 |
| | Cooney Island Rd from Douro 4th line to East limit | | | | \$31,020 | \$31,020 |
| | Douro 4th Line Rd from Division Rd to Cooney Island Rd | | | | \$52,793 | \$52,793 |
| | Douro 5th Line Rd from Centre Rd to Cty Rd 4 | | | | \$16,356 | \$16,356 |
| | Douro 7th Line Rd from Centre Rd to Hickey Rd | | | | \$23,070 | \$23,070 |
| | Douro 8th Line from Cty Rd 32 to Nassau Rd | | | | \$74,219 | \$74,219 |
| | Douro Third Line from County Rd 4 to Cedar Cross Rd | | | | \$72,545 | \$72,545 |
| | Douro Third Line from County Rd 4 to south limit | | | | \$2,256 | \$2,256 |
| | Hickey Rd from Douro 7th to Cty Rd 32 | | | | \$22,542 | \$22,542 |
| | Hickson Rd from County Rd 40 to west limit | | | | \$2,115 | \$2,115 |
| | Oke Rd from Cty Rd 4 to Payne Line Rd | | | | \$19,740 | \$19,740 |
| | Rusaw Lane from Cty Rd 40 to east limit | | | | \$17,625 | \$17,625 |
| | Surface Treatment | | | | | |
| | 4th Line Road South Dummer from Clifford Rd to Cty Rd 8 | | | \$363,253 | | \$363,253 |
| | Banks Avenue from County Rd 38 to east limit | | | | \$12,400 | \$12,400 |
| | Campline Rd from Henderson to Birchview Rd | | | | \$110,355 | \$110,355 |
| | Campline Rd from Henderson to Cty Rd 6 | | | | \$80,655 | \$80,655 |
| | Caves Road from Cty Rd 4 to Cooper Rd | | \$185,282 | | | \$185,282 |
| | Clifford Road from South St to 3rd Line Mid Dummer | | \$69,300 | | | \$69,300 |
| | Mill Line Road from Cty Rd 40 to Bridge | | \$53,421 | | \$57,379 | \$110,800 |
| | Rock Rd from Cooper Rd to Douglas Rd | | \$71,800 | | | \$71,800 |
| | Rock Rd from Douglas Rd to Rock Rd | | | | \$6,600 | \$6,600 |
| | Vehicles | | | | | |
| | Pickup Truck #24 | | | | \$55,000 | \$55,000 |
| | Plow Truck #23 | | | \$370,000 | | \$370,000 |

Summary of 2025 Capital Program

| | | DCs | Grant | Reserves | Levy | Grand Total |
|--------------------------|--------------------------|-----------------|------------------|--------------------|--------------------|--------------------|
| Waste Hall's Glen | Land Improvements | | | | | |
| | Scale replacement | | | | \$55,000 | \$55,000 |
| Library | Bldg Imp | | | | | |
| | Drop Box | | | \$5,000 | | \$5,000 |
| | Consultant Fees | | | | | |
| | Library Strategic Plan | | | \$12,500 | | \$12,500 |
| | Equipment | | | | | |
| | Books and Materials | | \$14,000 | | | \$14,000 |
| Grand Total | | \$70,000 | \$516,303 | \$1,250,753 | \$1,253,973 | \$3,091,029 |

