



**Agenda**  
**The Township of Cavan Monaghan**  
**Special Council Meeting**

Thursday, December 9, 2021

9:00 a.m.

**Pages**

1. Open Session
2. Call to Order
3. Approval of the Agenda
4. Disclosure of Pecuniary Interest and the General Nature Thereof
5. Closed Session
6. Reports
  - 6.1. Report - Finance 2021-19 1st Draft 2022 Budget Presentation 2 - 62
7. Confirming By-law
  - 7.1. By-law No. 2021-78 being a by-law to confirm the proceedings of the special meeting held December 9, 2021 63 - 63
8. Adjournment



## Special Council Meeting

<b>To:</b>	Mayor and Council
<b>Date:</b>	December 9, 2021
<b>From:</b>	Kimberley Pope, Finance Department
<b>Report Number:</b>	Finance 2021-19
<b>Subject:</b>	1st Draft 2022 Budget Presentation

### Recommendations:

1. That Council receives the 1<sup>st</sup> Draft 2022 Budget Presentation for discussion and education purposes;
2. That Council receives the 2.5% Municipal Residential Tax Rate increase, as recommended by staff, and provides direction on additional adjustments for the next budget presentation to fund the Operating & Capital budgets; and
3. That Council provides direction on the \$50,000 request and presentation from the Peterborough Humane Society deferred to 2022 budget process as per March 8, 2021 motion of Council R/03/08/21/04.

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### Overview:

This public budget presentation is to provide the first draft of the 2022 Operating and Capital Budgets for review, discussion and education purposes between management and Council. The budget committee is comprised of the Chief Administrative Officer, Director of Finance, Mayor and Deputy Mayor. Management and senior staff have submitted preliminary budget estimates which have been adjusted by the budget committee as presented for Council's review and consideration.

The actuals provided in the first draft provide expenditures up to and including October 31, 2021 as billed to the municipality on November invoices received. These actuals will be further updated to include expenditures for November (2<sup>nd</sup> draft) and December expenditures in the final budget.

The 1<sup>st</sup> draft budget presentation includes a 2.5% municipal tax rate increase, recommended by staff, to fund the Operating & Capital budgets as presented. Staff are requesting that Council provide direction, as per the priorities identified within our Corporate Strategic Plan (Attachment No.1), if additional budget adjustments are required and/or to amend the municipal tax levy to fund the 2022 Operating & Capital Budgets.

Approximately every 1% municipal residential tax rate increase equals an additional \$102,000 in revenue towards the Operating & Capital budgets. This 1% increase is \$6,300 greater than last years (\$95,700) due to growth.

In November 2020 the Ontario Government announced that the 2021 Assessment Update has been postponed due to the Covid19 pandemic. As part of the Ontario Government's Budget on March 24, 2021 the Minister of Finance announced the Province's decision to once again postpone a province-wide property assessment update due to the pandemic.

MPAC property assessments for the 2022 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (the same valuation date in use for the 2020 and 2021 taxation years). The 2022 MPAC estimated roll total has increased by approximately 4% due to the increased current value assessments (approx. \$58M CVA) as result of the new development and/or growth within the township in 2021, and therefore is expected to generate \$339,753 in additional municipal tax revenues for 2022.

An estimated 1% municipal tax levy increase equals an increase of \$6.85 per \$100,000 of current value assessment, based on the active MPAC Assessment Roll Total. Therefore a 1% municipal tax levy increase on a \$400,000 assessed residential property would result in \$27.39 of additional municipal taxation on the annual tax bill, which is the equivalent of \$0.08/day.

## Tax Levy Comparison

The tax rate and assessment comparisons provide Council with a summary of the tax rate changes over five fiscal years. The table below is a history of the MPAC Municipal Assessment (weighted) for the Township of Cavan Monaghan and the corresponding final tax rates per year. The growth in the municipal roll current values estimate that for every 1% municipal tax increase in the 2022 budget will result in \$102,000 of municipal tax revenues.

	<b>Tax Rate and Assessment Comparison</b>				
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022 Draft</u>
Amount to be raised by Taxes	\$7,550,201	\$8,369,845	\$9,566,884	\$9,806,049	\$10,452,525
Weighted Assessment	\$1,176,851,571	\$1,272,470,506	\$1,409,981,617	\$1,431,048,372	\$1,488,177,140
Increase in CVA year over year	5.8%	8.1%	10.8%	1.5%	4.0%
Taxes per 100,000 Residential	\$641.56	\$657.76	\$678.51	\$685.24	\$702.37
Increase in Tax %	3.5%	2.5%	3.2%	1.0%	2.5%

## Financial Impact:

### Operating

The Operating budget presented contains a consolidated department net increase of 4.4% which includes increased pressure on expenditures, maintaining efficiencies and improving online access/delivery of services as set by Council, policy, by-law, and provincial legislation requirements. The summary below indicates each department's efforts to maintain operations while adjusting the pressures on delivery of services;

	2021 Final	2022 1st Draft	Variance	
<b>Operating Budget</b>				
Planning & ECD	\$484,432	\$589,834	\$105,402	21.8%
Building (funded through Building Reserve)	\$318,655	\$391,036	\$72,381	22.7%
By-law Enforcement	\$9,334	\$14,101	\$4,767	51.1%
Protective Services	\$835,028	\$834,020	-\$1,008	-0.1%
Public Works	\$1,959,540	\$2,057,799	\$98,259	5.0%
Public Works - Environmental	\$399,215	\$394,805	-\$4,410	-1.1%
Parks & Facilities	\$1,173,143	\$1,174,252	\$1,109	0.1%
Office of the CAO	\$241,451	\$240,101	-\$1,350	-0.6%
Office of the Clerk	\$269,994	\$246,615	-\$23,379	-8.7%
Finance & Information Technology	\$300,291	\$309,280	\$8,989	3.0%
<b>Consolidated Department Net Changes</b>	<b>\$5,991,083</b>	<b>\$6,251,843</b>	<b>\$260,760</b>	<b>4.4%</b>
Council	\$187,040	\$187,760	\$720	0.4%
Library Board Operating Levy & Allocated Expenses	\$284,085	\$301,656	\$17,571	6.2%
Library Board Capital Levy	\$0	\$0	\$0	0.0%
Ganaraska, Kawartha & Otonabee Conservation	\$104,193	\$107,217	\$3,024	2.9%
Committees of Council	\$11,300	\$11,680	\$380	3.4%
Police Contract & Services	\$1,350,450	\$1,390,348	\$39,898	3.0%
<b>Consolidated Other Services/Levy Changes</b>	<b>\$1,937,068</b>	<b>\$1,998,661</b>	<b>\$61,593</b>	<b>3.2%</b>
<b>Total Department &amp; Other Services/Levy</b>	<b>\$7,928,151</b>	<b>\$8,250,504</b>	<b>\$322,353</b>	<b>4.07%</b>

The Canadian Union of Public Employees Local 1306.2 Public Works Unit and Parks Unit collective wage agreements expire in 2022 and therefore wage adjustments have not yet been negotiated.

The Consumer Price Index rose 4.1% in the 12 months to August; on the September notice from Statistics Canada and the 2022 municipal wage grid has been indexed as per Personnel Policy By-law 2020-12, Section 12.1.4.

The Construction Price Index rose 11.6% in the year over year (Q3 2020 to Q3 2021), and the 2022 Development Charges have been indexed as per By-law 2019-18, Section 5.1. The Development Charges Study is scheduled to be presented by Watson & Associates to Council in January 2022.

On December 6, 2021 Council received the annual User Fees & Charges By-law, Finance Report 2021-18, to ensure municipal revenues for services reduce the impact of the cost of services on the municipal property tax rate.

## Departmental Summary

A summary of changes within the 2022 Draft Operating Budget Proposal are provided during the budget committee meetings with department management staff, as indicated below. The following percentage allocations have been applied across all departments;

- 4.1% COLI applied to 2020 wage grid, as per CPI, with updated wages,
- 2% adjustment to estimated office supplies, postage & phone,
- 3% adjustment to hydro, gas & fuel,
- 13% estimated increase to corporate insurance allocations and updated premium and benefit rates, and
- Redistribution of the Customer Service and Records Retention Clerk wage & benefits across all departments.

The **Planning & Economic Development Department** has an increase of 21.8% (+\$105,402) which is primarily attributed to the following:

- New Planning, Building & By-law Administrator shared position,
- Increase in planned events, marketing and mileage

The **Building Department** budget is funded through building permit revenues and therefore does not affect the municipal tax rate. The Building Department has an increase of 22.7% (+\$72,381) which is primarily attributed to the following;

- New Planning, Building & By-law Administrator shared position,
- Redistribution building department wages from Water & Wastewater,
- Increase to minor equipment.

The **By-law Department** has an increase of 51.1% (+\$4,767) which is primarily attributed to the following;

- New Planning, Building & By-law Administrator shared position,
- Additional contracted services

The **Protective Services (Fire) Department** has a consolidated decrease of 0.1% (-\$1,008) which is attributed to the following;

- Increase in wages & benefits of volunteer fire fighter compliment,
- Amendments to contracted services, dispatch and materials & supplies,
- Decrease to vehicle maintenance and fuel

The **Public Works Department** has a consolidated increase of 5.0% (+\$98,259) which is primarily attributed to the following;

- Increased Solar Revenues with new maintenance contract to track performance and reduced interest rate (2% from 6%) on loan,
- New equipment reducing maintenance costs and disposal of old equipment,
- Estimated indexing for CUPE contract negotiations in 2022,
- Increased cost of materials and supplies,
- Recoverable fees pending, relating to design, under review as potential revenues.

The **Parks & Facilities Department** has an increase of 0.1% (+\$1,109) which is primarily attributed to the following;

- Increase in estimated rental revenues due to loosening of COVID-19 restrictions
- Increase in advertising revenue and contracted services

The **Office of the CAO & Economic Development** has a decrease of 0.6% (-\$1,350) which is primarily attributed to grid indexing for wages & benefits.

