



2024 Budget – 1st Draft

Township of Douro-Dummer

October 31, 2023 and November 1, 2023



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2024 Budget
1st Draft
October 31 and
November 1, 2023

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Budget Overview

Section 1

2024 Budget Background

2023 Review and Impact of Inflation

2023 has represented a return to normalcy and our first full year without any shutdowns due to Covid. However, the impacts that Covid had on supply chains still exists in the form of high costs and continued inflation. The most recent Consumer Price Index (CPI) released as of this budget document was September which showed a 3.8% year over year change. The Township continues to see these impacts in all our purchases. For example, the Township tendered and purchased a pumper truck for the fire department in 2021 for \$415,000, a recent quote was provided for planning purposes to purchase another pumper in 2025 at \$600,000; this represents an increase of approximately 10% per year.

To combat inflation the Bank of Canada has increased interest rates 4.75% since the beginning of 2022 from 0.25% to 5%. We cannot say for certain, but it's expected that we will not see any further rate increases. Some analysts expect the rates to start to decrease some time in 2024 but pre-pandemic rates are not expected. It will be important to monitor these rates as we move forward with the construction of the joint Public Works Facility and Fire Hall.

Looking forward to 2024

The past few years management have been working on modernizing and updating our services by carrying out the recommendations of the Service Delivery Review completed in 2020. Some of these changes have included hiring a full-time Planner, moving from an external IT provider to a shared employee with the Township of Asphodel-Norwood, completing services such as grass cutting and snowplowing of municipal lots internally, re-aligning the Finance Department and adding a Building Inspector and Building Administrator. These changes have allowed the Township to keep up with the ever-changing demands.

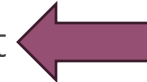
2024 will see some major plans and studies completed which will set the course for the Township for the next 10-15 years. The Strategic Plan will be completed which will set the priorities and therefore dictate where future spending will be focused. The Township will be completing a Fire Master Plan, Development Charge Study and Asset Management Plan; all of which will inform future decisions.

In summary, with the recent changes in the way the Township is operating and knowing that more information is going to be available in 2024, this budget represents status quo. No additional staffing is being requested and outside of the levy needed for the Joint Building, the increase is being presented at inflation, or 3.8%. There are some larger Roads projects being completed which are being funded with additional OCIF and Gas Tax funds that have been provided to the Township the last few years. It is important to note that typically any increase less than inflation would represent a decrease in services.

Budget Process

Meeting Schedule:

- 1st Draft Presentations - October 31st and November 1st
- Budget Working Session – November 14th
- Public Meeting – November 21st
- Council Budget Deliberation – December 5th
- Budget Passage – December 19th



Next Steps:

- Update as information changes. A budget is always based on the information that we have today and includes assumptions. The information that certain assumptions are based on will change and staff will update the budget accordingly before passage.
- Complete and present the Community Grant Policy
- Continue work on Asset Management Plan and Reserve Policy

Impact to the Levy

The Operating Budget impacts the levy by 2.4% and the Capital Budget by 2.2%. Assessment increased by 0.8% in 2023 which means the change to the net levy before the capital levy is 3.8% which is equal to inflation. As adopted in 2023, a Capital Levy is being added to be able to fund the debenture payments related to the Joint Building, this adds \$226,025 or 3.6%. This increase in the levy results in an extra \$31.53 annually, or \$2.63 per month per \$100,000 of Assessment; for the median property of \$256,000 there would be an increase of \$80.72 annually and \$6.73 monthly.

Summary of Change to the 2024 Levy					
	2023	2024	\$ Change	% Change	Tax Impact
Operating Expenses	\$4,992,370	\$5,135,233	\$142,864		2.2%
Transfer to Capital	-\$22,260	-\$10,800	\$11,460		0.2%
Net Operating Levy	\$4,970,110	\$5,124,433	\$154,324	3.1%	2.4%
Capital	\$1,255,812	\$1,395,829	\$140,018	11.1%	2.2%
Less: Assessment Growth in 2023					-0.8%
Percent Change to the Tax Rate before Capital Levy:					3.8%
Capital Levy For Joint Building	\$138,512	\$364,537	\$226,025		3.6%
Total Levy Requirement	\$6,364,433	\$6,884,800	\$520,366	8.2%	
Percent Change to the Tax Rate as at 1st Draft:					7.4%

	2023	2024	Annual Change	Monthly Change
Residential Impact Per \$100,000 of Assessment	\$435.87	\$468.02	\$32.15	\$2.68
Impact on Median Property of \$256,000	\$1,115.83	\$1,198.14	\$82.31	\$6.86

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. If the CPI increase is greater than 6%, the inflation adjustment is 6% and the increase in CPI over 6% is carried forward for application in a future year when the CPI increase is less than 6%. The OMERS increase in 2023 was 6.51% which means 0.51% was carried forward. CPI from September to September was 3.8% and therefore the annual adjustment is projected to be 4.31%.	\$116,856	1.8%
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 \$218,460; this represents a \$31,017 increase, or 16.5%, from the previous budget.	\$31,017	0.5%
Fuel Costs	In the 2023 budget we increased the budget to reflect increased costs but further increases are needed.	\$21,596	0.3%
Interest Earned	The higher interest rates are responsible for increased costs but the Township does see an increase in interest earned from the higher rates.	-\$67,000	-1.1%

Summary of Key Operating Changes

		Impact on Levy	
Departmental Adjustments		\$	%
By-law Enforcement	Up until now we have not separated costs associated with By-law Enforcement and the Building Department. We are mandated to run the Building Department as it's own entity and therefore should not include costs that are not related to the enforcement of the building code. Over the past few years there has been increasing demands from by-law enforcement and therefore we have allocated 20% of the Chief Building Official and 10% of the Building and Planning Admin to By-law Enforcement.	\$31,221	0.5%
Police Services	The annual OPP cost increased \$11,212, or 1.2%. We have also budgeted an extra \$14,500 for costs related to the new Police Services Board.	\$25,712	0.4%
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.	\$40,801	0.6%
Reserve Transfers			
Corporate	Reserve transfers are budgeted for in the Corporate sub-department. 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.	-\$45,880	-0.7%
Total Operating Impact		\$154,324	2.4%

Joint Public Works and Fire Hall Building

- Council adopted the following financing strategy for the Joint Building in the 2023 Budget:

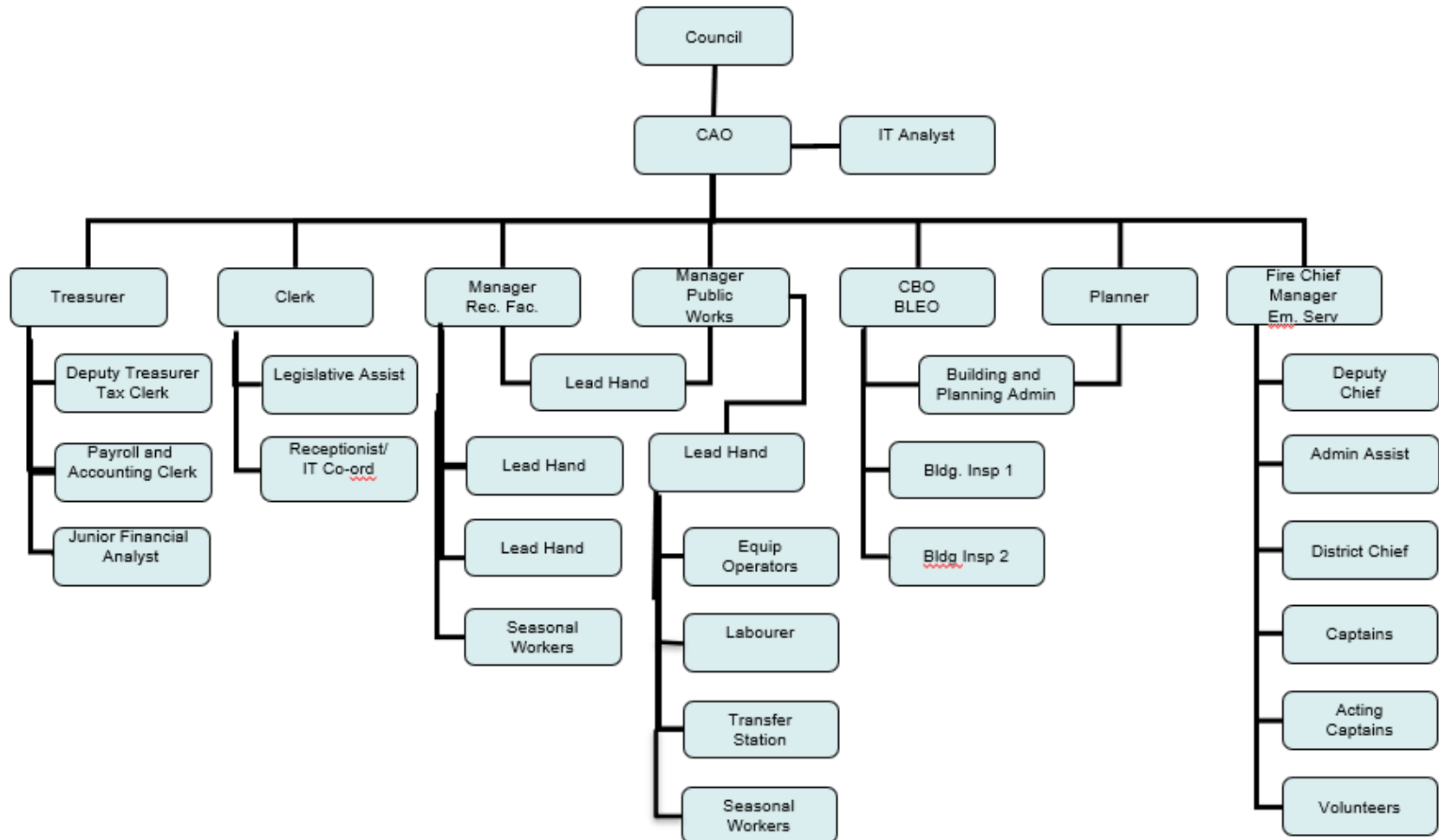
Year	Reserves	Levy	Debt Payment	% Increase
2022		\$ 67,872		1.18%
2023		\$ 138,512		1.18%
2024	\$ 550,000.00	\$ 364,537	\$ 914,537.36	3.78%
2025	\$325,000.00	\$ 589,537	\$ 914,537.36	3.76%
2026	\$125,000.00	\$ 789,537	\$ 914,537.36	3.34%

- This being reflected in the 2024 budget by contributing \$364,537 from the levy.
- Construction has been delayed due to environmental factors at the site and we expect tendering and site preparation and to commence in 2024.
- Once tendering has been completed, we will be able to able to finalize the financing strategy. It is the hope that interest rates will begin to decrease commencing in 2024 and therefore we may look at strategies using construction loans to delay locking into higher rates.
- The above strategy is using a rate of 4.40% and the current rate is 5.39%.
- The delay does provide the opportunity to continue to contribute to reserves which will provide the Township greater flexibility in our strategy going forward.

Departmental Summaries

Section 2

Organizational Chart



Corporate Services

2.1

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

2023 Accomplishments:

- Successful completion of Job Evaluation and Pay Equity Plan
- Recruitment of a new IT Coordinator
- Study and evaluation completed for new software and programs for implementation in 2024
- Executed new performance evaluation
- Strategic Plan for 2024-2028 underway

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 and Canteen Permits
- Run municipal elections and manage all of the functions of the election process

2023 Accomplishments:

- Public Policy Intern Program with Trent University
- Introduction of Routine Disclosure Policy and Procedure
- Introduction of Public Conduct Policy and Procedure
- New Terms of Reference for Events Committee and Historical Committee
- Amendments to Procedural By-law – New Public Comment Period and Change to Publishing of Agenda
- Ability to issue marriage licenses and perform civil marriage services

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

2023 Accomplishments:

- Implemented a corporate wide time management system where staff track their time, submit timesheets, time off requests and receive paystubs. This change has saved approximately 3 days of staff time per month.
- Implemented a new Project Costing module to replace an existing module that was cumbersome to use. This module also enables staff to track time spent on projects within the new time management system.
- Re-aligned personnel, duties and responsibilities amongst staff; this included hiring a Junior Financial Analyst.
- Implemented Bids and Tenders and centralized procurement in the Finance Department.