2025 Budget
10-Year Forecast - Vehicles and Machinery

| Year | Department | Vehicle | Current Replacement Cost |
|-------------------|------------|---|--------------------------|
| 2025 | Fire | CAR1 - FIRE CHIEF RAM CREWCAB | 72,000.00 |
| | Roads | Ford F250 Crew Cab -2014 | 65,000.00 |
| | | Truck 23 - Plow Truck (Inter Tandem Truck Workstar) | 400,000.00 |
| 2025 Total | | | 537,000.00 |
| 2026 | Fire | Pumper @ Station # 1 | 650,000.00 |
| | | Pumper Tanker @ Station # 4 | 650,000.00 |
| | Roads | Truck 25 - Plow Truck (2015 Frieghtliner) | 400,000.00 |
| 2026 Total | | | 1,700,000.00 |
| 2027 | Fire | Pontoon Boat - Berkshire | 30,000.00 |
| | | Pontoon Boat -Berkshire | 30,000.00 |
| | | Rescue # 4 @ Station # 4 | 400,000.00 |
| | Roads | Truck 27 - Plow Truck (2017 INTERNATIONAL) | 400,000.00 |
| 2027 Total | | | 860,000.00 |
| 2028 | Fire | PUMPER | 400,000.00 |
| | Roads | Compact Roller Heavy Packer | 30,000.00 |
| | | Steamer | 12,000.00 |
| | | Sweeper Attached to Case Tractor | 15,000.00 |
| | | Tractor | 80,000.00 |
| | | Backhoe (JD 410J) | 225,000.00 |
| 2028 Total | | | 762,000.00 |

2025 Budget
10-Year Forecast - Vehicles and Machinery

| Year | Department | Vehicle | Current Replacement Cost |
|--------------------|------------|--|--------------------------|
| 2029 | Roads | 2019 GMC SIERRA1500 TRCK 28 | 65,000.00 |
| | | Champion Grader | 475,000.00 |
| 2029 Total | | | 540,000.00 |
| 2030 | Fire | P/U TRUCK | 70,000.00 |
| | Roads | TRUCK 30 - Plow Truck | 400,000.00 |
| 2030 Total | | | 470,000.00 |
| 2031 | Fire | FIRE - 2016 4WD CREW CAB TRK | 72,000.00 |
| | Roads | Truck 32 - Plow Truck - (2022 MODEL INTERNATIONAL) | 400,000.00 |
| 2031 Total | | | 472,000.00 |
| 2032 | Fire | 2017 Dodge Ram Crew Cab | 70,000.00 |
| | | FARGO AVENGER RESPONDER | 50,000.00 |
| | | Pumper Tanker @ Station #3 | 650,000.00 |
| | Parks | 2017 CHEV PARKS TRUCK | 35,032.04 |
| | Roads | TRUCK 33 - 1/2 TON PICKUP SILVERADO 1500 | 65,000.00 |
| | | TRUCK 34 - 2 TON PICKUP RAM 5500 | 125,000.00 |
| | | TRUCK 35 - 3/4 TON PICKUP RAM 2500 | 95,000.00 |
| 2032 Total | | | 1,090,032.04 |
| Grand Total | | | 6,431,032.04 |
| Average | | | 643,103.20 |