The **Office of the Clerk** has a decrease of 8.7% (-\$23,379) which is primarily attributed to the following;

- New Clerk and new Deputy Clerk grid placements,
- Re-distribution of the Customer Service and Records Retention Clerk responsibilities across all departments,
- Estimated 13% increase to Corporate Insurance premiums based on current reviews and the potential allocated insurance premium adjustments amongst all municipal departments

The **Finance Department & Information Technology** has an increase of 3.0% (\$8,989) which is primarily attributed to the following;

- Increased cost of software licensing and support
- Reduced reserves to offset IT expenditures,
- Partial grant utilized to offset contract position for implementation of financial software and integration between departments,

The **Council** budget has an increase of 0.4% (+\$720) which is primarily attributed to grid indexing, benefit premium adjustments, County recognition awards, the election, council training and an estimated \$3.8K rollover, per Council member, from unspent 2021 council seminar & conference funds.

The **Library** budget was discussed during budget committee meetings. Further details regarding roll-over funding and Capital spending have been requested by the committee from the Library. The 2<sup>nd</sup> Budget meeting in January 2022 will include the outcomes from the December meeting with the Library and amendments. Therefore, this budget has an estimated increase of 6.2% (+17,571) which includes 4.1% grid indexing (CPI), a 2% increase to remaining operating expenditures plus \$5K for contracted services. Allocated expenses include audit fees, insurance premiums, payroll and IT fees.

The **Conservation and Authorities** budget has an estimated consolidated increase of 2.9% (\$3,024) as not all 2022 levy requests have yet been received.

The **Committees of Council** budget has an increase of 3.4% (+\$380) overall which is primarily attributed to the MRHAC request for the preservation and maintenance of the Deyell Monument.

The **Police Contract & Services** budget has an estimated increase of 3.0% (\$39,898) which is primarily attributed to the estimated increase in Police Contract and Insurance Premiums.

## **Environmental Tax Rate**

The 2022 Environmental Budget indicates a total levy increase of \$66,059 for the operational costs within each ward, waste programs, landfill monitoring and transfer station expenses without additional funding available to offset the kitchen waste collection program. In addition, the waste collection will be tendered in 2022 which is currently with Withers. This budget equals an environmental tax rate increase of \$3.68 per \$100,000 of current value assessment, based on the active MPAC Assessment Roll

Total. Therefore, on a \$400,000 assessed residential property the total environmental tax rate increase would be \$14.72.

## Water and Wastewater

The Water and Wastewater Operating Budget is presented utilizing the Water & Wastewater Financial Plan, Rate Study and User Fees and Charges By-law 2020-66 and the 2021 Watson & Associates Rate Study Analysis including the approved User Fees and Charges By-law 2021-67. Any funds remaining at the end of the year are transferred into the Water & Wastewater Reserve for future years of Capital and/or Operations. The water service is user paid and therefore does not affect the municipal tax rate.

## Capital

The 2022 Capital Budget presented contains an estimated \$7,346,707 total Capital Expenditures including the 2021 capital roll overs. Staff are requesting Council's review and direction on the capital projects, in alignment with priorities identified within the Corporate Strategic Plan, to match the proposed municipal tax levy increase. Approximately every 1% residential tax rate increase will equal \$102,000 in municipal tax revenues.

A summary of the 2022 draft Capital Budget is provided below;

Total Capital Requests	\$7,346,707
Less: 2021 Capital Roll Over	(\$1,921,129)
Less: Future Year pre-approvals	(\$280,800)
<b>Total 2022 Capital Expenditures</b>	<b>\$5,144,778</b>
Reserve/Other Funding to Offset Capital	(\$1,448,971)
<b>Net 2022 Capital Expenditures</b>	<b>\$3,695,807</b>
<i>Net 2021 Capital Expenditures</i>	<i>\$3,414,447</i>

### Funding Sources:

Asset Replacement Reserve funded through the Municipal Tax Levy	\$2,577,828
Capital Requests funded through the Municipal Tax Levy @ 2.5% increase	\$1,117,979
Total Capital Funded through Municipal Tax Levy	<u>\$3,695,807</u>

## Future Capital Infrastructure Projects

On July 5, 2021 Council received Finance Report 2021-21 containing a financial review of a new Fire Station, Public Works Operations Center and a Parks & Public Works Building utilizing external borrowing, development charge revenues, transfers from reserves and potential future grant opportunities and revenue opportunities. The motion included that "Council direct staff to proceed with the tendering process with the budget constructions costs for each project being:

- \$4.2 Million Fire Station at the Municipal Office Site
- \$1.2 Million Public Works Operation Centre at the North Location
- \$800 Thousand Parks and Public Works Building,

conditional on the Development Charges Background Study being completed and applicable; and allow the flexibility within the tender for each project to be quoted independently or in collaboration; and staff report back to Council." A future staff report to Council will be provided following the Tender closing dates. No additional details are available at the time of this report.

**2020 Grant Applications (2021 approval with rollover to 2022);  
Investing in Canada Infrastructure Program (ICIP) Community Culture and  
Recreation Stream Grant Applications (2)**

Funding Program; 26.67% Municipal + 33.33% Provincial + 40% Federal.

Funding Notices; originally anticipated in the spring/summer of 2021 however this program was delayed due to the pandemic. The municipality has received ongoing communications indicating applications are still in process/under review.

A grant opportunity to maximize the funding impact of small-scale projects that would improve the condition of existing facilities, which includes; renovation and rehabilitations to address functionality and use of existing facilities, small-scale improvements to address accessibility, small new build/ construction projects of recreation, cultural or community centre infrastructure (e.g., playing fields, tennis courts, small community squares existing infrastructure under the rehabilitation and renovation category).

**Parks & Facilities Report 2019-15 (grant approved March 2021)**

1. \$966,000 Renovation of the Millbrook Arena to a multipurpose community hub (pending approval).  
Total Municipal Contribution of \$244,750 commitment over term of project completion by 2026.

**Council Motion R/04/11/19/13 (grant approved August 2021)**

2. \$511,750 Rehabilitation of the historically designated Old Millbrook School (pending approval)  
Total Municipal Contribution of \$129,660 commitment over term of project completion by 2026.

**Investing in Canada Infrastructure Program (ICIP) Green Infrastructure Stream  
Grant Application, Intake 2**

Funding Program; 26.67% Municipal + 33.33% Provincial + 40% Federal.

Funding Notices; anticipated in the spring/summer of 2022

A grant opportunity to protecting people's health by bringing infrastructure investments to small communities to help improve the quality of drinking water through the second intake of the Green Infrastructure stream. Across the province, funds will target projects that address critical health and safety needs in communities by making local drinking water infrastructure safer and more reliable.

**Public Works – W&WW (pending grant approval)**

1. \$312,500 Rehabilitation of Main Street Watermains (pending approval)  
Total Municipal Contribution of \$83,344 commitment over term of project completion by 2026.

**Municipal Modernization Program (MMP) Grant Application**

Building on Ontario's previous investment to modernize municipal service delivery, the province's 405 small and rural municipalities will have access to an additional \$125 million through 2022-23. The extension of this program is application-based and will help municipalities conduct new service delivery reviews, implement recommendations from previous reviews and undertake a range of projects - such as modernization/technology opportunities, IT solutions, and a review of administrative processes. As per Finance Report 2019-19 (1<sup>st</sup> application intake) \$25,000 Website & IT Modernization Plan was approved and the Website & IT Service Delivery and Modernization Review by Meyers Norris Penny (MNP) LLP, approved by Council on September 21, 2021, ECD Report 2021-06 RFP 2021-06, was completed.



The municipality applied for the 2nd application intake of the MMP Grant program in March 2022 which allowed municipalities to benefit from provincial funding to conduct third party reviews as well as to implement projects to increase efficiency and effectiveness and lower costs in the longer term that support the following priorities; digital modernization, service integration, streamlined development approvals and shared services/alternative delivery models

1. **\$117,000 IT Modernization Plan implementation** (2<sup>nd</sup> application intake, approved November 2021)  
 This \$80K application followed the recommendations from MNP (January 2022) to implement recommendations in the IT Modernization Plan which includes \$16,000 for IT Policy Handbook Development & Procurement, \$35,000 to Test & Validate Security Posture and \$25,000 for Service Modernization Review/Consulting Support with reimbursement of 75% of project costs up to maximum of \$117,000.

### **Covid-19 Fiscal Impact Update**

Finance Report 2021-03 provided an update on the financial impact to the municipality as of December 31, 2020. In 2021 the municipality has incurred additional operating costs and loss of parks & facilities rental revenues.

Therefore a total of \$554,772 in operating costs and pressures due to the COVID-19 pandemic as a result of waiving late payment penalties, loss of rental revenues and additional operating costs are itemized as follows;

\$154,191	Loss of Penalty & Interest on Property Taxes (2020)
\$ 23,047	Loss of Water and Wastewater Penalty Fees (2020)
\$144,944	Loss of Parks & Facilities Rental Revenue Losses (2020)
<u>\$ 78,068</u>	Loss of Parks & Facilities Rental Revenue Losses (2021)
<b>\$400,250</b>	<b>Total Revenue Losses</b>
+	
\$139,922	Operating Costs (2020)
<u>\$ 14,600</u>	Operating Costs (2021)
<b>\$154,522</b>	<b>Total Operating Costs (Emergency Fund "77")</b>

The Safe Restart funding received to date is \$260,100 to support Covid-19 related costs. Phase 1 funding of \$217,100 (received in 2020) was applied to support 56% of Covid-19 direct operating costs and 44% towards the loss of penalty, interest and rental revenues. Phase 2 funding of \$43,000 (received in 2021) will be applied to support the additional Covid-19 related costs incurred in 2021.

### **Stabilized Taxation and Asset Replacement**

The recommendations in the Potential Impact of Loss of OLG Funding Report (2012) and the Modified Service Delivery Review (2013) were implemented through historical budgets to bring Cavan Monaghan tax levels up to comparator municipalities and eliminated the use of OLG revenues to subsidize the municipal tax rate.