Corporate Capital Projects

1. IT Hardware Replacements - \$20,000

- The IT Hardware replacements is a strategic initiative aimed at ensuring the continued efficiency, security and reliability of our IT infrastructure.
- This project encompasses the replacement of critical hardware components, including servers, laptops and other IT hardware needs.
- It is planned for this project to be an annual amount. Some years the Township will have fewer needs and in those years the surplus will be transferred to a reserve for years where needs may be greater than \$20,000.

2. Office Chairs Replacement - \$7,000

- The existing office chairs have surpassed their life expectancy and are showing signs of significant wear and tear.
- Chairs are also critical to the long-term health safety of staff by ensuring proper support and posture.

3. Storage Room Exterior Door Replacement - \$5,000

- The current storage room exterior door is showing signs of wear, compromising the safety and integrity of stored items. The plan is to replace the existing door with a more robust and secure solution.

4. Tree Replacement Program - \$10,000

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

Public Works

2.2

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 2023 Accomplishments

- Enhancements to the public works fleet involved the replacement of 2014 John Deere 190 Rubber Tired Excavator including the brush head.
- Introduced a tractor-mounted snowblower on the Parks and Recreation tractor, augmenting winter operations and enhancing overall operational efficiency.
- Replacement of two water pumps installed on the water trucks to conduct effective dust control and grading.

The year 2023 brought significant activity and developments in road construction and maintenance including:

- Application of approximately 2.4 kilometers of single surface treatment to roads, alongside roughly 7 kilometers of double surface treatment.
- Successfully completed approximately 5 kilometers of double surface treatment delayed from the year 2022.
- Efforts extended to applying gravel resurfacing to nearly 56 kilometers of roads, accomplishing 22 kilometers of roadside brushing and clearing 12 kilometers of ditches.
- Major project completions to note include Division Road (Douro 3rd to Douro 5th), Division Road (County Road 4 to Burnham Line), Douro 7th Line Road, 4th Line South Dummer and Center Dummer Road.

Public Works Brushing

Brushing was previously budgeted for in capital 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 2024 and there is also an allocation to allow for roads that are deemed to need brushing throughout the year.

	Road Length (km)
3rd Line Dummer - Clifford Rd to Cty Rd 8	3
4th Line Road South Dummer from Cty Rd 8 to Dummer Asphodel	3.1
4th Line South Dummer - Clifford To Cty Rd 8	3.2
5th Line Dummer - Webster Road to North limit	2
9th Line Douro - Cty Rd 4 to Division Road	1.2
Clifford Road from Fourth Line Rd South Dummer to Third Line Rd South Dummer	1.3
Dummer Asphodel Road - Bridge to Cty Rd 8	1.1
Dummer Asphodel Road - Cty Road 38 to 400m East of 4th Line Dummer	3.3
Fifth Line Road North Dummer from Cty Rd 6 to North limit	0.1
Sixth Line Road North Dummer from Cty Rd 6 to South limit	0.2

Public Works Capital Projects

Roads

1. **Brushing Unit** - \$175,000 (\$92,500 from reserves and \$82,500 from levy)

- Purchase of a new brushing unit to manage the ongoing roadside brushing.
- Continuous brushing accounts for increased safety, useful life of the road, reduced use for gravel and resurfacing.
- \$92,500 was contributed to reserves in 2022 for the unit and therefore tax impact is \$82,500.

2. **Indacom Drive – Slope Stability Works** - \$200,000

- Work pertaining to stabilization of the slope at the vacant lot including moving materials onsite to reduce the slope.

3. **Re-alignment Engineer Fees (12th Line Dummer)** - \$20,000

- The project aims to enhance road safety and rectify road alignment.
- Previous agreement with Drain Brothers to realign the roadway by removing the unsafe hill and sharp 'S' bend.

4. **Truck Replacement** - \$360,000

- Replacement of the 2010 Plow Truck.
- This truck upon replacement will transition into a spare vehicle with the Public Works Fleet. The current spare truck will be designated as surplus and subsequently liquidated.

Public Works Capital Projects

	Cost
Gravel	
4th Line Road South Dummer from Cty Rd 8 to Dummer Asphodel	\$42,726.50
7th Line North Dummer from Center Dummer Rd to North Limit	\$91,019.00
Clifford Road from Fourth Line Rd South Dummer to Third Line Rd South Dummer	\$13,764.00
Douro 2nd Line Road from Cedar Cross Road to County Road 4	\$19,369.50
Douro 4th Line Road from County Road 4 to North Limit	\$19,980.00
Douro 5th Line Road from Centre Road to North Limit	\$11,480.50
Douro 9th Line from County Road 32 to County Road 4	\$43,734.00
English Line Road from Cty Rd 6 to North limit	\$8,658.00
Fifth Line Road North Dummer from Cty Rd 6 to North limit	\$6,996.80
Henderson Road from Campline Road to West Limit	\$12,070.50
Hickey Rd 2kms South of Cty Rd 32 - Patch Barrl, install guidrail posts and end treatments	\$140,000.00
Kerr Road from County Road 8 to South Limit	\$888.00
Old Douro Road from Highway 28 to County Road 8	\$8,659.00
Sixth Line Road North Dummer from Cty Rd 6 to South limit	\$5,799.20
Third Line Road North Dummer from Cty Rd 6 to North limit	\$4,184.20
Gravel Total	\$429,329.20
Surface Treatment	
4th line Rd North Dummer from Sawmill to County Rd 6	\$313,128.50
Ayotte Crescent from Douro 8th Line to easterly limit	\$30,000.00
Birchview Road from Campline Road to McCrackens Landing Rd	\$167,000.00
Birchview Road from Hwy 28 to Camp Line Road	\$203,000.00
Douro 9th Line from Cty Rd 4 to Division Rd	\$36,000.00
Dummer Asphodel Road - 1/2 cost Asphodel Norwood project	\$140,000.00
Golf Course Road from McCrakens to Barnes Ave	\$66,000.00
South Bay Road from Cty Rd 6 to North limit	\$33,000.00
Surface Treatment Total	\$988,128.50
Grand Total	\$1,417,457.70

Fire and Emergency Services

2.3

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 all 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

Fire and Emergency Services Operating Highlights

2023 Accomplishments

- In 2023, the Douro-Dummer Fire Services (DDFS) acquired a new pumper for Fire Station 2 (Douro). This new design is the future replacement pumper model for DDFS to respond to the needs of our community at present, and over the twenty-year lifespan of the fire apparatus.
- Request for Procurement has been issued for the development of a Master Fire Plan and Community Risk Assessment.
- The renovation of Fire Station 2 building is on track for completion in 2023.
- Base grading for the Fire Station 2 parking lot was successfully completed in 2023, with paving to be completed in 2024, contingent upon budget approval.
- To enhance operational capabilities, two positive pressure ventilation fans have been added, ensuring each station has quick access to one.
- Paging model for Peterborough County has been finalized and awaiting budget approval, with implementation scheduled for 2024.

Fire and Emergency Services Capital Projects

1. **Station 2 Parking Lot Resurfacing - Paving - \$20,000**

- Second phase of the project to improve the parking facilities around fire station 2.
- This project involves grading and resurfacing the existing parking lot to address standing water issues that have been affecting the area's functionality.
- This project also includes the creation of firefighter parking spaces that are accessible and compliant.

2. **Station 1 Building Review and Drawings - \$10,000**

- To review the requirements of fire station 1 and explore viable options for its future functionality.
- This project aims to allocate funds to the development of building plans and ensuring a strategic approach to meet the evolving needs of the department.

3. **Bunker Gears - \$6,000**

- Two sets of gear at approx. \$3,000 each.
- Ongoing gear replacement/sizing

Fire and Emergency Services Capital Projects Continued

4. **Thermal Imaging** - \$9,000

- 2-year project aimed at replacing two existing thermal imaging cameras that has exceeded their life expectancy and lost manufacturer support.
- The project also involves procuring two additional thermal imaging cameras to ensure that each fire station has access to one.

5. **Trailerred Boat** - \$24,000

- Replacement of current steel boat on trailer with a more suitable and modern vessel.
- The new boat is intended to serve as a dedicated asset, tailored to the specific needs with rescue and fire protection.

Fire and Emergency Services Fire Apparatus Replacement Strategy

- Fire Apparatus costs are increasing 10% per year.
- DDFS has several vehicle replacements in the upcoming years; the replacement schedule would dictate pumper replacements in 2024 and 2026. Currently new orders are a two-year delivery time, and therefore the 2024 replacement is being pushed to 2025, if a chassis can be secured.
- Given the lead time for orders and increased costs we need to be creative with our procurement strategy to try and find savings. Options include a multiple year commitment with a vendor or paying up front for certain items.
- Initial conversations with vendors indicate, by being proactive in our approach we could secure current pricing which would save the future inflation costs which in this case would be upwards of \$60,000 per year per vehicle.
- To ensure the needed replacements are received in a timely manner we will need commitment from Council to move forward and tender the trucks. Council would be notified of the tender results prior to any commitments being made. A resolution will be brought forward to be approved with the adoption of the budget that would allow staff to tender the trucks.

Parks and Recreation

2.4

Parks and Recreation Responsibility Summary

Parks Department:

- Manage and maintain all parks, play structures, outdoor sport facilities
- Over 30km² 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
- Worked on improving parks in the municipality

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

Parks and Recreation Operating Highlights

2023 Accomplishments

- The South Park Rehabilitation Project, commenced in the fall of 2022, has been successfully completed.
- Notable resurgence in rental activities, indicating a return to normalcy post-Covid.
- Acquired a new mower and trailer, enabling grass cutting to be completed in-house and the maintenance of 45 distinct areas throughout the summer season.
- Replantation of 20 trees, supported by the MNR Storm Grant, with 5 trees at Maryvale, 10 to Nort Park and 5 at South Park.
- Efforts were made specifically aimed at enhancing the infrastructure and facilities including:
 - Replacement of the roof at Back Dam Shelter
 - Replacement of the bay door at Douro Community Centre
 - Replacement of the water softener at Warsaw Community Centre
 - Refurbishment of a segment of the Millenium Garden and its associated gazebo/
- Formulation of a new advertising and sponsorship policy along with tailored packages.
- Dedicated focus on the future of community centres through Ad-Hoc Committee progressions.

Parks and Recreation Capital Projects

Parks

1. Water Storage Tank and UV Water Treatment - \$13,500

- Addition of water storage for the South Park building and provide water treatment required by the Health Canada.
- The new drilled well ran out of water with the Douro Doings event.

2. Ball Diamond Player Benches - \$12,000

- Replace all existing old wooden benches with aluminum benches.
- Legion diamond has benches one side rotten and unsafe. North and South park benches are starting to heave out of the ground with some wood starting to rot.

3. Legion Ball Diamond Regrading - \$20,000

- Regrade the outfield to level out the uneven areas thereby addressing the safety concerns.
- The infield also requires top up of material.

Parks and Recreation Capital Projects

Douro Community Centre

1. Compressor Overhauls - \$9,000

- The 30 and 50 Hp compressors requiring regular maintenance based on hours of use.

2. Harvest Room Windows Replacement - \$3,500

- Replacement/Repair of leaking windows.
- Window seals and gaskets are worn out, allowing water to seep into the interior drywall.

3. Energy Audit - \$8,000 (\$40,000 total costs, \$32,000 paid for by a grant)

- The Net Zero Energy Feasibility Study is a required step in being successful for grant opportunities.
- This project is estimated at \$40,000 for each community centre with \$32,000 being funded from a grant.

- **Hockey Nets - \$2,500**

- Replace old practice nets that are showing signs of wear and tear.

Parks and Recreation Capital Projects Continued

Warsaw Community Centre

1. Roof Repair - \$15,000

- Repair leaking roof in multiple areas.

2. Compressor Replacement - \$40,000

- The current 30hp Compressor is well past life expectancy.
- \$20,000 was put into reserves in 2023, therefore the net impact is \$20,000.