2025 Reserve Forecast as at Dec 31, 2025

| Reserves and Reserve Funds | Opening Balance | Contributions | Draws | Forecasted Balance |
|--|------------------------|----------------------|--------------------|---------------------------|
| Reserve For Working Funds | \$1,836,691 | \$0 | \$0 | \$1,836,691 |
| Self Insurance | \$43,221 | \$0 | \$0 | \$43,221 |
| Accessibility Plan | \$27,887 | \$0 | \$0 | \$27,887 |
| Retirement Benefits | \$69,156 | \$0 | \$0 | \$69,156 |
| Capital Project/Purchases | \$2,749,642 | \$583,409 | \$1,233,253 | \$2,099,799 |
| Elections | \$28,900 | \$0 | \$0 | \$28,900 |
| Office Equipment | \$47,213 | \$0 | \$0 | \$47,213 |
| Town Hall | \$35,838 | \$0 | \$0 | \$35,838 |
| Protection Services | \$10,670 | \$0 | \$0 | \$10,670 |
| Protection Services Hall #5 Construction | \$350 | \$0 | \$0 | \$350 |
| O.P.P. Recoverable Expense | \$98,367 | \$0 | \$0 | \$98,367 |
| Policing Contract | \$160,752 | \$0 | \$0 | \$160,752 |
| Emergency Preparedness | \$71,623 | \$0 | \$0 | \$71,623 |
| Gravel Pit Purchase Reserve | \$166,155 | \$0 | \$0 | \$166,155 |
| Gravel Pit License Reserve | \$69,104 | \$0 | \$0 | \$69,104 |
| Roads Severe Weather | \$100,000 | \$0 | \$0 | \$100,000 |
| Roads Equipment | \$242,041 | \$0 | \$0 | \$242,041 |
| Road Construction | \$169,134 | \$0 | \$0 | \$169,134 |
| Solar Panels | \$155,586 | \$0 | \$0 | \$155,586 |
| Waste Disposal | \$70,949 | \$0 | \$0 | \$70,949 |
| Cenotaph | \$31,230 | \$0 | \$0 | \$31,230 |
| Park Improvement | \$39,387 | \$0 | \$0 | \$39,387 |
| Parks Equipment | \$73,607 | \$0 | \$0 | \$73,607 |
| Douro Cc | \$27,604 | \$0 | \$0 | \$27,604 |
| Warsaw Cc | -\$10,483 | \$0 | \$0 | -\$10,483 |
| Library - Capital | \$58,005 | \$0 | \$17,500 | \$40,505 |
| Library - Operating | -\$2,500 | \$0 | \$0 | -\$2,500 |
| Planning & Development | \$100,000 | \$0 | \$0 | \$100,000 |
| Economic Development | \$11,546 | \$0 | \$0 | \$11,546 |
| Centennial Publication Committee | \$6,283 | \$0 | \$0 | \$6,283 |
| Policing Emergency | \$43,818 | \$0 | \$0 | \$43,818 |
| TV Road Reserve | \$77,530 | \$0 | \$0 | \$77,530 |
| Donwood | \$9,496 | \$0 | \$0 | \$9,496 |
| Warsaw Playground | -\$2,500 | \$0 | \$0 | -\$2,500 |
| Proceeds From Indacom Drv | \$8,597 | \$0 | \$0 | \$8,597 |
| Parkland | \$77,123 | \$0 | \$0 | \$77,123 |
| Gas Tax | \$765,588 | \$0 | \$0 | \$765,588 |
| Total | \$7,467,609 | \$583,409 | \$1,250,753 | \$6,800,266 |

2025 Fire Department Budget Follow Up Answers

The purpose of this paper is to answer the following questions that were asked during the 2025 budget presentation.

1. What items from the Community Risk Assessment (CRA) and Master Fire Plan (MFP) are mandatory
2. Identify what our current volunteer Deputy Chief's(DC) role is and what would be added as a full-time position
3. Identify what surrounding municipalities have full-time support staff
4. Identify the number and type of fires over the past 3 years, as well as total losses

Question 1

I would like to start off by addressing the mandatory requirements outlined in the CRA & MFP. Although there are easy correlations such as mandatory firefighter certification driven from O.Reg. 343/22 made under the Fire Protection and Prevention Act, 1997,(FPPA) many items are a result of a regulation or an Act. In the FPPA, Part 2, section 2 says:

2 (1) Every municipality shall,

(a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and

(b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Douro-Dummer chose to execute these responsibilities by establishing a fire department. A Fire Chief is appointed by Council and is ultimately responsible to Council for the delivery of fire protection services. To determine these services outline in 2(1)(a) & (b) a municipality can seek the advice of the Fire Marshal. The Fire Marshal provides this guidance, through technical guidelines and more recently through the FPPA introducing O.Reg 378/18 – Community Risk Assessment. This regulation says:

Mandatory use

1. Every municipality, and every fire department in a territory without municipal organization, must,

(a) complete and review a community risk assessment as provided by this Regulation; and

(b) use its community risk assessment to inform decisions about the provision of fire protection services.