The recommendations were divided into three phases to enable the municipality to remove dependency on OLG revenues;

- Phase 1: Removal of OLG Revenues from the Operating Budget, completed in 2013, eliminating \$1.4 million OLG dependency from the annual budget (as per 2011)
- Phase 2: Removal of OLG Revenues from Capital Budget, completed in 2015, maintaining a minimum \$1.1 million contribution through the municipal levy
- Phase 3: Removal of OLG Revenues as the primary source of Revenues for investment to the Asset Replacement Reserve (ARR). Since 2016 the municipality has transferred greater than 80% of the annual audited depreciation to the ARR. Including all transfers to date (2012-2021) the municipality has transferred a cumulative total of \$16M which represents 72% of the annual audited depreciation values since 2012. In 2022, 100% of the \$2.5M of audited depreciation is recommended for transfer into the Asset Replacement Reserve.

It is essential that the municipality continues towards independent financial sustainability and a priority to invest in Asset Replacement Reserve for future replacement of municipal infrastructure.

### **Reserve and Reserve Funds**

The estimated Year End Reserve and Reserve Fund balances will be provided in the 2<sup>nd</sup> draft budget report including the year end roll-overs.

### **Attachments:**

- No. 1 1<sup>st</sup> Draft - 2022 Tax Rate calculation (estimated)
- No. 2 1<sup>st</sup> Draft - 2022 Environmental Tax Rate calculation (estimated)
- No. 3 1<sup>st</sup> Draft - 2022 Budget Summary
- No. 4 1<sup>st</sup> Draft - 2022 Operating Budget Summary Reports
- No. 5 1<sup>st</sup> Draft - 2022 Capital Requests
- No. 6 Peterborough Humane Society presentation (R/03/08/21/04)
- No. 7 Financial Review of future Capital Infrastructure (Finance 2021-13)
- No. 8 W&WW - 1<sup>st</sup> Draft – 2022 Operating Budget Summary Report
- No. 9 W&WW - 1<sup>st</sup> Draft – 2022 Capital Requests
- No. 10 Cavan Monaghan Corporate Strategic Plan, Laridae 2019

Respectfully Submitted by,

Reviewed by,

Kimberley Pope  
Director of Finance/Treasurer

Yvette Hurley  
Chief Administrative Officer

## 2022 Municipal Tax Rates

1st Draft (2.5% increase)

Property Class Description	RTC	RTQ	2021 MPAC Active Roll Total	Tax Ratio	Tax Rate Reduction	Weighted Assessment	Estimated 1st Draft Tax Rate	Estimated 1st Draft 2022 Taxes
Commercial, , Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The Full Rate.	C	F	2,690,700	1.0986	1	2,956,003	0.00771625	20,762
Commercial, Payment In Lieu, Full, Excess Land	C	V	105,000	1.0986	0.7	80,747	0.00540137	567
School Rates).	C	G	1,161,000	1.0986	1	1,275,475	0.00771625	8,959
Commercial, Taxable vacan land shared, Subject To Payment-In-Lieu Of Taxes At The Full Rate.	C	J	391,000	1.0986	0.7	300,687	0.00540137	2,112
Commercial, Taxable At The Full Rate.	C	T	86,192,728	1.0986	1	94,691,331	0.00771625	665,084
Commercial taxable: Excess land	C	U	3,547,107	1.0986	0.7	2,727,796	0.00540137	19,159
Commercial, Taxable At The Vacant Land Rate.	C	X	4,012,300	1.0986	0.7	3,085,539	0.00540137	21,672
Commerical payment in lieu full vacan land	C	Y	136,000	1.0986	0.7	104,587	0.00540137	735
Commercial payment in lieu general vacant land	C	Z		1.0986	0.7	-	0.00540137	0
New Construction Commercial: Full No Support	X	T	7,699,200	1.0986	1	8,458,341	0.00771625	59,409
Exempt	E		67,629,065	0	0	-	-	0
Farmland, Taxable At The Full Rate.	F	T	216,129,400	1	0.25	54,032,350	0.00175593	379,508
Industrial, Taxable, Shared Payment-In-Lieu (Not Pil But Shared As If It Was)	I	H	74,500	1.5432	1	114,968	0.01083899	808
Industrial, Taxable At The Full Rate.	I	T	3,827,600	1.5432	1	5,906,752	0.01083899	41,487
Industrial, Taxable At The Vacant Land Rate. Excess Land	I	U	444,900	1.5432	0.65	446,270	0.00704534	3,134
Industrial, Taxable At The Vacant Land Rate.	I	X	4,032,600	1.5432	0.65	4,045,020	0.00704534	28,411
New Construction Industrial, Taxable At The Full Rate.	J	T	1,717,000	1.5432	1	2,649,674	0.01083899	18,611
Pipeline Taxable: Full	P	T	7,487,000	1	0.9386	7,027,298	0.00659245	49,358
Multi-Residential Taxable: Full	M	T	3,976,000	1	1.7802	7,078,075	0.01250361	49,714
School Rates).	R	G	1,737,000	1	1	1,737,000	0.00702371	12,200
Rate.	R	P		1	1	-	0.00702371	0
Residential, Taxable At The Full Rate.	R	T	1,289,599,500	1	1	1,289,599,500	0.00702371	9,057,773
Managed Forest, Taxable At The Full Rate.	T	T	7,438,900	1	0.25	1,859,725	0.00175593	13,062
			<b>\$ 1,710,028,500</b>			<b>1,488,177,140</b>		<b>10,452,525</b>

Estimated Break-even, with 0% TAX INCREASE (due to Assessment Growth) is \$339,753

<b>2022</b>	<b>\$702.37</b>
<b>2021</b>	<b>\$685.24</b>
<b>Estimated increase in Residential Tax Rate %</b>	<b>2.5%</b>
<b>\$ Value of increase per 100,000 Residential CVA</b>	<b>\$17.13</b>

2022 Estimated Budget Requirement	10,452,525
Amount to be raised by taxes	10,452,525
Weighted Assessment	1,488,177,140
Tax Rate	0.00702371
Taxes per 100,000 Residential Assessment	702.37

Approximately every 1% residential tax rate increase equals \$102,000

## 2022 Environmental Tax Rates

1st Draft (18.5% increase)

Property Class Description	RTC	RTQ	2021 MPAC Active Roll Total	Tax Ratio	Tax Rate Reduction	Weighted Assessment	Estimated 1st Draft Tax Rate	Estimated 1st Draft 2022 Taxes
Commercial, , Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The Full Rate.	C	F	2,690,700	1.0986	1	2,956,003	0.00771625	20,762
Commercial, Payment In Lieu, Full, Excess Land	C	V	105,000	1.0986	0.7	80,747	0.00540137	567
Commercial, Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The General Rate Only (No	C	G	1,161,000	1.0986	1	1,275,475	0.00771625	8,959
Commercial, Taxable vacan land shared, Subject To Payment-In-Lieu Of Taxes At The Full Rate.	C	J	391,000	1.0986	0.7	300,687	0.00540137	2,112
Commercial, Taxable At The Full Rate.	C	T	86,192,728	1.0986	1	94,691,331	0.00771625	665,084
Commercial taxable: Excess land	C	U	3,547,107	1.0986	0.7	2,727,796	0.00540137	19,159
Commercial, Taxable At The Vacant Land Rate.	C	X	4,012,300	1.0986	0.7	3,085,539	0.00540137	21,672
Commerical payment in lieu full vacan land	C	Y	136,000	1.0986	0.7	104,587	0.00540137	735
Commercial payment in lieu general vacant land	C	Z	-	1.0986	0.7	-	0.00540137	-
New Construction Commercial: Full No Support	X	T	7,699,200	1.0986	1	8,458,341	0.00771625	59,409
Exempt	E	O	67,629,065	0	0	-	-	-
Farmland, Taxable At The Full Rate.	F	T	216,129,400	1	0.25	54,032,350	0.00175593	379,508
Industrial, Taxable, Shared Payment-In-Lieu (Not Pil But Shared As If It Was)	I	H	74,500	1.5432	1	114,968	0.01083899	808
Industrial, Taxable At The Full Rate.	I	T	3,827,600	1.5432	1	5,906,752	0.01083899	41,487
Industrial, Taxable At The Vacant Land Rate. Excess Land	I	U	444,900	1.5432	0.65	446,270	0.00704534	3,134
Industrial, Taxable At The Vacant Land Rate.	I	X	4,032,600	1.5432	0.65	4,045,020	0.00704534	28,411
New Construction Industrial, Taxable At The Full Rate.	J	T	1,717,000	1.5432	1	2,649,674	0.01083899	18,611
Pipeline Taxable: Full	P	T	7,487,000	1	0.9386	7,027,298	0.00659245	49,358
Multi-Residential Taxable: Full	M	T	3,976,000	1	1.7802	7,078,075	0.01250361	49,714
Residential, Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The General Rate Only (No	R	G	1,737,000	1	1	1,737,000	0.00702371	12,200
Residential Taxable Tenant Of Provincially Owned Property, Subject To Payment-In-Lieu Of Taxes At The Full	R	P	-	1	1	-	0.00702371	-
Residential, Taxable At The Full Rate.	R	T	1,289,599,500	1	1	1,289,599,500	0.00702371	9,057,773
Managed Forest, Taxable At The Full Rate.	T	T	7,438,900	1	0.25	1,859,725	0.00175593	13,062
			<b>\$ 1,710,028,500</b>			<b>1,488,177,140</b>		<b>10,452,525</b>

**2022 \$23.53**  
**2021 \$19.85**  
**Estimated increase in Environmental Tax Rate % 18.5%**  
**\$ Value of increase per 100,000 Residential CVA \$3.68**

2022 Estimated Budget Requirement	350,105
Amount to be raised by taxes	350,105
Weighted Assessment	1,488,177,140
Tax Rate	0.00023526
Environmental Taxes per 100,000	
Residential Assessment	23.53