3. Hockey Nets - \$2,500

- Replace old practice nets that are showing signs of wear and tear.

4. Energy Audit - \$8,000 (\$40,000 total costs, \$32,000 paid for by a grant)

- The Net Zero Energy Feasibility Study is a required step in being successful for grant opportunities.

Planning and Development

2.5

Planning Services Responsibility Summary

- Process Zoning By-law Amendments, Minor Variances, Site Plans and Comment on Official Plan Amendments and 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 in regards to economic development projects.
- Manage 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).

Planning and Development Operating Highlights

2023 Accomplishments

- Pre-consultation process continues to be well received.
- The number of Planning Act applications has risen while the complexity of the applications has dramatically increased.
- Continued improving customer service strategies in partnership with Building Services.
- Worked with the County of Peterborough towards Provincial approval of a new Official Plan, including consideration of modifications with respect to changes proposed to the Growth Plan and Provincial Policy Statement (new Provincial Planning Statement).
- Implemented Cloudpermit Planning Module for both Township planning applications and County of Peterborough planning applications.
- Implemented delegated authority for the Planner to comment on severance (consent) applications resulting in a reduction in red tape and the streamlining of severance applications by eliminating the need for a Planning Committee.
- Established new Planning Act regulations with respect to revised mandate for Conservation Authorities, third party appeal rights (minor variance applications) and public meeting requirements (no longer required for plans of subdivision).
- Registered site plan and construction commenced for the Ontario Turtle Conservation Centre.
- Currently processing three plans of subdivision for a total of 89 residential lots.
- Undertook two Township wide Zoning By-law Amendments to update the Comprehensive Zoning By-law with clearer provisions for second dwelling units and active recreational uses.
- Participated at the Canadian Institute of Planners Conference held in Halifax, NS.

Planning & Development Capital Projects

Planning & Development

1. Zoning By-Law Update - \$40,000

- This project will be a comprehensive review and update of the Township's Zoning By-law.
- It is legislated that the Zoning By-law must be updated within three years after the new Official Plan comes into effect.
- The total cost is not yet known but similar projects for nearby municipalities have costed upwards of \$180,000. The Township has put \$60k into reserve over the past two years; \$40k in 2022 and \$20k in 2023. This 2024 contribution would provide for a total of \$100k. It is anticipated that we will tender for this project in the fall at which time we would know the final cost and will need to budget for any funding shortfalls in the 2025 budget.

Building and By-law Services

2.6

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.

Building Department Operating Highlights

2023 Accomplishments

- The 2023 construction season experienced a notable surge in activity and demand, marking a rise in permit volume from prior year. Further increase in inspections is expected to meet the demand.
- The department is committed to its continued enhancements in customer service standards.
- Successful revision and implementation of updates to the Comprehensive Zoning By-law in partnership with the Planning Department, resulting in more clearer provisions regarding second dwelling units.
- Conduced a comprehensive review of the Septic Re-inspection program.
- Initiated the demolition project at 1956 5th Line, North Dummer.

Proposed User Fee Changes

- A review of the current user fees has been undertaken. Preliminary recommendation are as follows:

Permit Renewal - per calendar year, commencing January 1	\$200.00
Re-Inspection - more than two of any type of inspection	\$225.00
Extra Plans Review - revised drawing	\$225.00

- It is also being proposed to increase the sewage permits by 10%.
- A Public Meeting is required to change Building Permit fees, this meeting will be scheduled, and notice will be given prior to the new year.

Building & By-law Enforcement Capital Projects

Building & By-law Enforcement

1. Truck Purchase - \$55,000

- Addition of a second truck to the building department.
- This project will enable multiple staff members to conduct field inspections at the same time thereby enhancing departmental response time and elevate the overall standard of customer service to a greater level.

2. Transfer to Reserve for Truck Replacement - \$11,250

- Contribution to reserve for future truck replacement. This is in consideration of 2 trucks, with replacement for one scheduled every four years given its 8-year lifecycle.

Library Services

2.7

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 the Douro-Dummer Historical Committee
- 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, wifi 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 Operating Highlights

2023 Accomplishments

- Successful completion of more than half of the policy review as outlined in the Board foundation documents.
- Successfully secured the Summer Experience Program Grant and Seniors Community Grant from MCST. These grants have enabled the upgradation of the library's technological infrastructure and expand our capacity for library programming.
- Recruited and onboarded two new staff, including our permanent Library Assistant.
- Developed and executed 20 standalone events for community members, in addition to conducting 14 regular weekly or bi-weekly programs. These programs are developed and delivered by the staff, often in collaboration with community members, groups, or social service agencies, with support from the Friends of the Library and other dedicated community volunteers.
- Cultivated several valuable community partnerships, including Community Care and Peterborough Public Health to offer an extended range of programming and services to Douro-Dummer residents.
- Completion of several capital projects, resulting in functional and aesthetic improvements to the facility. These projects include:
 - i. Enhancement of the water filtration system
 - ii. Awning replacement
 - iii. Drywall and paint repairs

Library Services Capital Projects

1. **Books and Material** - \$14,000

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

2. **Flooring** - \$8,000

- Flooring replacement for the entrance, kitchen, public washroom, fiction and non-fiction sections.
- Since the renovation of the non-fiction section, tears and stains have been exposed, and the flooring in other areas are showing signs of wear.

3. **Signage** - \$2,500

- New channel letter signage for the library building.
- The library building currently has the old channel letter signage with the Township's name. The new channel letter signage would say Douro-Dummer Public Library.

Operating Budget Tables

Section 3

**2024 Operating Budget - Draft
Council**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$142,700	\$147,423	\$4,723	3.3%	
Advertising and Special Events	\$2,600	\$2,700	\$100	3.8%	
Building Maintenance and Repairs	\$500	\$500	\$0	0.0%	
Community Grants	\$3,900	\$3,900	\$0	0.0%	
Computer Hardware and Software	\$0	\$0	\$0	0.0%	
Contracted Services	\$9,000	\$9,000	\$0	0.0%	
Insurance	\$1,595	\$2,703	\$1,108	69.5%	
Materials and Supplies	\$735	\$855	\$120	16.3%	
Office Equipment, Materials and Supplies	\$208	\$208	\$0	0.0%	
Professional Development and Memberships	\$10,200	\$10,200	\$0	0.0%	
Expenses Total	\$171,438	\$177,490	\$6,052	3.5%	
Grand Total	\$171,438	\$177,490	\$6,052	3.5%	

2024 Operating Budget - Draft Corporate Services

The Corporate Services budget is made up of the CAO's Office, Clerks, Finance and the Municipal Office. In the past there were two separate departments for these four areas but there are now four separate budgets. However, for the purpose of showing the change from one year to the next all four budgets have been presented as one below. In future years we will be able to present each one individually.

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$940,080	\$954,424	\$14,344	1.5%	Cost of Living but budget slightly reduced due to moving custodian services at Town Hall to contracted services.
Advertising and Special Events	\$13,850	\$5,000	-\$8,850	-63.9%	
Building Maintenance and Repairs	\$26,368	\$14,500	-\$11,868	-45.0%	To reflect actuals spent over the past few years.
Computer Hardware and Software	\$32,000	\$32,000	\$0	0.0%	
Contracted Services	\$69,610	\$97,462	\$27,852	40.0%	Increased due to custodian services now being contracted out.
Equipment Repairs and Maintenance	\$1,550	\$1,550	\$0	0.0%	
Financial Fees and Expenses	\$29,500	\$32,000	\$2,500	8.5%	Change primarily due to higher building maintenance budget in prior year
Insurance	\$74,477	\$73,341	-\$1,136	-1.5%	
Interest Expense	\$300	\$300	\$0	0.0%	
Materials and Supplies	\$20,500	\$27,150	\$6,650	32.4%	Budgeted for new Township and Cemetary signs which are faded and we are receiving complaints.
Office Equipment, Materials and Supplies	\$29,580	\$30,580	\$1,000	3.4%	
Overhead Transfer	-\$24,670	-\$24,670	\$0	0.0%	
Professional Development and Memberships	\$27,283	\$31,220	\$3,937	14.4%	Increased to reflect current education and professional development needs of staff.
Tools and Equipment	\$900	\$600	-\$300	-33.3%	
Utilities	\$28,900	\$35,800	\$6,900	23.9%	Increased to reflect recent actuals.
Work In Progress	\$0	\$0	\$0	0.0%	
Expenses Total	\$1,270,228	\$1,311,257	\$41,029	3.2%	
Reserves					
Transfer From Reserves	-\$20,000	-\$20,000	\$0	0.0%	
Transfer to Reserves	\$41,500	\$34,000	-\$7,500	-18.1%	
Reserves Total	\$21,500	\$14,000	-\$7,500	-34.9%	
Revenues					
Financial Fees	-\$1,040	-\$1,040	\$0	0.0%	
Grants	-\$573,400	-\$585,600	-\$12,200	2.1%	

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Interest Revenue	-\$108,000	-\$175,000	-\$67,000	62.0%	Higher interest being earned on investments and bank balances.
Licence Revenue	-\$900	-\$900	\$0	0.0%	
Other Revenues	-\$345	-\$195	\$150	-43.5%	
Rental Revenue	-\$5,000	-\$5,000	\$0	0.0%	
Taxation Revenue	-\$194,900	-\$188,749	\$6,150	-3.2%	To reflect actuals related to PILs over the past few years.
Revenues Total	-\$883,585	-\$956,484	-\$72,900	8.3%	
Grand Total	\$408,143	\$368,773	-\$39,370	-9.6%	

**2024 Operating Budget - Draft
Public Works**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Roads					
Expenses					
Employee Wages and Benefits	\$879,202	\$917,651	\$38,449	4.4%	
Advertising and Special Events	\$1,750	\$1,750	\$0	0.0%	
Building Maintenance and Repairs	\$3,840	\$3,840	\$0	0.0%	
Computer Hardware and Software	\$2,305	\$2,305	\$0	0.0%	
Contracted Services	\$101,643	\$112,197	\$10,554	10.4%	To reflect actual cost of licensing.
Equipment Repairs and Maintenance	\$35,475	\$36,315	\$840	2.4%	
Fuel	\$122,038	\$143,778	\$21,740	17.8%	Increased fuel prices.
Insurance	\$42,893	\$41,195	-\$1,698	-4.0%	
Internal Rental Recoveries	-\$127,609	-\$63,379	\$64,230	-50.3%	This is related to capital, we charge our machines to capital projects but in order to present the budget on a cash basis we need to remove those charges out of the budget.
Materials and Supplies	\$345,333	\$371,333	\$26,000	7.5%	Anticipated increase in material costs for the upcoming year.
Office Equipment, Materials and Supplies	\$2,250	\$2,250	\$0	0.0%	
Paging and Communication Expenses	\$70	\$70	\$0	0.0%	
Professional Development and Memberships	\$13,440	\$9,840	-\$3,600	-26.8%	To reflect actual training needs of staff.
Tools and Equipment	\$250	\$250	\$0	0.0%	
Utilities	\$23,199	\$23,199	\$0	0.0%	
Vehicle Repairs and Maintenance	\$72,300	\$71,762	-\$538	-0.7%	
Expenses Total	\$1,518,378	\$1,674,355	\$155,977	10.3%	
Reserves					
Transfer to Reserves	\$124,473	\$78,594	-\$45,880	-36.9%	Related to contribution to Gravel Pit Licensing and Purchase reserve which is based on forecasted gravel use in the capital program. 2024 is projected to need less than 2023 which lowers the contribution.
Reserves Total	\$124,473	\$78,594	-\$45,880	-36.9%	
Revenues					
Aggregate Revenue	-\$52,500	-\$52,500	\$0	0.0%	
Financial Fees	-\$250	-\$250	\$0	0.0%	
Other Revenues	-\$25,000	-\$25,000	\$0	0.0%	
Permit Revenue	-\$10,000	-\$10,000	\$0	0.0%	
Revenues Total	-\$87,750	-\$87,750	\$0	0.0%	
Roads Total	\$1,555,101	\$1,665,199	\$110,098	7.1%	