In 2024 The Township of Douro-Dummer hired a consultant to complete our CRA and MFP. As a refresher I have provided their executive summary and part of the conclusion that connects these dots:

“Executive Summary

This document, prepared by ESSSi for the Township of Douro-Dummer, presents the Community Risk Assessment (CRA) meticulously crafted to comply with Ontario Regulations and align with the

Ontario Fire Marshal (OFM) TG-02-2019 Community Risk Assessment guidelines. The CRA serves as a vital tool for fire departments, enabling informed decisions regarding fire protection services based on identified risks.

Risk assessment is crucial for shaping the Master Fire Plan, tailoring fire protection strategies to local needs. By identifying and prioritizing fire and life safety risks, fire departments can develop effective programs for public safety education, Fire Code enforcement, and emergency response.

The Three Lines of Defence framework—public education, fire safety standards enforcement, and emergency response—guides municipalities in fulfilling their obligations under the Fire Protection and Prevention Act 1997.

To meet CRA obligations, municipalities must understand community risks and prioritize them for effective risk treatment and provision of fire protection services.

The methodology adheres to OFM guidelines, ensuring a comprehensive assessment. Ontario Regulation 378/18 mandates municipalities to complete and review a CRA, using it to inform decisions about fire protection services.

This CRA equips Douro-Dummer with valuable insights to enhance public safety and mitigate fire-related risks effectively.”

“Conclusion

...As public expectations of fire services evolve it is wise for Council to prioritize allocating additional resources to public education and fire code enforcement. This strategic approach aims to maintain a lower fire loss and injury rate, improve overall community safety, and prevent catastrophic fire incidents.

The Douro-Dummer Fire Master Plan complements the Community Risk Assessment (CRA) by guiding the municipality in determining the appropriate "Level of Service" for fire protection. Recommendations in the Fire Master Plan include establishing clear goals and objectives, identifying necessary resources, providing training and equipment, and implementing activities and programs aligned with the Three Lines of Defence framework for effective fire protection services.

Continuous review and updating of operational policies and standard operating guidelines are essential aspects of the ongoing Fire Master Plan process. Additionally, new policies and guidelines should be developed to address emerging risks effectively. The Fire Master Plan identifies areas requiring Council approval for the levels of service and activities aimed at enhancing fire safety within the community.”

The Master Fire Plan has 56 recommendations, of which I would conclude that about half are directly related to delivery of fire protection services and the other half are to enhance or create new initiatives to better serve the community in fire safety and the members of the department.

Question 2

The recommendation for a part-time Deputy Chief (DC) came from the Master Fire Plan, working defined hours every week, and to review annually the need to add hours to this position. Our Deputy Chief works approximately 20 hours a week but has only been compensated for about half due to

his generosity. The twenty hours on average are divided up as follows, 8 hours training, 2 hours admin, 6 hours response, and 4 as other duties as assigned. The DC's primary responsibility is training, being one of the five divisions outlined in our Establishing and Regulating by-law, 2019-27. A part-time position would add very little value to the current arrangement.

The Deputy Chief position summary from the current job description is:

“The Deputy Fire Chief is second in command of the Fire Department and normally has the overall responsibility of the operation of on-scene emergency services to ensure safe, effective and efficient actions are carried out. The Deputy Fire Chief is responsible for all activities related to the development, implementation, coordination and administration of the training programs as outlined in the E&R by-law, Division of Training. The Deputy Fire Chief manages personnel in a supervisory role for all other roles of the Fire Department, under the direction of the Fire Chief.

The Deputy Fire Chief role is to collaborate with and support the Fire Chief. The Deputy Fire Chief needs to understand all Divisional Responsibilities and may carry out these duties as assigned by the Fire Chief.”

The recommendation for additional support came from the consultant and was outlined in the MFP.