## 2022 Budget Summary 1st Draft (2.5% increase)

Summary 2022 Project Budget	Operating % Net change over 2021	Operating	Capital	Total	Tax Levy	Prov/Fed Grant	DC's and/or Reserve Funds	User Fees & Other Revenue	Total
Planning & ECD	21.8%	611,834	345,329	957,163	839,793	95,370		22,000	957,163
Building	22.7%	391,036		391,036	-		185,536	205,500	391,036
By-Law Enforcement	51.1%	14,101		14,101	14,101				14,101
Protective Services (Fire)	-0.1%	923,170	340,618	1,263,788	1,139,638		42,000	82,150	1,263,788
Public Works	5.0%	2,140,699	1,597,320	3,738,019	2,684,263	288,520	669,336	95,900	3,738,019
Parks & Facilities Department	0.1%	1,417,802	2,143,074	3,560,876	3,011,250		306,076	243,550	3,560,876
Office of the CAO	-0.6%	360,101		360,101	240,101			120,000	360,101
Office of the Clerk	-8.7%	330,555		330,555	246,615	6,000	48,440	29,500	330,555
Finance & Information Technology	3.0%	692,610	2,920,366	3,612,976	3,187,977	60,000	54,669	310,330	3,612,976
<b>Consolidated Department Net Changes</b>	<b>4.4%</b>								
Council	0.4%	206,760		206,760	187,760		19,000		206,760
Library Board Levies & Allocated Expenses	6.2%	311,904		311,904	301,656		10,248		311,904
Ganaraska, Kawartha & Otonabee Conservation	2.9%	107,217		107,217	107,217				107,217
Committee's of Council	3.4%	25,920		25,920	11,680		14,240		25,920
Police Service Contract, Board & Community Policing	3.0%	1,390,348		1,390,348	1,384,348	6,000			1,390,348
<b>Consolidated Other Services/Levy Changes</b>	<b>3.2%</b>								
<b>Sub total: Projected Budget</b>		<b>8,924,057</b>	<b>7,346,707</b>	<b>16,270,764</b>					
Less: 2021 Capital Roll Overs			(1,921,129)	(1,921,129)	(1,921,129)				(1,921,129)
Less: Future Budget pre-approvals			(280,800)	(280,800)	(280,800)				(280,800)
Less: 2021 Operating Surplus (estimated)		(181,745)		(181,745)	(181,745)				(181,745)
<b>Total Budget</b>		<b>8,742,312</b>	<b>5,144,778</b>	<b>13,887,090</b>					
Unfunded Budget to be removed (Capital)			-	-	-				-
Contribution from Casino Reserve Rate Stabilization		-	-	-	-				-
Contribution from Casino Reserve for Capital Requests		-	-	-	-				-
Provincial Grants (OMPF)		-	-	-	(520,200)	520,200			-
Provincial Grants (OCIF-Formula-Based Funding)					(117,424)				(117,424)
Contribution to WWW Capital Sewer System Relining					117,424				117,424
Ontario Lottery & Gaming Corp. (OLG) Revenues, 150 Slots (estimated)					(300,000)				(300,000)
Contributions to Asset Replacement Reserve Loan					300,000				300,000
Federal Gas Tax Grant					(280,013)				(280,013)
Contributions to Capital Roads Projects					280,013				280,013
Special Charges; Environmental Services and BIA Levy		408,485		408,485	363,785		8,200	36,500	408,485
<b>Total (including Casino, Fed Gas Tax &amp; BIA)</b>		<b>9,150,797</b>	<b>5,144,778</b>	<b>14,295,575</b>	<b>10,816,310</b>	<b>976,090</b>	<b>1,357,745</b>	<b>1,145,430</b>	<b>14,295,575</b>
<b>Revenues</b>		<b>Operating</b>	<b>Capital</b>	<b>Total</b>	<div>2.5% Residential Tax Rate Increase</div> <div>Approximately every 1% residential tax rate increase equals \$102,000</div>				
General Tax Levy		6,756,718	3,695,807	10,452,525					
Special Charges; Environmental Services and BIA Levy		363,785	-	363,785					
Provincial/Federal Grants		-	976,090	976,090					
Reserve Funds		-	913,127	913,127					
Development Charges		-	444,618	444,618					
Other Revenue		1,145,430		1,145,430					
<b>Total</b>		<b>8,265,933</b>	<b>6,029,642</b>	<b>14,295,575</b>					
<b>Special Charges</b>	<b>% Net change over 2021</b>								
Environmental Levy: Cavan, Millbrook & North Monaghan	-1.1%	394,805	-	394,805	350,105		8,200	36,500	394,805
Millbrook BIA	0.0%	13,680		13,680	13,680			-	13,680
<b>Total</b>		<b>408,485</b>	<b>-</b>	<b>408,485</b>	<b>363,785</b>	<b>-</b>	<b>8,200</b>	<b>36,500</b>	<b>408,485</b>

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4780	Economic Development Administration	157,486.00	124,160.24	187,759.00	
01-4920	Planning Administration	314,346.00	268,785.91	389,475.00	
01-4970	Plan of Subdivison Applications	0.00	8,690.60		
01-4980	Site Plan Approval Applications	100.00	4,235.76	100.00	
01-5000	Source Water Protection	12,500.00	6,250.00	12,500.00	
01-9530	Recreation Land (The Planning Act)	0.00	-6,000.00		
Total Revenues:		-25,800.00	-32,950.00	-22,000.00	
Total Expenses:		510,232.00	439,072.51	611,834.00	
Report Net:		484,432.00	406,122.51	589,834.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4910	Building Services Administration	-7,246.00	1,295.24	-4,920.00	
01-4911	Ford Ranger, B1-11	4,978.00	1,935.69	3,080.00	
01-4914	Colorado, B2-20	2,268.00	385.48	1,840.00	
01-4915	ON Building Code Act, Enforcement	0.00	0.00		
Total Revenues:		-318,655.00	-234,847.56	-391,036.00	
Total Expenses:		318,655.00	238,463.97	391,036.00	
Report Net:		0.00	3,616.41		

## General Ledger

### Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4460	By-law Enforcement	9,334.00	5,932.96	14,101.00	
Total Revenues:		0.00	0.00		
Total Expenses:		9,334.00	5,932.96	14,101.00	
Report Net:		9,334.00	5,932.96	14,101.00	



# General Ledger

## Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4401	Fire Services Administration	328,263.00	265,172.20	349,945.00	
01-4404	Fire Services Communication	35,335.00	29,568.87	36,800.00	
01-4405	Fire Suppression	286,150.00	199,777.44	287,500.00	
01-4406	Fire Services Training	137,850.00	85,591.94	133,650.00	
01-4407	Fire Services Public Education	8,850.00	2,336.20	9,200.00	
01-4408	Fire Services Dry Hydrants & Tanker Shuttle	0.00	0.00		
01-4410	Fire Routes	1,000.00	0.00		
01-4411	Fire Prevention	2,650.00	0.00	2,650.00	
01-4412	Fire Hall #1 Maintenance	16,630.00	16,009.87	14,153.00	
01-4413	Fire Hall #2 Maintenance	20,490.00	12,435.63	16,562.00	
01-4414	Equipment Reserves	-64,000.00	-82,192.09	-72,000.00	
01-4450	Emergency Preparedness	8,260.00	2,192.50	5,050.00	
Total Revenues:		-81,800.00	-91,892.09	-89,150.00	
Total Expenses:		863,278.00	622,784.65	872,660.00	
Report Net:		781,478.00	530,892.56	783,510.00	

## General Ledger

### Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4409	General Fire Dept Fleet	500.00	0.00		
01-4415	Pumper 1 - 2017 (P1-17)	5,200.00	8,424.67	7,420.00	
01-4416	Pumper 2 -2009 Class A (P2-09)	8,300.00	7,443.53	8,070.00	
01-4417	Tanker 4 - 2015 Tandem (T4-15)	4,600.00	6,314.24	3,920.00	
01-4418	Tanker 1 - 2000 (T1-00)	4,280.00	3,113.82	3,570.00	
01-4419	Rescue 1 - 2003 Van (R1-03)	7,100.00	5,439.93	6,400.00	
01-4421	Unit 5 - 1988 Half Ton Truck - (U5-89)	1,300.00	537.09	1,380.00	
01-4422	Rescue 2 - 2000 Rapid Response (R2-00)	6,900.00	7,806.35	6,730.00	
01-4423	Car 3-03 (50% shared with Parks)	2,000.00	480.43	840.00	
01-4424	Car 1 - 2017 Ford Support Unit (C1-17)	4,600.00	5,014.05	4,940.00	
01-4425	Tanker 2 -2013 (T2-13)	4,270.00	3,810.97	5,010.00	
01-4426	2016 UTV & Trailer	500.00	333.20	500.00	
01-4428	Car 2-09 2009 Ford (Sold in 2020)	0.00	0.00		
01-4429	Car C3-21 GMC Support Unit	4,000.00	795.14	1,730.00	
Total Revenues:		0.00	0.00		
Total Expenses:		53,550.00	49,513.42	50,510.00	
Report Net:		53,550.00	49,513.42	50,510.00	

## General Ledger

### Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4560	Solar - 920 Larmer Line	2,422.00	3,390.29	297.11	
01-4561	Solar - 1256 Syer Line	3,422.00	-3,855.84	297.11	
01-4562	Solar - 1470 County Rd. 10	5,672.00	-391.53	47.11	
01-4563	Solar - 25 Centennial Lane	4,472.00	-2,110.62	47.11	
01-4564	Solar - 988 County Rd. 10	3,172.00	-4,418.89	47.11	
01-4565	Solar - 415 County Rd. 21	3,272.00	-3,176.45	47.11	
01-4566	Solar - Tapley 1/4 Line	1,172.00	-3,079.65	47.11	
01-4567	Solar - 1047 Mount Pleasant Rd.	4,822.00	3,588.59	47.11	
Total Revenues:		-38,500.00	-37,371.24	-59,900.00	
Total Expenses:		66,926.00	27,317.14	60,776.88	
Report Net:		28,426.00	-10,054.10	876.88	