**2024 Operating Budget - Draft
Public Works**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Waste Services					
Expenses					
Employee Wages and Benefits	\$44,839	\$46,780	\$1,941	4.3%	
Advertising and Special Events	\$500	\$500	\$0	0.0%	
Building Maintenance and Repairs	\$35,500	\$35,500	\$0	0.0%	
Computer Hardware and Software	\$500	\$500	\$0	0.0%	
Contracted Services	\$249,555	\$249,555	\$0	0.0%	
Equipment Repairs and Maintenance	\$2,330	\$2,330	\$0	0.0%	
Insurance	\$2,460	\$3,144	\$684	27.8%	
Internal Rental Recoveries	\$3,000	\$3,000	\$0	0.0%	
Materials and Supplies	\$1,200	\$1,200	\$0	0.0%	
Office Equipment, Materials and Supplies	\$1,875	\$1,875	\$0	0.0%	
Professional Development and Memberships	\$305	\$305	\$0	0.0%	
Utilities	\$1,065	\$1,095	\$30	2.8%	
Expenses Total	\$343,129	\$345,784	\$2,655	0.8%	
Revenues					
Other Revenues	-\$5,500	-\$5,500	\$0	0.0%	
Rental Revenue	-\$90,000	-\$90,000	\$0	0.0%	
Tipping Fees	-\$25,000	-\$25,000	\$0	0.0%	
Revenues Total	-\$120,500	-\$120,500	\$0	0.0%	
Waste Services Total	\$222,629	\$225,284	\$2,655	1.2%	
Grand Total	\$1,777,731	\$1,890,483	\$112,753	6.3%	

**2024 Operating Budget - Draft
Fire and Emergency Services**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$430,005	\$455,739	\$25,734	6.0%	
Advertising and Special Events	\$4,050	\$5,050	\$1,000	24.7%	
Building Maintenance and Repairs	\$19,500	\$6,500	-\$13,000	-66.7%	Reduction in grounds maintenance because plowing and grass cutting is now being completed internally.
Computer Hardware and Software	\$3,750	\$2,750	-\$1,000	-26.7%	
Contracted Services	\$99,245	\$104,522	\$5,277	5.3%	13.6% increase to Fire Dispatch agreement.
Equipment Repairs and Maintenance	\$7,400	\$7,400	\$0	0.0%	
Fuel	\$12,500	\$12,500	\$0	0.0%	
Insurance	\$39,347	\$52,856	\$13,509	34.3%	
Internal Rental Recoveries	\$500	\$500	\$0	0.0%	
Materials and Supplies	\$23,200	\$26,400	\$3,200	13.8%	To reflect both the increase in costs and need for clothing and materials.
Mutual Aid Agreements	\$26,000	\$26,000	\$0	0.0%	
Office Equipment, Materials and Supplies	\$2,700	\$2,700	\$0	0.0%	
Paging and Communication Expenses	\$6,000	\$6,000	\$0	0.0%	
Professional Development and Memberships	\$43,375	\$44,405	\$1,030	2.4%	
Tools and Equipment	\$4,000	\$11,000	\$7,000	175.0%	Need for new hand tools for pumpers.
Utilities	\$28,750	\$30,830	\$2,080	7.2%	
Vehicle Repairs and Maintenance	\$18,500	\$19,000	\$500	2.7%	
Expenses Total	\$768,822	\$814,152	\$45,330	5.9%	
Reserves					
Transfer to Reserves	\$9,500	\$9,500	\$0	0.0%	
Reserves Total	\$9,500	\$9,500	\$0	0.0%	
Revenues					
Mutual Aid Agreements	-\$13,900	-\$25,400	-\$11,500	82.7%	
Other Revenues	-\$18,000	-\$18,000	\$0	0.0%	Change due to the adaptation of MTO rates with regards to false alarms
Permit Revenue	-\$12,000	-\$12,000	\$0	0.0%	
Revenues Total	-\$43,900	-\$55,400	-\$11,500	26.2%	
Grand Total	\$734,422	\$768,252	\$33,830	4.6%	

**2024 Operating Budget - Draft
Parks and Recreation - Parks**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$101,787	\$107,250	\$5,463	5.4%	Due to cost of living adjustment and projected grid movement.
Advertising and Special Events	\$2,300	\$2,300	\$0	0.0%	
Building Maintenance and Repairs	\$18,850	\$19,600	\$750	4.0%	
Contracted Services	\$1,750	\$4,150	\$2,400	137.1%	All playgrounds require an annual inspection. These inspections have not been completed in the past and need to be completed going forward. By contracting out the inspection it removes the liability from staff.
Equipment Repairs and Maintenance	\$4,500	\$4,500	\$0	0.0%	
Fuel	\$3,300	\$3,300	\$0	0.0%	
Insurance	\$8,207	\$9,993	\$1,786	21.8%	
Internal Rental Recoveries	\$2,500	\$2,500	\$0	0.0%	
Materials and Supplies	\$1,800	\$1,800	\$0	0.0%	
Office Equipment, Materials and Supplies	\$800	\$800	\$0	0.0%	
Professional Development and Memberships	\$3,850	\$3,350	-\$500	-13.0%	
Utilities	\$750	\$1,200	\$450	60.0%	Additional costs related to South Park building.
Vehicle Repairs and Maintenance	\$600	\$600	\$0	0.0%	
Expenses Total	\$152,494	\$162,843	\$10,349	6.8%	
Revenues					
Other Revenues	-\$3,000	-\$3,000	\$0	0.0%	
Rental Revenue	-\$7,500	-\$7,500	\$0	0.0%	
Revenues Total	-\$10,500	-\$10,500	\$0	0.0%	
Grand Total	\$141,994	\$152,343	\$10,349	7.3%	

2024 Operating Budget - Draft
Parks and Recreation - Douro Community Center

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$188,847	\$201,759	\$12,912	6.8%	Due to cost of living adjustment and projected grid movement.
Advertising and Special Events	\$1,400	\$1,400	\$0	0.0%	
Building Maintenance and Repairs	\$23,300	\$23,800	\$500	2.1%	
Contracted Services	\$6,150	\$5,650	-\$500	-8.1%	
Equipment Repairs and Maintenance	\$19,430	\$19,430	\$0	0.0%	
Fuel	\$2,000	\$2,000	\$0	0.0%	
Insurance	\$35,768	\$45,017	\$9,249	25.9%	
Internal Rental Recoveries	\$1,500	\$1,500	\$0	0.0%	
Materials and Supplies	\$1,025	\$1,025	\$0	0.0%	
Office Equipment, Materials and Supplies	\$1,900	\$1,900	\$0	0.0%	
Tools and Equipment	\$1,000	\$1,000	\$0	0.0%	
Utilities	\$118,305	\$118,363	\$58	0.0%	
Expenses Total	\$404,925	\$430,144	\$25,218	6.2%	
Revenues					
Advertising Revenue	-\$4,000	-\$4,000	\$0	0.0%	
Other Revenues	-\$1,200	-\$1,200	\$0	0.0%	
Rental Revenue	-\$222,000	-\$234,846	-\$12,846	5.8%	Increasing to reflect recent ice usage and annual inflation increase to user fees.
Revenues Total	-\$227,200	-\$240,046	-\$12,846	5.7%	
Grand Total	\$177,725	\$190,097	\$12,372	7.0%	

2024 Operating Budget - Draft
Parks and Recreation - Warsaw Arena

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$143,259	\$154,386	\$11,127	7.8%	Due to cost of living adjustment and projected grid movement.
Advertising and Special Events	\$1,400	\$1,400	\$0	0.0%	
Building Maintenance and Repairs	\$15,000	\$15,000	\$0	0.0%	
Computer Hardware and Software	\$600	\$600	\$0	0.0%	
Contracted Services	\$3,125	\$3,125	\$0	0.0%	
Equipment Repairs and Maintenance	\$15,050	\$15,050	\$0	0.0%	
Fuel	\$1,000	\$1,000	\$0	0.0%	
Insurance	\$27,080	\$34,044	\$6,964	25.7%	
Internal Rental Recoveries	\$2,000	\$2,000	\$0	0.0%	
Materials and Supplies	\$1,100	\$1,100	\$0	0.0%	
Office Equipment, Materials and Supplies	\$950	\$950	\$0	0.0%	
Tools and Equipment	\$1,000	\$1,000	\$0	0.0%	
Utilities	\$80,250	\$80,250	\$0	0.0%	
Vehicle Repairs and Maintenance	\$0	\$0	\$0	0.0%	
Expenses Total	\$295,114	\$317,205	\$22,092	7.5%	
Revenues					
Advertising Revenue	-\$2,000	-\$2,000	\$0	0.0%	
Other Revenues	-\$550	-\$271	\$279	-50.7%	
Rental Revenue	-\$117,750	-\$117,750	\$0	0.0%	
Revenues Total	-\$120,300	-\$120,021	\$279	-0.2%	
Grand Total	\$174,814	\$197,184	\$22,370	12.8%	

**2024 Operating Budget - Draft
Planning and Development**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Planning & Development					
Expenses					
Employee Wages and Benefits	\$89,216	\$104,755	\$15,539	17.4%	Cost of living adjustment; also changed allocation of the Building and Planning admin who was previously 100% allocated to Building.
Advertising and Special Events	\$1,000	\$3,000	\$2,000	200.0%	Ensure sufficient costs related to planning notices.
Computer Hardware and Software	\$5,000	\$5,500	\$500	10.0%	
Contracted Services	\$4,000	\$9,000	\$5,000	125.0%	Consulting for update to site plan control by-law and mandatory pre-consultation by-law
Office Equipment, Materials and Supplies	\$650	\$1,000	\$350	53.8%	
Professional Development and Memberships	\$2,450	\$1,700	-\$750	-30.6%	To reflect actual planned training and conferences.
Expenses Total	\$102,316	\$124,955	\$22,639	22.1%	
Revenues					
Other Revenues	\$300	\$300	\$0	0.0%	
Planning Application Revenue	-\$40,500	-\$34,992	\$5,508	-13.6%	Decreased to reflect actuals.
Revenues Total	-\$40,200	-\$34,692	\$5,508	-13.7%	
Planning & Development Total	\$62,116	\$90,263	\$28,148	45.3%	
Otonabee CA					
Expenses					
Taxes Payable	\$104,563	\$108,030	\$3,467	3.3%	
Expenses Total	\$104,563	\$108,030	\$3,467	3.3%	
Otonabee CA Total	\$104,563	\$108,030	\$3,467	3.3%	
Grand Total	\$166,679	\$198,293	\$31,615	19.0%	

**2024 Operating Budget - Draft
Building Department**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$556,493	\$418,120	-\$138,374	-24.9%	The 2023 budget included an additional Building Inspector which is not being forecasted for 2024. Also reallocated a portion of the CBO to By-law. The Planning and Building Admin was allocated to Planning and By-law.
Advertising and Special Events	\$1,000	\$1,200	\$200	20.0%	
Contracted Services	\$55,000	\$55,000	\$0	0.0%	
Equipment Repairs and Maintenance	\$1,500	\$1,500	\$0	0.0%	
Fuel	\$4,000	\$4,000	\$0	0.0%	
Insurance	\$17,043	\$15,041	-\$2,003	-11.8%	Insurance is lower due to an adjustment in the allocation to departments.
Office Equipment, Materials and Supplies	\$3,700	\$3,700	\$0	0.0%	
Overhead Transfer	\$24,670	\$24,670	\$0	0.0%	
Professional Development and Memberships	\$7,075	\$11,575	\$4,500	63.6%	To reflect actuals and provide needed training to staff.
Utilities	\$3,840	\$3,840	\$0	0.0%	
Vehicle Repairs and Maintenance	\$2,000	\$2,000	\$0	0.0%	
Expenses Total	\$676,321	\$540,645	-\$135,676	-20.1%	
Reserves					
Transfer to Reserves	\$67,186	\$53,618	-\$13,568	-20.2%	This transfer is based on a percentage of expenses and because expenses decreased so did the transfer.
Reserves Total	\$67,186	\$53,618	-\$13,568	-20.2%	
Revenues					
Grants	-\$4,464	-\$4,464	\$0	0.0%	
Permit Revenue	-\$739,043	-\$589,799	\$149,244	-20.2%	Upon reviewing the projected Permit Revenue it was deemed that the 2023 forecast was too high. The forecast is now more conservative given the potentially unstable economy.
Revenues Total	-\$743,507	-\$594,263	\$149,244	-20.1%	
Grand Total	\$0	\$0	\$0	-100.0%	