“Administration

The Douro-Dummer Fire Department is led by a full-time Fire Chief, supported by a volunteer Deputy Fire Chief and an Administrative Assistant. The Fire Chief serves as the Chief Fire Official and holds ultimate accountability to the Council for the department's effective functioning. Within the department, each division operates under the authority of the Fire Chief or a designated representative, with all actions reported to the Fire Chief. Members are expected to adhere to directives issued by the Fire Chief.

The Fire Chief's ultimate responsibility lies with the Council, with reporting channels typically flowing through the Chief Administrative Officer (CAO). Over the past decade, the Province of Ontario has decentralized numerous responsibilities to municipal levels, increasing the accountability and workload for Fire Chiefs. This trend is driven by factors such as the closure of the Ontario Fire College, heightened training and certification requirements, new comprehensive community risk assessments, and the ongoing evolution of Public Fire Safety Guidelines (PFSGs). The provincial government, through the Ontario Fire Marshal's Office, continues to impose additional responsibilities on Fire and Emergency Services.

The Fire Chief bears a substantial workload, as outlined in the 2021 job description. This workload encompasses various responsibilities, including administration and human resources management, emergency response coordination, fire prevention activities including inspections, assistance with enforcement in collaboration with the Chief Building Official (CBO), acting as the County Fire Coordinator, serving as the Community Emergency Management Coordinator (CEMC), overseeing the operation of the County Rescue Team, and participating on the Board of Eastern Ontario Emergency Training Academy. All fire department personnel ultimately report to the Fire Chief, as shown in the Organization Chart.”

The MFP's has 45 short-term recommendations, being 1-3 years, 9 mid-term recommendations, being 3-6 years and 2 long-term recommendations, exceeding 6 years. The recommendations that could be directly delegated to the Deputy Chief could be Chair and manager of a Health & Safety Committee, increase training initiatives due to certification, officer development and mentorship and skill building for identified future leaders, one time overhaul of Operating Guidelines, Best Practices and Policies – with ongoing review and updating, increased public education, increased fire inspections, transition to NG911 (public education campaigns). I would anticipate that the role of a full-time deputy would have a breakdown of hours something like this:

Pie Chart



Note: based on a 40 hour work week. Number of hours are shown within the graph.