## General Ledger

### Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4440	Non-Residential Well Protective Inspection/Control	1,400.00	0.00	1,400.00	
01-4600	Roads and Environmental Services Administration	660,534.00	459,340.03	1,081,350.00	
01-4606	Cavan Works Yard	44,040.00	54,056.35	39,132.00	
01-4610	Bridges and Culverts	16,560.00	13,440.60	12,000.00	
01-4611	Road-side Maintenance	158,760.00	146,694.95	49,000.00	
01-4612	Road Hard Top Maintenance	176,010.00	177,601.35	136,000.00	
01-4613	Road Loose Top Maintenance	130,990.00	83,471.50	116,330.00	
01-4614	Road Safety Devices and Signs	51,960.00	47,270.05	43,000.00	
01-4620	Winter Control	306,010.00	174,795.20	206,140.00	
01-4650	Street Lighting	19,890.00	15,877.50	22,990.00	
01-4655	Storm Water Management Ponds (5)	15,000.00	0.00	15,000.00	
01-4690	Township Pit #1 (Larmer Line)	2,440.00	2,544.00	2,500.00	
01-4691	Wilson's Pit	9,000.00	12,201.77	9,000.00	
01-4692	Township Pit #2 (Millbrook)	1,000.00	0.00	1,000.00	
01-4693	Crossing Guards	12,900.00	4,061.20	13,700.00	
01-4960	Site Alteration Applications	0.00	0.00		
Total Revenues:		-43,000.00	-6,680.00	-23,000.00	
Total Expenses:		1,649,494.00	1,198,034.50	1,771,542.00	
Report Net:		1,606,494.00	1,191,354.50	1,748,542.00	

# General Ledger

## Revenue and Expense Working Current Budget Report

### Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4660	General Public Works Fleet	132,000.00	99,110.41	145,000.00	
01-4663	Dodge One-half Ton 4-12 @ Cavan Yard	6,740.00	7,291.01	4,910.00	
01-4664	Int Dump (WATER TRUCK) 14-05	12,950.00	18,446.23	11,710.00	
01-4665	Int Dump Plow & Wing 14-18	13,090.00	9,250.97	8,950.00	
01-4666	Plow 18-20	8,445.00	5,282.00	4,265.00	
01-4667	Culvert Steamer	1,840.00	1,073.78	1,830.00	
01-4668	Float	3,730.00	978.54	5,150.00	
01-4669	Plow 15-20	7,510.00	4,259.86	4,360.00	
01-4670	Dodge One-half Ton 2-16	1,840.00	1,503.40	1,150.00	
01-4672	Grader John Deere 31-10	9,470.00	6,641.49	11,940.00	
01-4673	JCB Loader 36-20	7,020.00	863.42	3,700.00	
01-4674	Backhoe Case 33-91	5,510.00	4,414.63	2,830.00	
01-4676	MT7 Trackless Plow 35-18	10,585.00	8,899.19	7,725.00	
01-4678	2012 Brush Chipper	3,280.00	2,668.41	5,600.00	
01-4679	Plow Truck 20-17	1,970.00	3,650.20		
01-4680	International (CALCIUM TRUCK) 17-03	12,120.00	5,950.35	5,775.00	
01-4681	Sweeper Attachement	0.00	0.00		
01-4682	International Tandem Plow 19-07	18,130.00	17,917.21	28,805.00	
01-4683	Single Axle International Truck 10-17	8,340.00	4,426.59	6,490.00	
01-4684	Champion Grader 30-08	15,230.00	3,794.87	12,940.00	
01-4685	2021 Chev Silverado 1-21	5,370.00	2,999.99	2,315.00	
01-4686	Int Dump Plow & Wing 16-13	24,390.00	12,341.11	9,685.00	
01-4687	Rubber Tire Excavator 34-21	2,950.00	11,816.01	7,150.00	
01-4688	Tandem Truck 20-17	8,810.00	1,960.88	11,050.00	
01-4689	Ford Pick Up 3-19	3,300.00	4,553.61	5,050.00	
Total Revenues:		0.00	0.00		
Total Expenses:		324,620.00	240,094.16	308,380.00	
Report Net:		324,620.00	240,094.16	308,380.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4870	Environmental Services - Cavan Ward	-197,320.00	142,622.88	-193,700.00	
01-4880	Environmental Services - North Monaghan Ward	33,000.00	17,682.72	35,000.00	
01-4890	Environmental Services - Millbrook Ward	164,320.00	91,759.30	158,700.00	
Total Revenues:		-399,215.00	-44,084.54	-394,805.00	
Total Expenses:		399,215.00	296,149.44	394,805.00	
Report Net:		0.00	252,064.90		

# General Ledger

## Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4235	Health and Safety	30,000.00	10,514.98	23,000.00	
01-4299	Municipal Office Building	69,119.00	73,862.23	227,311.00	
01-4700	General Municipal Buildings/Facilities	125,435.00	114,218.97		
01-4711	Maple Leaf Park	82,090.00	45,922.49	22,740.00	
01-4714	Parks and Property	82,480.00	91,711.47	205,207.00	
01-4716	Whitfield Landing	1,000.00	0.00	1,000.00	
01-4720	1256 & 1066 Syer Line	3,290.00	3,176.56	3,540.00	
01-4721	Millbrook Yard	7,820.00	7,223.69	9,491.00	
01-4722	Bruce Johnston Library	7,310.00	4,156.79	6,539.00	
01-4723	Old Millbrook School	51,939.00	36,566.91	52,585.00	
01-4724	Lions Den	3,725.00	3,934.21	8,540.00	
01-4731	Millbrook Arena	82,305.00	27,002.16	31,750.00	
01-4741	New Community Center (est. 2019)	602,755.00	421,377.87	562,429.00	
Total Revenues:		-90,625.00	-120,953.59	-243,550.00	
Total Expenses:		1,239,893.00	960,621.92	1,397,682.00	
Report Net:		1,149,268.00	839,668.33	1,154,132.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4675	Bobcat (prev. PW 40-01)	2,680.00	169.70	1,000.00	
01-4717	2021 GMC Sierra (3-02)	2,140.00	3,908.85	4,640.00	
01-4718	2004 Ford Ranger	0.00	0.00		
01-4719	2021 Ford F150 (3-03)	5,295.00	5,307.07	4,670.00	
01-4725	Massey 23GL Tractor	507.00	86.10	410.00	
01-4727	2014 Dodge Ram (3-04)	6,677.00	4,165.76	6,370.00	
01-4728	Ford F150 (50% shared with Fire C3-03)	3,174.00	2,043.65		
01-4732	Olympia Resurfacers	3,402.00	1,730.74	3,030.00	
Total Revenues:		0.00	0.00		
Total Expenses:		23,875.00	17,411.87	20,120.00	
Report Net:		23,875.00	17,411.87	20,120.00	



## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4110	Municipal Council Grant Program	0.00	0.00		
01-4190	Human Resources	70,200.00	15,849.80	70,200.00	
01-4195	Administrative Expense - Misc. Revenue	-120,000.00	-152,438.61	-120,000.00	
01-4210	Office of the CAO	286,251.00	190,564.18	284,901.00	
01-4928	Millbrook & District Food Share	2,500.00	0.00	2,500.00	
01-4929	Millbrook Fair	2,500.00	0.00	2,500.00	
Total Revenues:		-124,000.00	-152,570.61	-120,000.00	
Total Expenses:		365,451.00	206,545.98	360,101.00	
Report Net:		241,451.00	53,975.37	240,101.00	

## General Ledger

### Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4170	Corporate Insurance	0.00	0.00		
01-4171	Cavan Monaghan Self Insurance	0.00	5,000.00		
01-4172	User Group Insurance	-1,000.00	-1,508.68	-1,000.00	
01-4220	Office of the Clerk - Secretariat	241,074.00	138,121.24	214,190.00	
01-4222	Freedom of Information (FOI)	0.00	0.00		
01-4223	Marriage / Civil Licencing	-1,000.00	-1,340.00	-500.00	
01-4225	Elections	10,000.00	945.46	10,000.00	
01-4226	Cemeteries	9,000.00	5,000.00	12,000.00	
01-4230	Dog Control	9,370.00	-3,060.11	9,375.00	
01-4240	Livestock Loss	1,550.00	833.86	1,550.00	
01-4913	Accessibiity Plan	1,000.00	0.00	1,000.00	
01-5770	Springville & Ebenezer Cemetery	0.00	0.00		
Total Revenues:		-41,240.00	-25,373.28	-83,940.00	
Total Expenses:		311,234.00	169,365.05	330,555.00	
Report Net:		269,994.00	143,991.77	246,615.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4000	Council Governance	1,500.00	1,272.00	12,260.00	
01-4010	Council - Mayor	55,680.00	47,249.74	53,500.00	
01-4011	Council - Deputy Mayor	37,680.00	30,261.03	35,000.00	
01-4012	Council - Cavan Ward	29,960.00	20,807.97	28,300.00	
01-4013	Council - North Monaghan Ward	29,960.00	23,093.57	28,300.00	
01-4014	Council - Millbrook Ward	32,260.00	24,902.88	30,400.00	
Total Revenues:		0.00	0.00	-19,000.00	
Total Expenses:		187,040.00	147,587.19	206,760.00	
Report Net:		187,040.00	147,587.19	187,760.00	

# General Ledger

## Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4120	Library Board Requisition	284,085.00	281,733.32	301,656.00	
01-4130	Ganaraska Conservation Authority Requisition	4,457.18	4,457.18	4,546.00	
01-4131	Kawartha Conservation Authority Requisition	6,155.00	6,155.00	6,279.00	
01-4132	Otonabee Region Conservation Authority Requisition	93,581.00	93,581.00	96,392.00	
01-4713	Millbrook Valley Trails	6,300.00	4,701.62	6,300.00	
01-4941	Committee of Adjustment	2,000.00	900.00	2,000.00	
01-4945	MRHAC Revitalization & Heritage Advisory	3,000.00	543.45	3,380.00	
Total Revenues:		-18,762.00	0.00	-24,488.00	
Total Expenses:		418,340.18	392,071.57	445,041.00	
Report Net:		399,578.18	392,071.57	420,553.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4070	Information Technology/Telecommunication	122,870.00	127,565.80	134,490.00	
01-4112	Low Income Disabled Refund	1,000.00	0.00	1,020.00	
01-4140	Millbrook Business Improvement Area	0.00	-2,719.92		
01-4150	Working Capital Interest	-7,240.00	-4,206.33	-6,930.00	
01-4175	Retirement - Corporate Administered Benefits	0.00	9,040.00		
01-4180	Administrative Expense Corporate Memberships	3,200.00	3,246.72	3,270.00	
01-4250	Finance	333,261.00	274,240.32	375,190.00	
01-4255	Tax Collections, Arrears & Doubtful Accounts	1,200.00	259.49	1,220.00	
01-8000	Cavan Monaghan Own Taxation	-154,000.00	-251,726.99	-198,980.00	
01-8020	Cavan Monaghan Own Taxation Write-Off	0.00	374.49		
Total Revenues:		-360,520.00	-316,259.08	-383,330.00	
Total Expenses:		660,811.00	472,332.66	692,610.00	
Report Net:		300,291.00	156,073.58	309,280.00	