**2024 Operating Budget - Draft
By-law Enforcement**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Expenses					
Employee Wages and Benefits	\$0	\$31,221	\$31,221	0.0%	These costs are from 20% of the CBO and 10%
Professional Development and Memberships	\$550	\$500	-\$50	-9.1%	
Advertising and Special Events	\$30	\$200	\$170	566.7%	
Contracted Services	\$20,750	\$28,750	\$8,000	38.6%	Anticipated increase due to newly established agreement with Humane Society
Insurance	\$5,000	\$5,000	\$0	0.0%	
Materials and Supplies	\$200	\$200	\$0	0.0%	
Office Equipment, Materials and Supplies	\$200	\$0	-\$200	-100.0%	
Expenses Total	\$26,730	\$65,871	\$39,141	146.4%	
Revenues					
Infractions	\$0	-\$5,000	-\$5,000	0.0%	
Other Revenues	-\$10,200	-\$5,200	\$5,000	-49.0%	Total revenues not changed, only account.
Revenues Total	-\$10,200	-\$10,200	\$0	0.0%	
Grand Total	\$16,530	\$55,671	\$39,141	236.8%	

**2024 Operating Budget - Draft
Library**

	2023 Budget	2024 Budget	Change (\$)	Change (%)	Notes:
Library					
Expenses					
Employee Wages and Benefits	\$107,231	\$113,958	\$6,727	6.3%	Hours remaining the same of previous budgets; the increase is related to cost of living adjustment and changes to CEO salary arising from wage review.
Advertising and Special Events	\$785	\$785	\$0	0.0%	
Building Maintenance and Repairs	\$5,450	\$5,450	\$0	0.0%	
Computer Hardware and Software	\$4,000	\$4,100	\$100	2.5%	
Contracted Services	\$7,050	\$7,050	\$0	0.0%	
Equipment Repairs and Maintenance	\$800	\$800	\$0	0.0%	
Financial Fees and Expenses	\$20	\$20	\$0	0.0%	
Insurance	\$3,156	\$4,320	\$1,163	36.8%	Increase reflects actuals plus 15%.
Interest Expense	\$10	\$10	\$0	0.0%	
Internal Rental Recoveries	\$204	\$204	\$0	0.0%	
Materials and Supplies	\$3,055	\$3,055	\$0	0.0%	
Office Equipment, Materials and Supplies	\$2,810	\$2,910	\$100	3.6%	
Professional Development and Memberships	\$2,990	\$3,090	\$100	3.3%	
Utilities	\$8,600	\$10,600	\$2,000	23.3%	Hydro increase to reflect actuals. The change in actuals is being investigated by staff.
Expenses Total	\$146,161	\$156,351	\$10,190	7.0%	
Revenues					
Donations and Fundraising	-\$385	-\$385	\$0	0.0%	
Infractions	-\$408	-\$408	\$0	0.0%	
Other Revenues	-\$208	-\$208	\$0	0.0%	
Program Revenue	-\$75	-\$75	\$0	0.0%	
Revenues Total	-\$1,076	-\$1,076	\$0	0.0%	
Library Total	\$145,085	\$155,276	\$10,190	7.0%	
Grand Total	\$145,085	\$155,276	\$10,190	7.0%	

Capital Budget Tables

Section 4

2024 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Cost Sharing	Total
Fire and Emergency Services					
Equipment					
Station 1 Building Review and Drawings		\$10,000			\$10,000
Thermal Imaging		\$9,000			\$9,000
Bunker Gear - 2 sets		\$6,000			\$6,000
Land Improvements					
Station 2 Parking Lot Resurfacing - Paving		\$20,000			\$20,000
Vehicles					
Boat 4 - Trailered Boat		\$24,000			\$24,000
Fire and Emergency Services Total		\$69,000			\$69,000
Library					
Bldg Imp					
Flooring			\$8,000		\$8,000
Signage			\$2,500		\$2,500
Equipment					
Books and Materials	\$14,000				\$14,000
Library Total	\$14,000		\$10,500		\$24,500
Parks & Recreation					
Bldg Imp					
30Hp Compressor Replacement		\$20,000	\$20,000		\$40,000
Roof Repair		\$15,000			\$15,000
Water Storage Tank/UV Water Treatment		\$13,500			\$13,500
30&50Hp Compressor overhauls (Top ends)		\$9,000			\$9,000
Harvest Room Windows		\$3,500			\$3,500
Consultant Fees					
Energy Audit	\$64,000	\$16,000			\$80,000
Equipment					
Hockey Nets		\$5,000			\$5,000
Land Improvements					
Legion Ball Diamond Regrading			\$20,000		\$20,000
Ball Diamond Player Benches x 6		\$12,000			\$12,000
Parks & Recreation Total	\$64,000	\$94,000	\$40,000		\$198,000
Planning and Development					
Consultant Fees					
Zoning By-Law (with in 3 years of OP) - 50%		\$40,000			\$40,000
Planning and Development Total		\$40,000			\$40,000

2024 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Cost Sharing	Total
Roads					
Equipment					
#22 Truck-Roads - 2010		\$160,000	\$200,000		\$360,000
Brushing Unit		\$82,500	\$92,500		\$175,000
Gravel					
Hickey Rd 2kms South of Cty Rd 32 - Patch Barrl, install guidrail posts and end treatments		\$140,000			\$140,000
7th Line North Dummer from Center Dummer Rd to North Limit		\$91,019			\$91,019
Douro 9th Line from County Road 32 to County Road 4		\$43,734			\$43,734
4th Line Road South Dummer fromCty Rd 8 to Dummer Asphodel		\$42,727			\$42,727
Douro 4th Line Road from County Road 4 to North Limit		\$19,980			\$19,980
Douro 2nd Line Road from Cedar Cross Road to County Road 4		\$19,370			\$19,370
Clifford Road from Fourth Line Rd South Dummer to Third Line Rd South Dummer		\$13,764			\$13,764
Henderson Road from Campline Road to West Limit		\$12,071			\$12,071
Douro 5th Line Road from Centre Road to North Limit		\$11,481			\$11,481
Old Douro Road from Highway 28 to County Road 8		\$8,659			\$8,659
English Line Road from Cty Rd 6 to North limit		\$8,658			\$8,658
Fifth Line Road North Dummer from Cty Rd 6 to North limit		\$6,997			\$6,997
Sixth Line Road North Dummer from Cty Rd 6 to South limit		\$5,799			\$5,799
Third Line Road North Dummer from Cty Rd 6 to North limit		\$4,184			\$4,184
Kerr Road from County Road 8 to South Limit		\$888			\$888
Land Improvements					
Indacom Drive -Slope Stability works		\$200,000			\$200,000
Roads					
12th Line Dummer - Re-alignment - Engineer fees		\$20,000			\$20,000
Surface Treatment					
4th line Rd North Dummer from Sawmill to County Rd 6	\$313,129				\$313,129
Birchview Road from Hwy 28 to Camp Line Road	\$203,000				\$203,000
Birchview Road from Campline Road to McCrackens Landing Rd	\$40,000	\$127,000			\$167,000
Dummer Asphodel Road - 1/2 cost Asphodel Norwood project	\$70,000			\$70,000	\$140,000
Golf Course Road fromMcCrakens to Barnes Ave		\$66,000			\$66,000
Douro 9th Line from Cty Rd 4 to Division Rd		\$36,000			\$36,000
South Bay Road from Cty Rd 6 to North limit	\$33,000				\$33,000
Ayotte Crescent from Douro 8th Line to easterly limit		\$30,000			\$30,000
Roads Total	\$659,129	\$1,150,829	\$292,500	\$70,000	\$2,172,458

2024 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Cost Sharing	Total
By-Law Enforcement Vehicles					
Truck Purchase			\$48,500		\$48,500
Reserve Transfer for Truck Replacement			\$11,250		\$11,250
By-Law Enforcement Total			\$59,750		\$59,750
Clerks					
Computer Hardware					
Corporate IT Hardware Replacements		\$20,000			\$20,000
Land Improvements					
Tree Program		\$10,000			\$10,000
Clerks Total		\$30,000			\$30,000
CAO Office					
Building					
Storage Room Exterior Door Replacement		\$5,000			\$5,000
Equipment					
Chairs		\$7,000			\$7,000
CAO Office Total		\$12,000			\$12,000
Total	\$737,129	\$1,395,829	\$402,750	\$70,000	\$2,605,708

Draft User Fee Schedule

Section 5

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
1. Building - See By-law Number 2020-67						
2. Certificates						By-Law 2002-22
Sale of Real Property		\$50.00	\$50.00	\$6.50	\$56.50	
Certificate of Compliance						
3. Dogs - Regulating the Running at Large of Dogs						
No longer in place.						
4. Dogs - Licencing and Registration						By-Law 2021-11
Male/Female paid before April 30th		\$15.00	\$15.00	\$0.00	\$15.00	
Male/Female paid after April 30th		\$20.00	\$20.00	\$0.00	\$20.00	
Kennel Licences paid before April 30th		\$50.00	\$50.00	\$0.00	\$50.00	
Kennel Licences paid after April 30th		\$75.00	\$75.00	\$0.00	\$75.00	
Replacement Dog Licence		\$5.00	\$5.00	\$0.00	\$5.00	
5. Fire						
Open Air Burning Permits						By-Law 2020-35
Residential Burn Permit (includes campfire, burn barrel, brush fire and agricultural fire on a single property) - renew annually, expire Dec 31st		\$20.00	\$20.00	\$0.00	\$20.00	
Agricultural Permit (for fires to support farm activities on up to 3 properties/year, requires staff assistance to obtain) - renew annually, expire Dec 31st		\$20.00	\$20.00	\$0.00	\$20.00	
Campground, Trailer Park or Resort - renew annually, expires Dec 31st		\$50.00	\$50.00	\$0.00	\$50.00	
Commercial Fire - renew annually, expires Dec 31st		\$100.00	\$100.00	\$0.00	\$100.00	
Incinerator - renew annually, expires Dec 31st		\$60.00	\$60.00	\$0.00	\$60.00	
Special Occurrence Fire - per occurrence		\$40.00	\$40.00	\$0.00	\$40.00	
*The Ministry of Transportation (MTO) rates noted below are calculated per hour/per fire apparatus for the first hour; then one half the MTO rate per half hour (or part thereof)/per fire apparatus. The rate is set by the MTO and as						
Open Air Burning Violations						By-Law 2020-35
Response to open air burning violations			*MTO Rate	0.00		
Specialized equipment, supplies, personnel			Cost + Admin Fee of 20% of cost	0.00		
Administrative Fee			\$40.00	0.00	\$40.00	
Motor Vehicle Incidents						
Motor vehicle incidents			*MTO Rate	0.00		
Specialized equipment, supplies, personnel			Cost + Admin Fee of 20% of cost	0.00		
Administrative Fee			\$40.00	0.00	\$40.00	
Technical Rescue, Hazardous Matierals Control/Clean-Up						
Boat response - Any person requiring the services of a boat response who is in contravention of any Federal or Provincial Act or Regulation or who has not exercised reasonable care in their actions, thus necessitating the use of a boat response, will be liable for costs incurred			*MTO Rate	0.00		
Hazardous materials control/clean-up			*MTO Rate	0.00		
Specialized equipment, supplies, personnel			Cost + Admin Fee of 20% of cost	0.00		
Administrative Fee			\$40.00	0.00	\$40.00	
False Alarms - The determination of the number of false alarms for the purposes of calculating the charges noted below will be based on the total number of false alarms in						By-Law 2020-45
1st and 2nd false alarms			No charge	0.00		
3rd false alarm			2x Current MTO rate	0.00		
4th and all subsequent false alarms			3x Current MTO rate	0.00		
Fire Inspections - By Request						
Group homes, day care facilities, or any other industrial or commercial establishment of use requiring an inspection for licensing, renewal of licence, insurance or any such purpose			\$100.00	0.00	\$100.00	
Risk and Safety Management Plan Approval (RSMP)						
Review of Propane Facility Risk and Safety Management Plans (RSMP) – new, existing or expanding facility (not including fees for third party or external review)			\$500.00	\$0.00	\$500.00	