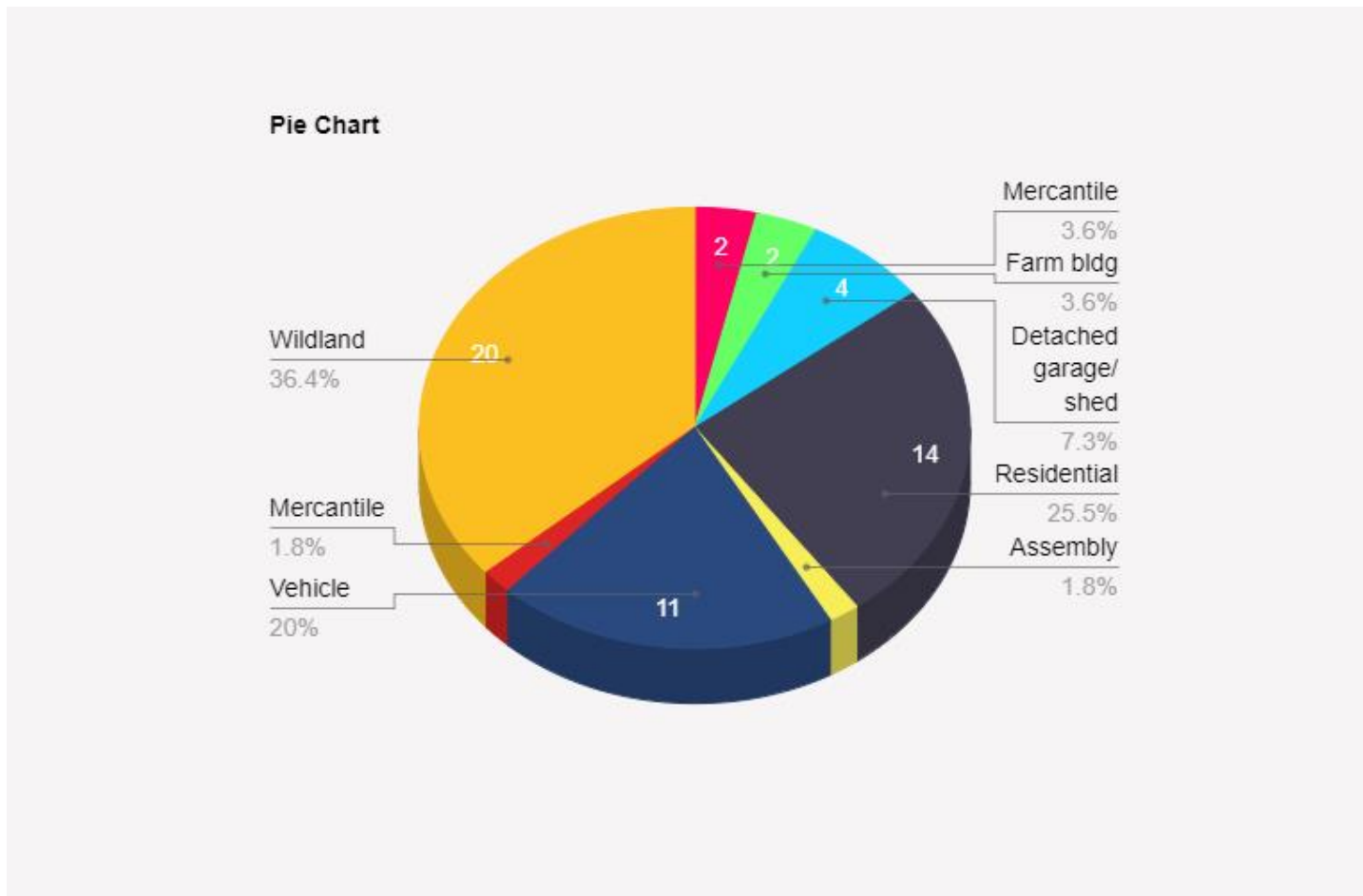
Question 3

Identify what other surrounding municipalities have paid additional staff

| Department | # of stations | Chief | Deputy | Training | Fire Prevention | Administrative Assistant |
|-------------------|---|--------------|---------------|-----------------|------------------------|---------------------------------|
| AN | 2 | FT | N/A | N/A | N/A *1 | PT |
| HBM | 2 | FT | PT | N/A | N/A | PT |
| OSM | 4 | FT | PT | N/A | N/A*2 | FT |
| CM | 2 | FT | FT | FT | FT | FT |
| NK | 2 | FT | FT | NA | FT (NEW 2025)*3 | N/A |
| TL | 4 | FT | FT | FT | FT | FT |
| SEL | 5 | FT | FT | PT | FT | FT |
| | | | | | | |
| | FT = Full time | | | | | |
| | PT = Part time | | | | | |
| | N/A = Not applicable | | | | | |
| | *1 duties carried out by volunteer f/f | | | | | |
| | *2 duties carried out by Administrative Assistant & Chief | | | | | |
| | *3 pending approved 2025 budget | | | | | |

Question 4

Types of Fires over past three years, and total loss per type



55 Fires shown over the period of Jan.1 2022 – Dec. 31, 2024, not including utility type of fires

Total loss fires:

1. Farm type – one
2. Residential – three
3. Garage/Shed – three
4. Vehicle - ten

Summary

This report is a supplement to the recommendations that were identified in the MFP & CRA that was done by ESSSI in 2024. Staff is supportive of these recommendations as the current compliment of fire staff find it difficult to keep up without the added workload identified. Once this decision is made by Council, we will create an implementation plan for the MFP and monitor the hours committed to each area as identified.