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4750	BIA Administration	-2,650.00	1,577.12	-8,204.00	
01-4751	Car Show (BIA)	200.00	0.00	200.00	
01-4752	Christmas in the Village (BIA)	2,100.00	2,161.44	2,100.00	
01-4753	Ladies Night (BIA)	350.00	0.00	350.00	
01-4759	BIA Signage/Banners	0.00	0.00		
01-4760	Fall Festival (Outdoor Arts)	0.00	-2,927.69	5,554.00	
Total Revenues:		-27,720.00	-21,199.01	-34,303.00	
Total Expenses:		27,720.00	22,009.88	34,303.00	
Report Net:		0.00	810.87		

## General Ledger

### Revenue and Expense Working Current Budget Report Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
01-4310	Police Services Contract	1,344,450.00	1,109,947.30	1,384,348.00	
Total Revenues:		-6,000.00	-6,751.14	-6,000.00	
Total Expenses:		1,350,450.00	1,116,698.44	1,390,348.00	
Report Net:		1,344,450.00	1,109,947.30	1,384,348.00	

**The Township of Cavan Monaghan**  
**Capital Requests in 2022**  
**1st Draft (including 2021 roll-overs)**

Capital Item Requested	Requested Purchases	Reserve/ Other Funding Available	Transfers Specific Reserves	2021 Roll Overs	Transfers Asset Replacement Reserve	Future Budget pre-approvals	Adjusted Total
<b>Finance</b>							
Asset Management, Policy & Reporting - Bill 6, O.Reg 588/17, including rollover	\$129,600			(\$111,600)			\$18,000
Asset Management Reserve, O.Reg 588/17 (Municipal Infrastructure)					\$2,577,828	100% of 2020 Depreciation	\$2,577,828
Development Charges Study Update (DC 5.2.3 No.1,3)	\$20,000	(\$18,000) DC					\$2,000
<b>Total Finance</b>	<b>\$149,600</b>	<b>(\$18,000)</b>	<b>\$0</b>	<b>(\$111,600)</b>	<b>\$2,577,828</b>	<b>\$0</b>	<b>\$2,597,828</b>
							2021 Capital Request Adjusted Total (Finance) \$ 1,998,010
<b>Information Technology</b>							
Hardware Replacement Program & Upgrades	\$24,028				(\$17,300)		\$6,728
Hardware Replacement Program (Council)	\$8,846				(\$6,369)		\$2,477
Network, Server, Switches & IT Infrastructure	\$47,075			(\$47,075)			\$0
Financial Management Software, Integration & Training (Finance 2020-22, approved)	\$112,989			(\$112,989)			\$0
<b>Total Information Technology</b>	<b>\$192,938</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$160,064)</b>	<b>(\$23,669)</b>	<b>\$0</b>	<b>\$9,205</b>
							2021 Capital Request Adjusted Total (IT) \$ 53,750
<b>Clerks</b>							
<b>Total Clerks</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
							2021 Capital Request Adjusted Total (Clerks) \$50,000
<b>Planning, Building &amp; ECD (Economic Community Development)</b>							
Mt. Pleasant Women's Institute Renovations, including rollover	\$5,000			(\$5,000)			\$0
MRHAC - 2019-2021 Downtown CIP + Incentives, including rollover	\$59,189			(\$59,189)			\$0
MRHAC - 2021 Township Wide - Community Improvement Plan, including rollover	\$24,520			(\$24,520)			\$0
MRHAC - 2022 Township Wide - Incentives	\$50,000						\$50,000
MRHAC - Downtown Mural	\$9,100	(\$2,100) R.E.D.		(\$7,000)			\$0
IT Modernization Plan, MMP Grant II (MNP Recommendation), approved	\$117,000	(\$87,750) MMP Grant II		(\$29,250)			\$0
Employment Lands Marketing Materials	\$10,520	(\$5,520) R.E.D.		(\$5,000)			\$0
Tsf to RSV-Official Plan Updates & Studies (DC 5.2.3 No.3)			\$25,000				\$25,000
Tsf to RSV-Zoning By-law Review			\$20,000				\$20,000
Tsf to RSV-Heritage Conservation District Plan (Millbrook)			\$10,000				\$10,000
Baxter Creek Floodplain SSA (Special Study Area), including rollover	\$15,000			(\$15,000)			\$0
<b>Total Planning, Building &amp; ECD</b>	<b>\$290,329</b>	<b>(\$95,370)</b>	<b>\$55,000</b>	<b>(\$144,959)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,000</b>
							2021 Capital Request Adjusted Total (Planning, Building & ECD) \$177,000



**The Township of Cavan Monaghan**  
**Capital Requests in 2022**  
**1st Draft (including 2021 roll-overs)**

**Capital Item Requested**

**Protective Services (Fire)**

Capital Item Requested	Requested Purchases	Reserve/ Other Funding Available	Transfers Specific Reserves	2021 Roll Overs	Transfers Asset Replacement Reserve	Future Budget pre-approvals	Adjusted Total
Fire Hall No.1 Design <i>(Fire 2021-02 pre-approved), 2021 rollover</i>	\$115,618			(\$5,618)			\$110,000
Fire Hoses	\$10,000	(\$2,800)			(\$7,200)		\$0
Bunker Gear	\$25,000	(\$7,000)			(\$18,000)		\$0
Tsf to RSV-2000 GMC Tanker #T1-00, Fire 2021-01 tsf to Reserve			\$50,000				\$50,000
Tsf to RSV-2003 Chevy C5500 Rescue Truck #R1-03, tsf to Reserve			\$50,000				\$50,000
Tsf to RSV-2000 Ford F550 Rescue Truck #R2-00, transfer to Reserve			\$25,000				\$25,000
Tsf to RSV-SCBA Units, transfer to Reserve			\$25,000				\$25,000
Tsf to RSV-Communication Upgrades, transfer to Reserve			\$10,000				\$10,000
Tsf to RSV-SRU Team Training, transfer to Reserve			\$5,000				\$5,000
Tsf to RSV-Station 2 Exhaust System, transfer to Reserve			\$25,000				\$25,000
<b>Total Protective Services</b>	<b>\$150,618</b>	<b>(\$9,800)</b>	<b>\$190,000</b>	<b>(\$5,618)</b>	<b>(\$25,200)</b>	<b>\$0</b>	<b>\$300,000</b>
<i>2021 Capital Request Adjusted Total (Protective Services - Fire)</i>							<i>\$413,972</i>

**Parks & Facilities**

Municipal Office Renovation Design, 2021 rollover (DC 5.2.1 No.3)	\$104,412			(\$104,412)			\$0
Municipal Office Furniture, Fixtures & Equipment	\$55,924			(\$55,924)			\$0
Municipal Office HVAC Upgrades	\$30,000				(\$21,600)		\$8,400
Towerhill South Playground Plan & Development (P&F 2021-02 approved)	\$130,576	(\$117,518) DC	(\$13,058) Parkland RSV				\$0
Maple Leaf Park Shelter Structural Review	\$25,000						\$25,000
Amenities (Benches, G.Cans, Garden Boxes, Picnic Tables, Receptacles)	\$5,000	(\$4,500) DC					\$500
Park & Equip. upgrades to meet CPSI Regulations	\$10,000	(\$9,000) DC					\$1,000
12ft Wingmower	\$88,000	(\$79,200) DC					\$8,800
Lawn Mower Trailer	\$10,000	(\$9,000) DC					\$1,000
Replace - 2003 Ford F150 (surplus shared 50/50 with Fire)	\$58,000	(\$52,200) DC					\$5,800
Plow/Truck	\$11,000						\$11,000
Old Millbrook School - 2020 ICIP Grant approved Aug 2021 (R/04/11/19/13)	\$511,750			(\$382,090) ICIP Grant		(\$97,240)	\$32,420
Community Center Furniture, Fixtures & Equipment (CMCC), 2021 rollover	\$112,412			(\$112,412)			\$0
Millbrook Arena - 2020 ICIP Grant approved March 2021 (P&F 2019-15)	\$966,000			(\$721,250) ICIP Grant		(\$183,560)	\$61,190
Recreational Land, Plan & Design (CMCC), 2021 rollover (DC 5.2.1 No.2)	\$25,000			(\$25,000)			\$0
<b>Total Parks &amp; Facilities</b>	<b>\$2,143,074</b>	<b>(\$271,418)</b>	<b>(\$13,058)</b>	<b>(\$1,401,088)</b>	<b>(\$21,600)</b>	<b>(\$280,800)</b>	<b>\$155,110</b>
<i>2021 Capital Request Adjusted Total (Parks &amp; Facilities)</i>							<i>\$89,785</i>