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
	Review of Propane Facility Risk and Safety Management Plans (RSMP) – new, existing or expanding facility (not including fees for third party or external review)		\$1,000.00	\$0.00	\$1,000.00	
	Review of Propane Facility Risk and Safety Management Plans (RSMP) – existing facility annual fee (not including fees for third party or external review)		\$300.00	\$0.00	\$300.00	
	Propane exchange letter		\$150.00	\$0.00	\$150.00	
	Reports, Reviews, Searches					
	Fire reports		\$125.00	\$0.00	\$125.00	
	Fire safety plan review		\$100.00	\$0.00	\$100.00	
	Fire safety plan review		\$75.00	\$0.00	\$75.00	
	File search, letter of compliance		\$60.00	\$0.00	\$60.00	
Any fee or charge, including finance penalty charges, imposed upon the owner of property in the Township is a lien and charge upon the property of the owner to which the fee or charge relates. If the fee or any part thereof remains unpaid 60 days after the due date, the total amount unpaid will be forwarded to Finance to be collected as per the Accounts Receivable Collection Policy or to be added to the tax roll and collected in the same manner as						
6. Licences						
	Mobile Canteens					By-Law 2016-45
	Chip Trucks & Fast Food Vehicle	\$400.00	\$400.00	\$0.00	\$400.00	
	Hot Dog Carts	\$250.00	\$250.00	\$0.00	\$250.00	
	Ice Cream Carts	\$300.00	\$300.00	\$0.00	\$300.00	
	Special Events - Per Day	\$100.00	\$100.00	\$0.00	\$100.00	
	Parade, Festival, Public Entertainment Licences - per day	\$400.00	\$400.00	0	\$400.00	By-Law 2001-72
	Lottery Licence issuing Fee					By-Law 2002-36
7. Line Fences						
	Line Fences Act					
	Remuneration for fence-viewers	\$25.00 per hour plus applicable mileage rate	\$25.00 per hour plus applicable mileage rate			
	Staff time -Administration Fees	\$55.00 per hour plus tax	\$55.00 per hour plus tax			
8. Livestock Investigators						
	Livestock Investigators Remuneration					Res. # 294-2008
9. Municipal Hall Rental						
	Full Day Rental (Mon-Fri)*	\$154.50	\$159.14	\$20.69	\$179.82	By-law 2014-62 fees increase 3% annually as of January 1st This includes opening and closing and the use of tables and chairs. This includes use of the institute room and kitchen.
	Full Day Rental (Sat-Sun-Stat)*	\$169.95	\$175.05	\$22.76	\$197.80	This includes opening and closing and the use of tables and chairs. This includes use of the institute room
	1/2 Day Rental (4 hours)*	\$92.70	\$95.48	\$12.41	\$107.89	
	Hourly	\$28.33	\$29.17	\$3.79	\$32.97	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$10.61	\$1.38	\$11.99	
	Settings - per setting (dishes, cutlery)	\$5.46	\$5.62	\$0.73	\$6.35	
	Coffee Urn	\$10.30	\$10.61	\$1.38	\$11.99	Rented on own.
	Chafing Dishes	\$13.06	\$13.45	\$1.75	\$15.20	Each, Rented on own. NOTE: Renter to Supply Fuel
	* A \$50.00 cleaning deposit is required and will be returned upon inspection after use.					

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
10	Municipal Office					
10.1	Finance Department					Resolution 418-2016
	Payment Receipt Reprint - Copy of receipt for payment on property tax account	\$10.00	\$10.00	\$0.00	\$10.00	
	Refund of Overpayment - Refund of credit balance to property owner when a duplicate payment is made in error	\$20.00	\$20.00	\$0.00	\$20.00	
	Statement of Account - Statement detailing payments and taxes levied, and outstanding balance	\$10.00	\$10.00	\$0.00	\$10.00	
	Transfer Credit Balance - To transfer payment(s) misallocated by customer or customer representative (i.e., Bank) from one tax roll to another	\$20.00	\$20.00	\$0.00	\$20.00	
	Ownership Change	\$20.00	\$20.00	\$0.00	\$20.00	
	Commissioning of Documents - Does not include internal Planning Documents	\$10.00	\$10.00	\$0.00	\$10.00	
	NSF Cheques - Handling fee charged when cheque is returned as not negotiable	\$30.00	\$30.00	\$0.00	\$30.00	
10.2	Miscellaneous			HST	Total	
	Blue Boxes	\$5.31	\$5.31	\$0.69	\$6.00	
	Kitchen Composters	\$5.00	\$5.00	\$0.65	\$5.65	
	Kitchen Composters - replacement filters	\$5.00	\$5.00	\$0.65	\$5.65	
	Administration Fees - Staff time per hour (labour cost to search for historical records)	\$55.00	\$55.00	\$7.15	\$62.15	
	Dummer Book	\$26.19	\$26.19	\$3.40	\$29.59	Point of Sale Rebate
	Douro Book	\$19.05	\$19.05	\$2.48	\$21.53	Point of Sale Rebate
	Douro Book to Retailers	\$15.24	\$15.24	\$1.98	\$17.22	Point of Sale Rebate
	Dummer Book to Retailers	\$20.93	\$20.93	\$2.72	\$23.65	Point of Sale Rebate
	Log Barn Book	\$30.00	\$30.00	\$0.00	\$30.00	
	911 Signs	\$100.00	\$100.00	\$13.00	\$113.00	
	County Water Bottles	\$4.43	\$4.43	\$0.58	\$5.01	
	Composter	\$45.53	\$45.53	\$5.92	\$51.45	
	Digester	\$72.45	\$72.45	\$9.42	\$81.87	
	Telecommunications Tower Application	\$1,200.00	\$1,200.00	\$0.00	\$1,200.00	
	Telecommunications Tower Modification Application	\$600.00	\$600.00	\$0.00	\$600.00	
10.3	Township Clothing (to be discontinued after current supply is sold)					
	Golf Shirt	\$35.40	\$35.40	\$4.60	\$40.00	
	Fleece Jacket (Full Zip)	\$47.79	\$47.79	\$6.21	\$54.00	
	Men's Half Zip Fleece Jacket	\$43.36	\$43.36	\$5.64	\$49.00	
	Three in One Techno Jacket	\$141.59	\$141.59	\$18.41	\$160.00	
	Performance Stretch Jacket	\$52.21	\$52.21	\$6.79	\$59.00	
	Lightweight Vented Jacket	\$34.51	\$34.51	\$4.49	\$39.00	
	Dress Shirt (Long Sleeve)	\$38.05	\$38.05	\$4.95	\$43.00	
	Dress Shirt (Short Sleeve)	\$33.63	\$33.63	\$4.37	\$38.00	
	Ball Cap	\$13.27	\$13.27	\$1.73	\$15.00	
	Toque with Cuff	\$10.62	\$10.62	\$1.38	\$12.00	

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
11.	Photocopies/Faxing					
	Photocopying and Report Charges					
	Two sided copying & printing will be charged per copy cost					
	Copies for all documents:					
	8.5 x11 Black & White per copy	\$0.30	\$0.30	\$0.04	\$0.34	
	8.5 x11 Colour per copy	\$0.45	\$0.45	\$0.06	\$0.51	
	8.5x14 Black & White per copy	\$0.30	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.60	\$0.60	\$0.08	\$0.68	
	11x17 Black & White per copy	\$0.35	\$0.35	\$0.05	\$0.40	
	11X17 Colour per copy	\$1.10	\$1.10	\$0.14	\$1.24	
	Copies - Projects more than 100 copies					
	8.5 x11 Black & White per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	8.5X14 Colour per copy	\$0.55	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$1.05	\$0.14	\$1.19	
	Copies for documents for local community groups/local non-profit groups and local sports orgs.*					
	8.5 x11 Black & White per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.30	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.55	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$1.05	\$0.14	\$1.19	
	Copies - Documents for Township Staff & Council					
	8.5 x11 Black & White per copy	\$0.20	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.60	\$0.08	\$0.68	
	Copies for documents for Municipal Depts., Boards and Committees for quantities over 25					
	8.5 x11 Black & White per copy	\$0.20	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.60	\$0.08	\$0.68	
	Computer Generated Printing Material					
	8.5 x11 Black & White per copy	\$0.35	\$0.35	\$0.05	\$0.40	
	8.5 x11 Colour per copy	\$0.50	\$0.50	\$0.07	\$0.57	
	8.5x14 Black & White per copy	\$0.35	\$0.35	\$0.05	\$0.40	
	8.5X14 Colour per copy	\$0.60	\$0.60	\$0.08	\$0.68	
	Faxing					
	Fax Charges - sending - per page	\$2.50	\$2.50	\$0.33	\$2.83	
	Fax Charges - sending (greater than 6 pages) - per page	\$2.00	\$2.00	\$0.26	\$2.26	
	Fax Charges - receiving - per page	\$1.50	\$1.50	\$0.20	\$1.70	
	Fax Charges - receiving (greater than 6 pages) - per page	\$1.25	\$1.25	\$0.16	\$1.41	
	Certified copies of minutes & by-laws - per page	\$2.00	\$2.00	\$0.26	\$2.26	
	*Local Community groups/local non-profit groups and local sporting organizations may include: U.C.W., Institute, church related organizations, churches, Cubs, Scouts, Brownies, Guides, Lions Club, Minor Hockey, Minor Ball, Figure Skating, Kiddie Kapers, Day Care Camp and Out Reach Programs or as determined by staff					
	** One copy of all minutes will be provided to ratepayers at no charge. Additional copies will be at the above rates.					

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
12	Planning/Development					
12.1	Planning Application fees and deposits					By-law 2016-56
	Pre-consultation	\$200.00	\$220.00	\$0.00	\$220.00	To reflect actual time spent completing reviews.
	Severance Review	\$300.00	\$330.00	\$0.00	\$330.00	
	Minor Variance Application - Effective January 1, 2020	\$1,445.00	\$1,580.00	\$0.00	\$1,580.00	
	Amended Minor Variance Application - prior to circulation - Effective January 1, 2020	\$200.00	\$220.00	\$0.00	\$220.00	
	Amended Minor Variance Application - after circulation - Effective January 1, 2020	\$1,000.00	\$1,100.00	\$0.00	\$1,100.00	
	Zoning By-law Amendment - Effective January 1, 2020	\$1,500.00	\$1,650.00	\$0.00	\$1,650.00	
	Amended Zoning Amendment Application - prior to circulation - Effective January 1, 2020	\$200.00	\$220.00	\$0.00	\$220.00	
	Amended Zoning Amendment Application - after circulation - Effective January 1, 2020	\$1,000.00	\$1,100.00	\$0.00	\$1,100.00	
	Removal of Holding Provision - Effective January 1, 2020	\$750.00	\$750.00	\$0.00	\$750.00	
	Deeming By-law	\$500.00	\$550.00			
	Site Plan Approval - Minor	\$2,500.00	\$2,750.00	\$0.00	\$2,750.00	
	Site Plan Approval - Major	\$4,000.00	\$4,400.00	\$0.00	\$4,400.00	
	Minor Amendment to Existing Site Plan	\$1,000.00	\$1,100.00	\$0.00	\$1,100.00	
	Minimum Deposit for any Site Plan Application	\$5,000.00	\$5,500.00	\$0.00	\$5,500.00	
	Plan of Subdivision - Effective January 1, 2020	\$10,500.00	\$11,550.00	\$0.00	\$11,550.00	
	Subdivision Deposit	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	
	Subdivision Agreement Fees	\$1,000.00	\$1,100.00	\$0.00	\$1,100.00	
	Advertising Fee (newspaper)		actual cost of advertising * If deemed necessary			
	Special Meeting Fee - Effective January 1, 2020	\$690.00	\$759.00	\$0.00	\$759.00	
	Predevelopment Agreement for major applications	\$1000 + \$5250 deposit	\$1010 + \$5775 deposit			
	*The rates shall be increased in 2019 and going forward each year based on either the Consumer Price Index or the Cost of Living Index, whichever is higher in the given year. The rates shall increase January 1 of each year.					
12.2	Planning Miscellaneous					
	Cash-in-lieu of Parkland	\$1,250.00	\$1,250.00	\$0.00	\$1,250.00	
	Signing of Merger Agreement Fee	\$250.00	\$250.00	\$0.00	\$250.00	
	Encroachment Agreement	\$400 + \$ 500 Deposit	\$400 + \$ 500 Deposit			
	Minor Amendment to Existing Encroachment Agreement	\$400.00	\$400.00	\$0.00	\$400.00	
	Demolition Agreement	\$400 + \$5000 deposit	\$400 + \$5000 deposit			
	Extend Existing Demolition Agreement	\$100.00	\$100.00	\$0.00	\$100.00	
	Mitigation Measures Agreement	\$250.00	\$250.00	\$0.00	\$250.00	
	Environmental Impact Assessment Peer Reviews	Cost Recovery from third party	Cost Recovery from third party			
12.3	Renewable Energy Projects					Policy No. D-3
	Small Scale Ground Mount Solar Project	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	
	Large Scale Industrial Facility Project	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00	
	Resubmission with changes	\$850.00	\$850.00	\$0.00	\$850.00	
12.4	Planning Documents					
	Copy of Official Plan &/or Zoning By-law					
12.5	Property Information Requests (lawyers, real estate agents)					Resolution 418-2016
	Tax Certificate	\$40.00	\$40.00	\$0.00	\$40.00	
	Work Order Information	\$40.00	\$40.00	\$0.00	\$40.00	
	Zoning Information/Compliance	\$40.00	\$40.00	\$0.00	\$40.00	
	Building Permit Compliance	\$40.00	\$40.00	\$0.00	\$40.00	