## Capital Item Requested

Manor Drive (Hot Mix Paving)	\$50,000				(\$28,800)	\$21,200
Century Blvd (Hot Mix Paving)	\$65,000	(\$20,000)			(\$37,440)	\$7,560
Cross Road Culverts	\$120,000				(\$20,736)	\$99,264
Pre-Engineering Cost	\$30,000					\$30,000
Slurry Seal (extend road life 5 yrs)	\$207,520	(\$207,520)	FedGasTax			\$0
Sharpe Line (Surface Treatment)	\$81,000	(\$81,000)	FedGasTax			\$0
Hooton Drive & Howden 1/4 Line (Surface Treatment)	\$81,000				(\$58,320)	\$22,680
Hayes Line (Surface Treatment) w/City of Kawartha Lakes	\$54,000	(\$27,000)			(\$19,440)	\$7,560
Fallis Line E (Surface Treatment)	\$49,000				(\$35,280)	\$13,720
Syer Line (Surface Treatment)	\$38,000	(\$34,200)	DC			\$3,800
Elgar Drive (Surface Treatment)	\$31,000				(\$22,320)	\$8,680
T-Way Drive (Surface Treatment)	\$25,000				(\$18,000)	\$7,000
Fallis Line W (Surface Treatment)	\$23,000				(\$16,560)	\$6,440
Sidewalks (General)	\$15,000				(\$3,240)	\$11,760
Alleyway - King Street - Improvement	\$97,800				(\$97,800)	\$0
Replace - 2012 Dodge Truck 1500 Quad 4wd #4-12	\$50,000		(\$5,000)	Trade In	(\$36,000)	\$9,000
Replace - 2007 International Tandem #19-07 (2021 approved)	\$300,000	(\$173,200)	DC	(\$8,000)	Trade-In	(\$118,800)
Tsf to RSV - 2010 JD Grader #31-10, (1 of 2 yrs)			\$280,000			\$280,000
Total Roads and Environmental	\$1,317,320	(\$542,920)	\$267,000	(\$97,800)	(\$414,936)	\$0
						\$528,664
						\$437,851

Total Capital Requests	\$7,346,707
Less: 2021 Capital Roll Over	(\$1,921,129)
Less: Future Year pre-approvals	(\$280,800)
<b>Total 2022 Capital Expenditures</b>	<b>\$5,144,778</b>
Reserve/Other Funding to Offset Capital	(\$1,448,971)
<b>Net 2022 Capital Expenditures</b>	<b>\$3,695,807</b>
<i>Net 2021 Capital Expenditures</i>	<i>\$3,414,447</i>

Asset Replacement Reserve funded through the Municipal Tax Levy	\$2,577,828
Capital Requests funded through the Municipal Tax Levy @ 2.5% increase	<u>\$1,117,979</u>
Total Capital Funded through Municipal Tax Levy	\$3,695,807

Fire Station at Municipal Office Site	\$4,200,000												
Public Works Operation Centre at North Location	\$1,200,000												
Parks and Public Works Building	\$800,000												
	\$6,200,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	34



# **Our Pet Project:** The Campaign for the Peterborough Animal Care Centre

A Proposal for the Township of Cavan Monaghan

June 2021





## Transforming Animal Care Here at Home

The bond between humans and animals is a remarkable thing. Pets bring us companionship and unconditional love. Research is now demonstrating what we have long suspected: animals make us healthier, improve chronic conditions like Alzheimer's disease and PTSD and enhance our mental health. At the Peterborough Humane Society, we understand that happy, healthy animals make for happy, healthy people. It's one of the many reasons we're building the new Peterborough Animal Care Centre.

Our vision is to create a state-of-the-art Centre where animals are nurtured and cared for, to foster meaningful relationships between people and animals, to match more pets with their forever families, and to grow our local economy by creating new jobs and boosting tourism.

We know that the Township of Cavan Monaghan is committed to keeping the community a safe, and vibrant place to live, work and visit. Thank you for everything you do for our community and for your consideration of our request today. With your Township's generous support, we will build a state-of-the-art Centre where advancements in animal care and humane education are made, and our local communities and four-legged friends are safe and healthy.

***Today, we are asking you to consider making a generous contribution of \$50,000 to help build the new Peterborough Animal Care Centre.***

Your support would help advance animal welfare in Canada and build a centre that will be welcoming, inclusive and help homeless pets find a place to rest, heal, and be matched with their perfect family to find their new forever home.



## Project Rationale

The campaign's feasibility study demonstrated a significant need for an animal care centre that acts as both a community hub and centre of excellence for best practice in shelter health and wellness, and accessible and affordable veterinary services for vulnerable populations.

The need to develop the Peterborough Animal Care Centre is based on the following findings and rationale:

- Animals play a vital role in the mental health and general well-being of people, families and communities.
- New collaborative models of shelter care are needed in Canada – and we're initiating this trend in Ontario.
- Our mandate is to provide solutions to control pet overpopulation. This is a growing problem as many individuals and families cannot afford to spay and neuter their pets or access basic veterinary care.
- Public spaces are needed to foster caring communities and social connections, which is achieved through the compassionate qualities of a human-animal bond.
- New opportunities to create innovative learning and employment opportunities are required in order to attract and retain talent in Peterborough.



*Architects' rendering of our Adoption & Education Centre's lobby, and cat socialization space.*

There is currently no facility like this in Ontario. The Peterborough Animal Care Centre will be the first-of-its-kind. The Ontario SPCA chose Peterborough as the site for its Provincial Dog Rehabilitation Centre because we are a vibrant, growing community that is centrally located in the province and near Highways 115, 407, and 401. The expanded Peterborough Airport that supports large aircraft also offers a strong partnership model in facilitating fly-in transfers of dogs from Northern and remote communities. This and so much more is why we're proud to be building this transformational centre.

## A Sustainable Centre: *Building Capacity for Animal Welfare Services, Research & Education*



Anyone who has toured our aging facility on Lansdowne St East will agree it does not meet the needs of our animals or modern standards. The new Peterborough Animal Care Centre at 1999 Technology Drive will be purpose-built to enhance the health and well-being of each animal in our care, while expanding our capacity to care for more animals. In addition to a new shelter, the Centre will fully integrate three enterprises into a full-service community hub of animal care including:

### Adoption & Education Centre

#### Adoption

In 2019 (pre-COVID-19), we facilitated 996 adoptions and reunited 300 pets with their families (return to owners). In our new Adoption & Education Centre, we will be able to find forever homes for **2,000 pets each year – nearly doubling our 2019 numbers**. We will be able to do this because of onsite spay/neuter services, and because our new space is designed to optimize each animal's health thereby shortening their length of stay, and freeing up space to support other humane societies and groups.

#### Education

The Peterborough Animal Care Centre will also provide us with the space and capacity to develop our community outreach, education and advocacy programs. We are currently in conversations with both Trent University and Fleming College to develop state-of-the-art research labs and practical education opportunities. Additionally, we plan to develop programs for children and youth that focus on the goal of empowering youth to become more informed about pet care to ultimately develop a more compassionate generation. Our program will build on the Ontario SPCA and Humane Society's *Animal Smart* program using inquiry-led, play-based learning and addressing a variety of the Ontario Ministry of Education's curriculum expectations. We do not have the space or resources to develop these programs in our current building.

## On-site Spay/Neuter Services

Currently we work with several vet clinics throughout the region (Peterborough, Omemee and Campbellford) as well as the OSPCA's high volume spay/neuter clinic in Stouffville. Once an animal is healthy enough to be spayed/neutered, they wait weeks or sometimes months for their surgery appointment before being made available for adoption. The wait times vary depending on the animal's health and wellness as well as availability at the Clinic. These wait times have grown exponentially throughout COVID-19 as vets deal with backlogs from closures, and additional protocols that can reduce the number of pets they can see each day.

Having a Spay/Neuter Clinic on-site **will allow us to spay/neuter up to 25 shelter animals per day (over 5,000 per year) rather than the 4-5 animals we typically spay/neuter each week currently.** Occasionally we're able to make the trip to Stouffville and have 20-25 pets spayed/neutered all at once, but because they're serving the public as well as humane societies and other animal rescue organizations, this volume is difficult for them to take on consistently

### Reducing Stress, Optimizing Health, & Reducing Length of Stays to Help More Animals

Our average length of stay for cats and dogs increased by an average of two weeks in 2020, compared to 2019. Stays less than one full day or more than 200 days have been omitted to reach this average.

Animal	2019 Avg Length of Stay	2020 Avg Length of Stay
Cats/Kittens	39 days	54 days
Dogs/Puppies	20 days	33 days

The length of stay increased in 2020 because it was harder to secure spay/neuter appointments for our animals, especially when 90% of the animals in our care come to us unaltered (not spayed or neutered). Once we're in our new Centre, we anticipate this length of stay to drop by about half of our average length of stay in 2019. We anticipate cats would stay with us for an average of 20 days, 10 days for dogs.



In addition to onsite spay/neuter and moving animals up for adoption more quickly, the entire Centre is designed to significantly reduce each animal's stress levels. Just like humans, less stress means better health outcomes. If animals are ill or injured, they overwhelm our resources (medications, veterinary care, staff time, special diets, etc.) and need to wait longer to be spayed/neutered before being adopted to their new family. It is not safe to have an animal undergo surgery if they're not well.

Our new Centre features many elements that optimize each animal's health and reduces stress:

- larger spaces for each animal,
- exposure to natural light,
- indoor/outdoor kennels for dogs,
- Grouping dog kennels in pods with sound barriers to reduce stress caused by hearing other dogs bark/whine/howl,
- Separate spaces for small animals (rabbits, guinea pigs, birds, etc.) so they're not close to their predators (cats/dogs);
- Improved efficiencies and workflow so staff and volunteers can spend more time on socialization and enrichment;



*Architects rendering of Dog Adoption Suites that will be much larger, indoor/outdoor so dogs can access fresh air and daylight, and include glass doors to reduce noise and stress for both dogs and people.*

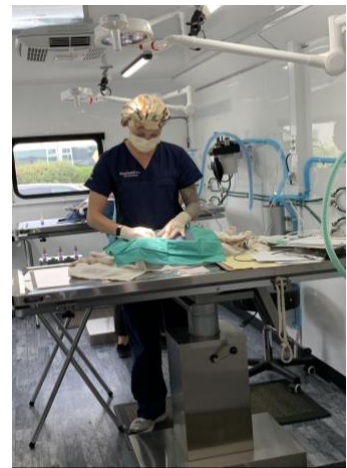
All of these elements work together to reduce stress and optimize health and wellness. Healthier animals equate to shorter shelter stays, and this in turn frees up more room for other animals to be taken into our care. These changes also mean we can accept more transfers of animals from neighbouring humane societies that are dealing with overcapacity. Changes will also support remote communities in Northern Ontario and Manitoba that have severe overpopulation of stray or “community dogs” due to limited access to spay/neuter services and veterinary care.