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
13.	Public Works - Roads			HST	Total	
13.1	Entrance Permit					Policy No. T-1
	Application Fee (Township to install Entrance)	\$100.00	\$100.00	\$13.00	\$113.00	
	Application Fee (Owner to install Entrance)	\$200.00	\$200.00	\$26.00	\$226.00	\$500.00 deposit required
	No Culvert Required					
	Culvert Required					
13.2	Parking Infractions					2014-25
	No Stopping Infractions	\$30.00	\$30.00	\$0.00	\$30.00	(Amended by: 2014-57, 2015-54, 2015-55)
14.	Public Works - Transfer Station					
	Tipping Fees					By-Law 2008-39
	Waste weighing less than 30 lbs. (13.6 kgs.)	\$3.00	\$3.00	Excist Tax Act S. 20 Pt. 6 Sch. 5		(amended 2009-55, 2014-29, 2017-04)
	Waste weighing more than 30 lbs. (13.6 kgs.) - per tonne	\$125.00	\$150.00			
	Propane Tanks (weighing 20 lbs. or less) each	Free	Free			
	Propane Tanks (weighing more than 20 lbs.) each	Free	Free			
	Appliances containing Freon surcharge plus per tonne rate	\$27.00	\$27.00			
	Replacement Landfill Cards	\$25.00	\$25.00			
	Box Springs	\$25.00 each	\$25.00 each			
	Bag Tags (each)	\$3.00	\$3.00			
15.	Parks and Recreation					
	*Note: A 1.25% per month late payment penalty fee applies to Section 15					
15.1	Advertising at Arenas & Parks			HST	Total	
	Advertising Options					
	Ice Resurfacer (per side)	\$500.00	\$500.00	\$65.00	\$565.00	
	Wall Mounted (4'x8' Sheet)	\$250.00	\$250.00	\$32.50	\$282.50	
	Board Mounted (38"x8' Kit)	\$250.00	\$250.00	\$32.50	\$282.50	
	In Ice Logo (per logo)	\$500.00	\$500.00	\$65.00	\$565.00	
	Viewing Lobby (Douro) (11/2' x 3')	\$175.00	\$175.00	\$22.75	\$197.75	
	South Ball Diamond (4'x8' Sheet)	\$150.00	\$150.00	\$19.50	\$169.50	
	Sponsorship Options					
	Public Ice Skating	\$0.00	\$138.79	\$18.04	\$156.83	
	Public Roller Skating	\$0.00	\$68.00	\$8.84	\$76.84	
	Advertising & Sponsorship Packages					
	Platinum (15% discount)	\$0.00	\$1,414.04	\$183.83	\$1,597.87	
	Gold (10% discount)	\$0.00	\$1,047.22	\$136.14	\$1,183.36	
	Silver (5% discount)	\$0.00	\$908.95	\$118.16	\$1,027.11	
	Bronze	\$0.00	\$663.58	\$86.27	\$749.85	
	Starter	\$0.00	\$456.79	\$59.38	\$516.17	
	Public Ice Skating	\$0.00	\$138.79	\$18.04	\$156.83	
	Public Roller Skating	\$0.00	\$68.00	\$8.84	\$76.84	
	Parking Lot Rentals					
	Douro - Full Lot (Daily)	\$300.00	\$300.00	\$39.00	\$339.00	
	Douro - Half Lot (Daily)	\$150.00	\$150.00	\$19.50	\$169.50	
	Warsaw - Full Lot (Daily)	\$150.00	\$150.00	\$19.50	\$169.50	

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
15.2	Arena-Douro (effective September 1st - see previous by-law for rates from Jan-Aug)					
				HST	Total	fees increase 3% annually as of Septmber 1st
	Douro Arena - Harvest Room					
	Hourly Rental	\$28.33	\$29.17	\$3.79	\$32.97	
	1/2 Day Rental (4 hours or less)	\$92.70	\$95.48	\$12.41	\$107.89	
	Full Day Rental (Mon - Fri)	\$154.50	\$159.14	\$20.69	\$179.82	
	Full Day Rental (Sat, Sun, Stat)	\$169.95	\$175.05	\$22.76	\$197.80	
	Rental (6 Hours) *additional hours \$27.50	\$172.22	\$177.38	\$23.06	\$200.44	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$10.61	\$1.38	\$11.99	
	Douro Community Centre - Wellington Room					
	Day Rental (Off Peak Sunday - Thursday)	\$283.25	\$291.75	\$37.93	\$329.67	
	Day Rental (Peak Friday, Saturday and Stat Holidays)	\$453.20	\$466.80	\$60.68	\$527.48	
	1/2 Day Rental (4 hours or less)	\$141.63	\$145.87	\$18.96	\$164.84	
	Hourly Rental	\$50.99	\$52.51	\$6.83	\$59.34	
	Bar	\$56.65	\$58.35	\$7.59	\$65.93	
	Kitchen Rental (Catering/Use of Appliances)	\$84.98	\$87.52	\$11.38	\$98.90	
	Extra's					
	Settings - per setting (dishes, cutlery)	\$5.46	\$5.62	\$0.73	\$6.36	
	Coffee Urn	\$10.30	\$10.61	\$1.38	\$11.99	
	Chafing Dishes	\$13.06	\$13.45	\$1.75	\$15.20	
	Custom Announcement on Arena Roadside Sign	\$25.00	\$25.75	\$3.35	\$29.10	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food *Prices for catering range from the choice of lunch/dinner provided *Facility subsidv Requests can be made under the Policy					
	Douro Arena Winter Ice Rentals					
	Prime Time	\$175.10	\$180.35	\$23.45	\$203.80	
	Non-Prime Time	\$92.70	\$95.48	\$12.41	\$107.89	
	Hourly Local Youth Sport	\$139.05	\$143.22	\$18.62	\$161.84	
	Hourly Outside Youth Sport	\$149.35	\$153.83	\$20.00	\$173.83	
	Hourly Non-Prime Time *Mon-Fri 7:00 am - 5:00 pm (3 or more hours)	\$72.10	\$74.26	\$9.65	\$83.92	
	Douro Arena Floor Surface					
	Adult Sport Hourly Rental	\$67.98	\$70.02	\$9.10	\$79.12	
	Youth Sport Hourly Rental	\$56.65	\$58.35	\$7.59	\$65.93	
	1/2 Day Event Rental	\$339.90	\$350.10	\$45.51	\$395.61	
	Day Event Rental	\$679.80	\$700.19	\$91.03	\$791.22	
	2 Day Event Rental	\$1,133.00	\$1,166.99	\$151.71	\$1,318.70	
	Douro - Rec Centre			HST	Total	
	Hourly Rental	\$28.33	\$29.17	\$3.79	\$32.97	
	1/2 Day Rental (4 hours or less)	\$92.70	\$95.48	\$12.41	\$107.89	
	Full Day Rental	\$154.50	\$159.14	\$20.69	\$179.82	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$10.61	\$1.38	\$11.99	

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
15.3	Arena-Warsaw (effective September 1st - see previous by-law for rates from Jan-Aug)			HST	Total	
						fees increase 3% annually as of Septmber 1st
	Warsaw Arena - Upstairs Room					
	Hourly Rental	\$28.33	\$29.17	\$3.79	\$32.97	
	1/2 Day Rental (4 hours or less)	\$92.70	\$95.48	\$12.41	\$107.89	
	Day Rental (Monday - Friday)	\$154.50	\$159.14	\$20.69	\$179.82	
	Weekend or Stat Day Rental (Saturday, Sunday, Stat)	\$169.95	\$175.05	\$22.76	\$197.80	
	Bar Requested	\$56.65	\$58.35	\$7.59	\$65.93	
	Extra's					
	Settings - per setting (dishes, cutlery)	\$5.46	\$5.62	\$0.73	\$6.36	
	Coffee Urn	\$10.30	\$10.61	\$1.38	\$11.99	
	Chafing Dishes	\$13.06	\$13.45	\$1.75	\$15.20	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food					
	Warsaw Arena Winter Ice Rentals					
	Prime Time	\$154.50	\$159.14	\$20.69	\$179.82	
	Non-Prime Time (1 or 2 hours)	\$82.40	\$84.87	\$11.03	\$95.91	
	Hourly Local Youth Sport	\$118.45	\$122.00	\$15.86	\$137.86	
	Hourly Outside Youth Sport	\$128.75	\$132.61	\$17.24	\$149.85	
	Hourly Non-Prime Time *Mon-Fri 7:00 a.m. - 5:00 p.m. (3 or more hours)	\$72.10	\$74.26	\$9.65	\$83.92	
	Warsaw Arena Floor Surface					
	Adult Sport Hourly Rental	\$67.98	\$70.02	\$9.10	\$79.12	
	Youth Sport Hourly Rental	\$56.65	\$58.35	\$7.59	\$65.93	
	1/2 Day Event Rental	\$339.90	\$350.10	\$45.51	\$395.61	
	Day Event Rental	\$679.80	\$700.19	\$91.03	\$791.22	
	2 Day Event Rental	\$1,133.00	\$1,166.99	\$151.71	\$1,318.70	
15.4	Parks			HST	Total	
						fees increase 3% annually as of January 1st
	Park Rental Rates					
	Adult Sports Field - per hour	\$30.00	\$30.00	\$3.90	\$33.90	
	Youth Sports Field - per hour	\$10.00	\$10.00	\$1.30	\$11.30	
	Youth Sports Field - per hour with Lights	\$17.00	\$17.00	\$2.21	\$19.21	
	Ball Diamond with Lights (hourly)	\$50.00	\$50.00	\$6.50	\$56.50	
	Day Tournaments - Douro Park - Includes Lining	\$165.00	\$165.00	\$21.45	\$186.45	
	Picnic Area/Park Rental - 20-50 People (Daily)	\$35.00	\$35.00	\$4.55	\$39.55	
	Picnic Area/Park Rental - 51-100 People (Daily)	\$70.00	\$70.00	\$9.10	\$79.10	
	Picnic Area/Park Rental - 101+ People (Daily)	\$150.00	\$150.00	\$19.50	\$169.50	
	Major Event - for Profit Organization (Daily)	\$500.00	\$500.00	\$65.00	\$565.00	
	Farmers Market (Daily)	\$50.00	\$50.00	\$6.50	\$56.50	
	Tennis/Pickleball Court Rental - per hour	\$30.00	\$30.00	\$3.90	\$33.90	
	Concession at South Park (Daily)	\$82.50	\$82.50	\$10.73	\$93.23	
	Signage at Parks (ie. Roadside event signage at parks)	\$25.00	\$25.00	\$3.25	\$28.25	

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Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
15.5	Surcharge for Liability Insurance			HST	Total	
	Auctions, Banquets, Bingo, Cards, Celebrations, Craft Shows, Dances					
	Non - Alcohol Hourly Rate Event - 0 to 50 people	\$0.00	\$1.10	\$0.14	\$1.24	
	Non - Alcohol Hourly Rate Event - 51 to 100 people	\$2.00	\$2.20	\$0.29	\$2.49	
	Non - Alcohol Hourly Rate Event - 101 to 150 people	\$0.00	\$4.40	\$0.57	\$4.97	
	Non - Alcohol Hourly Rate Event - 151 to 200 people	\$0.00	\$8.80	\$1.14	\$9.94	
	Non - Alcohol Hourly Rate Event - 201 to 250 people	\$10.00	\$11.00	\$1.43	\$12.43	
	Non - Alcohol Hourly Rate Event - 251 to 350 people	\$0.00	\$13.20	\$1.72	\$14.92	
	Non - Alcohol Hourly Rate Event - 351 to 500 people	\$0.00	\$16.50	\$2.15	\$18.65	
	Non - Alcohol Hourly Rate Event - 500+ people	\$0.00	Refer to Marsh			
	Non - Alcohol Hourly Rate Event - 0 to 50 people	\$0.00	\$11.00	\$1.43	\$12.43	
	Non - Alcohol Day Rate Event - 51 to 100 people	\$15.00	\$16.50	\$2.15	\$18.65	
	Non - Alcohol Hourly Rate Event - 101 to 150 people	\$0.00	\$22.00	\$2.86	\$24.86	
	Non - Alcohol Hourly Rate Event - 151 to 200 people	\$0.00	\$27.50	\$3.58	\$31.08	
	Non - Alcohol Day Rate Event - 201 to 250 people	\$30.00	\$33.00	\$4.29	\$37.29	
	Non - Alcohol Hourly Rate Event - 251 to 350 people	\$0.00	\$38.50	\$5.01	\$43.51	
	Non - Alcohol Hourly Rate Event - 351 to 500 people	\$0.00	\$44.00	\$5.72	\$49.72	
	Non - Alcohol Hourly Rate Event - 500+ people		Refer to Marsh			
	Alcohol Hourly Rate Event - 0 to 50 people	\$0.00	\$11.00	\$1.43	\$12.43	
	Alcohol Hourly Rate Event - 51 to 100 people	\$12.00	\$13.20	\$1.72	\$14.92	
	Alcohol Hourly Rate Event - 101 to 150 people	\$18.00	\$15.40	\$2.00	\$17.40	
	Alcohol Hourly Rate Event - 151 to 200 people	\$60.00	\$17.60	\$2.29	\$19.89	
	Alcohol Hourly Rate Event - 201 to 250 people	\$90.00	\$19.80	\$2.57	\$22.37	
	Alcohol Hourly Rate Event - 251 to 350 people	\$18.00	\$22.00	\$2.86	\$24.86	
	Alcohol Hourly Rate Event - 351 to 500 people	\$60.00	\$27.50	\$3.58	\$31.08	
	Alcohol Hourly Rate Event - 500+ people	\$90.00	Refer to Marsh			
	Alcohol Day Rate Event - 0 to 50 people	\$0.00	\$55.00	\$7.15	\$62.15	
	Alcohol Day Rate Event - 51 to 100 people	\$12.00	\$66.00	\$8.58	\$74.58	
	Alcohol Day Rate Event - 101 to 150 people	\$18.00	\$77.00	\$10.01	\$87.01	
	Alcohol Day Rate Event - 151 to 200 people	\$60.00	\$88.00	\$11.44	\$99.44	
	Alcohol Day Rate Event - 201 to 250 people	\$90.00	\$99.00	\$12.87	\$111.87	
	Alcohol Day Rate Event - 251 to 350 people	\$18.00	\$110.00	\$14.30	\$124.30	
	Alcohol Day Rate Event - 351 to 500 people	\$60.00	\$121.00	\$15.73	\$136.73	
	Alcohol Day Rate Event - 500+ people	\$90.00	Refer to Marsh			
	Picnics					
	Non - Alcohol Day Rate Event - up to 250 people	\$0.00	\$2.50	\$0.33	\$2.83	
	Meetings, Seminars, Speakers, Workshops, Classroom Instruction					
	Non-Alcohol Event Flat Rate - 1 to 100 people	\$0.00	\$1.65	\$0.21	\$1.86	
	Non-Alcohol Event Flat Rate - 101 to 250 people	\$0.00	\$2.75	\$0.36	\$3.11	
	Non-Alcohol Event Flat Rate - 250 to 500 people	\$0.00	\$5.78	\$0.75	\$6.53	
	Non-Alcohol Event Flat Rate - 500+	\$0.00	Refer to Marsh			

Draft 2024 User Fee Schedule - Effective Jan 1, 2024

Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
	Sports Events or Activities					
	Low Risk Programs - Hourly Rate - 0 to 25 people	\$0.00	\$0.83	\$0.11	\$0.94	
	Low Risk Programs - Hourly Rate - 26 to 50 people	\$0.00	\$1.65	\$0.21	\$1.86	
	Low Risk Programs - Hourly Rate - 51 to 100 people	\$2.00	\$2.20	\$0.29	\$2.49	
	Low Risk Programs - Hourly Rate - 101 to 250 people	\$0.00	\$2.75	\$0.36	\$3.11	
	Low Risk Programs - Hourly Rate - 250+ people	\$0.00	Refer to Marsh			
	Low Risk Programs - Daily Rate - 0 to 25 people	\$0.00	\$22.00	\$2.86	\$24.86	
	Low Risk Programs - Daily Rate - 26 to 50 people	\$0.00	\$27.50	\$3.58	\$31.08	
	Low Risk Programs - Daily Rate - 51 to 100 people	\$20.00	\$49.50	\$6.44	\$55.94	
	Low Risk Programs - Daily Rate - 101 to 250 people	\$0.00	\$82.50	\$10.73	\$93.23	
	Low Risk Programs - Daily Rate - 250+ people	\$0.00	Refer to Marsh			
	Low Risk Programs - Per Season - 0 to 25 people	\$0.00	\$110.00	\$14.30	\$124.30	
	Low Risk Programs - Per Season - 26 to 50 people	\$0.00	\$137.50	\$17.88	\$155.38	
	Low Risk Programs - Per Season - 51 to 100 people	\$55.00	\$165.00	\$21.45	\$186.45	
	Low Risk Programs - Per Season - 101 to 250 people	\$0.00	\$192.50	\$25.03	\$217.53	
	Low Risk Programs - Per Season - 250+ people	\$0.00	Refer to Marsh			
	Medium Risk Programs - Hourly Rate - 0 to 25 people	\$0.00	\$1.65	\$0.21	\$1.86	
	Medium Risk Programs - Hourly Rate - 26 to 50 people	\$0.00	\$3.30	\$0.43	\$3.73	
	Medium Risk Programs - Hourly Rate - 51 to 100 people	\$5.00	\$5.50	\$0.72	\$6.22	
	Medium Risk Programs - Hourly Rate - 101 to 250 people	\$0.00	\$8.80	\$1.14	\$9.94	
	Medium Risk Programs - Hourly Rate - 250+ people	\$0.00	Refer to Marsh			
	Medium Risk Programs - Daily Rate - 0 to 25 people	\$0.00	\$40.00	\$5.20	\$45.20	
	Medium Risk Programs - Daily Rate - 26 to 50 people	\$0.00	\$45.00	\$5.85	\$50.85	
	Medium Risk Programs - Daily Rate - 51 to 100 people	\$35.00	\$60.00	\$7.80	\$67.80	
	Medium Risk Programs - Daily Rate - 101 to 250 people	\$0.00	\$100.00	\$13.00	\$113.00	
	Medium Risk Programs - Daily Rate - 250+ people	\$0.00	Refer to Marsh			
	Medium Risk Programs - Per Season - 0 to 25 people	\$0.00	\$165.00	\$21.45	\$186.45	
	Medium Risk Programs - Per Season - 26 to 50 people	\$0.00	\$192.00	\$24.96	\$216.96	
	Medium Risk Programs - Per Season - 51 to 100 people	\$100.00	\$275.00	\$35.75	\$310.75	
	Medium Risk Programs - Per Season - 101 to 250 people	\$0.00	\$330.00	\$42.90	\$372.90	
	Medium Risk Programs - Per Season - 250+ people	\$0.00	Refer to Marsh			
	High Risk Programs - Hourly Rate - 0 to 25 people	\$0.00	\$2.20	\$0.29	\$2.49	
	High Risk Programs - Hourly Rate - 26 to 50 people	\$0.00	\$4.40	\$0.57	\$4.97	
	High Risk Programs - Hourly Rate - 51 to 100 people	\$0.00	\$6.60	\$0.86	\$7.46	
	High Risk Programs - Hourly Rate - 101 to 250 people	\$0.00	\$11.00	\$1.43	\$12.43	
	High Risk Programs - Hourly Rate - 250+ people	\$0.00	Refer to Marsh			
	High Risk Programs - Daily Rate - 0 to 25 people	\$0.00	\$55.00	\$7.15	\$62.15	
	High Risk Programs - Daily Rate - 26 to 50 people	\$0.00	\$66.00	\$8.58	\$74.58	
	High Risk Programs - Daily Rate - 51 to 100 people	\$0.00	\$82.50	\$10.73	\$93.23	
	High Risk Programs - Daily Rate - 101 to 250 people	\$0.00	\$165.00	\$21.45	\$186.45	
	High Risk Programs - Daily Rate - 250+ people	\$0.00	Refer to Marsh			
	High Risk Programs - Per Season - 0 to 25 people	\$0.00	\$220.00	\$28.60	\$248.60	
	High Risk Programs - Per Season - 26 to 50 people	\$0.00	\$247.50	\$32.18	\$279.68	
	High Risk Programs - Per Season - 51 to 100 people	\$0.00	\$302.50	\$39.33	\$341.83	
	High Risk Programs - Per Season - 101 to 250 people	\$0.00	\$385.00	\$50.05	\$435.05	
	High Risk Programs - Per Season - 250+ people	\$0.00	Refer to Marsh			

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Item	Department and Type	2023	2024	HST	Total	By-Law/Resolution/Policy Reference
	Sale of non-food or drink items					
	Per Day	\$0.00	\$27.50	\$3.58	\$31.08	
	Per Week	\$0.00	\$55.00	\$7.15	\$62.15	
	Per Month	\$0.00	\$99.00	\$12.87	\$111.87	
	3 to 6 months	\$0.00	\$495.00	\$64.35	\$559.35	
	Sale of food or drink items					
	Per Day	\$0.00	\$52.80	\$6.86	\$59.66	*Must be certified and approved by health board with proof of c
	Per Week	\$0.00	\$137.50	\$17.88	\$155.38	
	Per Month	\$0.00	\$275.00	\$35.75	\$310.75	
	3 to 6 months	\$0.00	\$687.50	\$89.38	\$776.88	
	Leagues					
	Up to 30 players per team	\$0.00	\$192.50	\$25.03	\$217.53	
	Up to 25 teams per league	\$0.00	\$192.50	\$25.03	\$217.53	
	Anything above 30 players or 25 teams	\$0.00	Refer to Marsh			
	Tournaments (High risk only)					
	0 to 8 Teams	\$0.00	\$550.00	\$71.50	\$621.50	
	9 to 16 Teams	\$0.00	\$770.00	\$100.10	\$870.10	
	16 to 21 Teams	\$0.00	\$1,100.00	\$143.00	\$1,243.00	
	21 Teams+	\$0.00	Refer to Marsh			