Many groups are working hard to provide mobile spay/neuter services to these communities but it's not nearly enough. Each Fall, thousands of dogs are transferred from the North to Southern and Central Ontario to help manage overpopulation, prevent dogs from dying of starvation throughout the winter, and keep communities safe by reducing the number of packs of stray dogs roaming neighbourhoods.

### **Working with the Province of Ontario to Help Pets Rescued from Cruelty, Abuse, Hoarding**

Shorter pet stays also enable us increase our capacity to work with Ontario's Provincial Animal Welfare Services (PAWS) and provide housing for animals rescued from abuse and cruelty. Many cruelty investigations in Ontario involve hoarding which means we need capacity to accommodate large influxes of animals – up to 30 dogs or 80 cats at one time.



*Dr. Tracy Satchell performing a spay surgery for one of the 90 pets that received care at our Mobile Clinic with the OSPCA.*

In addition to the design, our hospital-grade HVAC systems, with increased air exchanges per hour, will make it easier for our team to prevent and contain common shelter infections and viruses such as upper respiratory tract infections, feline calicivirus (highly contagious in cats!) and parvovirus (highly contagious in dogs!) – all of these illnesses can be deadly if not treated, and can spread like wildfire throughout a shelter without proper protocols and resources in place.

### **Making Pet Care Accessible to All**

Currently, market rates in the Peterborough area to spay or neuter a cat range from \$300 to \$700 and can go as high as \$1,500 for a dog spay/neuter, depending on the breed and size of the pet. Our cost to spay or neuter your pet will range from \$85 to \$200, depending on the gender and size of your pet. This will include a basic veterinary exam. Our clinic will be publicly accessible to all, removing key barriers to veterinary care. In addition to spay/neuter services, any other health issues identified during surgery will be shared with pet owners and they will be encouraged to follow up with a local vet in their area. Our model is based on the ASPCA Spay/Neuter Alliance's proven high-volume model.

### **In the Meantime: Mobile Animal Wellness Unit**

While we work towards our new permanent Clinic, we have partnered with the Ontario SPCA to bring their Mobile Animal Wellness Unit to Peterborough in August of 2019 and November of 2020. Each Clinic ran for 3 days and in total, we were able to provide spay/neuter surgery for 165 animals – preventing over 6,600 unwanted puppies and kittens from entering the animal shelter

system. Families traveled from as far as Oshawa, Minden, Haliburton and even Napanee to have their pet spayed or neutered. Over 80% of families that used these Clinics did not have a regular veterinarian due to financial or geographical barriers.

## Canada's first Provincial Dog Rehabilitation Centre

As mentioned above, our new centre will also be home to the Ontario SPCA and Humane Society's provincial Dog Rehabilitation Centre. This unique Centre will specialize in rehabilitating dogs that need therapy and additional support before they are ready for adoption. The Centre will feature:

- New technologies and treatment for dogs, including a rehabilitation pool, aqua therapy treadmills and living room to stimulate a home environment.
  - Regular exercise can be a big support to behaviour modification, the aqua therapy pool will provide these dogs with a “stress buster” to relieve stress they might be experiencing being in a shelter environment.
  - For physiotherapy, the pool and aqua treadmill can help by providing a low joint strain form of exercise.
- The OSPCA has signed a pre-paid 20-year lease – a testament to the provincial agency's trust and investment in the Centre – and will fund 100% of the staffing costs for the Provincial Dog Rehabilitation Centre as well as contribute 27% of building's overhead expenses.

## Beyond the Building: Creating Social Value and Community Impact

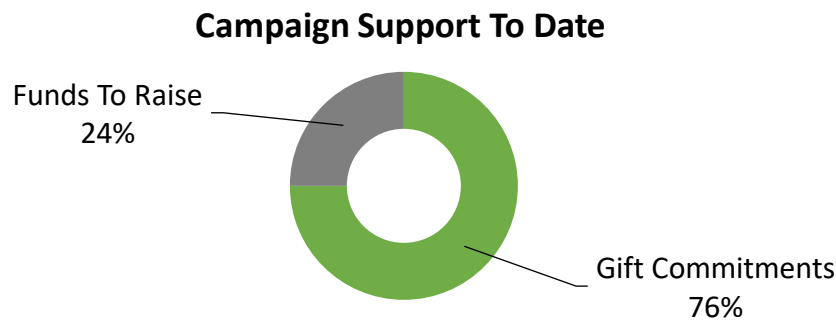
The Peterborough Animal Care Centre is more than just a building. Our 24,000 square foot care facility will sit on nearly 20 acres of land and more than half of this will be conserved through ORCA and eventually include public walking trails that link to The Great Trail (formerly the Trans Canada trail) nearby. Families, pet owners, and visitors will be able to walk their dogs and enjoy time outside in nature. In addition to creating a gathering place for people and pets, the Peterborough Animal Care Centre encompasses the following community benefits and social values:

- Promoting mental health through animal-human companionship
- Fostering relationships with Indigenous communities through our work with the OSPCA's Animal North Network;
- Strengthening our local economy by boosting tourism and creating 20 new full-time jobs
- Ensuring people of all abilities can access and benefit from programming and service.

## The Cost to Build the Peterborough Animal Care Centre

As shown on the next page, we have received over \$7,500,000 in pledges towards our new Centre. This does not include the over \$500,000 in in-kind contributions we have confirmed and ongoing conversations with prospective donors.

We're grateful for our community's generous support and have included a few testimonials from like-minded donors in an **Appendix** on page 9.



## Build Timeline

We're pleased to share that construction has started on the Peterborough Animal Care Centre! According to the building schedule prepared by Lett Architects, it will take 18 months to complete construction. We will be moving into our new Centre by Fall 2022!

## Recognizing the Township of Cavan Monaghan's Generous Support

We're proud to offer a meaningful suite of naming and recognition opportunities for our founding funders. Your donation of \$50,000 would be recognized on the **Donor Wall** in the main lobby of our Adoption & Education Centre. We would be pleased to recognize your support in promotional materials such as on our websites, publications, and social media channels (with over 25,000 followers!), and look forward to discussing your recognition preferences with you.

## Your Gift Puts the Human in Humane

We wouldn't be able to care for animals and pets without the support and community work of our Municipal governments. Thank you for considering a meaningful investment in our community through the Peterborough Humane Society. We look forward to discussing this further with you!

**Shawn Morey**  
Executive Director  
Peterborough Humane Society  
705-745-4722 ext. 207  
705-761-3230  
[s.morey@ptbohs.com](mailto:s.morey@ptbohs.com)



## Appendix: Paws Up for #OurPetProject

Our Pet Project has gained some incredible support from philanthropic leaders in our local community and beyond. Here is what people are saying about why they're investing in our new Centre:

*"A couple of years ago, I had the opportunity to be involved with the Peterborough Humane Society learning about their goals, and development in animal wellness. Through these discussions, I got a close view of the inner workings of the Humane Society and the great work the organization is doing in our community, which is why I was excited to be a part of this very important build".*

- **Glenn Allan Stonehouse,**  
**President & CEO, Stonehouse Group Inc.**

*"At LLF, we're all animal lovers and have been supporters of the Humane Society for many years. We realize the importance of having a space where lost, homeless and neglected animals can heal, recover and find their perfect forever home."*

- **Joe Grant**  
**Lawyer, LLF Lawyers**

*"We're always on the lookout for opportunities where we can help building projects taking place within our community. Being able to combine our love of animals with our ability to provide a safe, durable roof on a facility that will be integral to animal wellness in our community was a no-brainer!"*

- **Todd & Jennie Lawson, Owners,**  
**Havelock Metal Co.**

*"In addition to what this Centre will do for lost and homeless pets, we're so pleased to see that it has green initiatives to mitigate the Centre's impact on the environment. It will be a truly modern building that takes animals' and people's well-being and our environment into account,"*

- **David & Patricia Morton,**  
**President of Quaker Oaks (Retired) & Professor**  
**Emeritus, Trent University**



*L-R: Shelley Barrie with her rescue pup, Aube, & Gail Lockington with her dog, Sammy. Together these two pups have donated their "inheritance" to Our Pet Project.*



## Regular Council Meeting

<b>To:</b>	Mayor and Council
<b>Date:</b>	July 5, 2021
<b>From:</b>	Kimberley Pope, Finance Department
<b>Report Number:</b>	Finance 2021-13
<b>Subject:</b>	Financial Review of future Capital Infrastructure Projects

### Recommendations:

1. That Council receives Finance Report 2021-21 containing a financial review of a new Fire Station, Public Works Operations Center and a Parks & Public Works Building utilizing external borrowing, development charge revenues, transfers from reserves and potential future grant opportunities and revenue opportunities, and
2. That Council provide staff direction on the funding, as presented, and direct staff to proceed to the tendering process.

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### Overview:

On December 10, 2020 at the Special Budget Meeting, Council requested that staff provide a financial review pending Fire Department and Public Works reports containing conceptual design, site selection and budgetary cost estimates for three future Capital Infrastructure projects; Fire Station, Public Works Operations Center and a Parks & Public Works Building.

The Greenview Environmental Management budgetary construction cost estimates of \$12,115,625 have been used for the calculations within this report, as itemized below.

\$6,915,625	Fire Station @ the Municipal Office Site
\$3,700,000	Public Works Operations Center @ North Location
\$1,500,000	Parks & PW Building

Greenview has indicated a 10% savings could potentially be realized in a consolidated tender, if all three infrastructure projects were included at the same time.

The following is a summary of the Fire and Public Works reports to date containing detailed information regarding these three Capital Infrastructure projects.

Fire Station including space allocation of an ambulance base

- Fire 2015-05 (Aug. 2015) Fire Station One Complete Construction Drawings, RFP 2015-01 - Alaimo Architecture Inc
- Fire 2016-02 (July 2016) Fire Station Design and Costing
- Fire 2020-03 (Dec. 2020) Master Fire Plan
- Fire 2021-02 (Jan. 2021) Fire Station Design -Station One Replacement - Greenview Environmental Management
- Fire 2021-05 (May 2021) Fire Station Conceptual Design and Site Selection
- Fire 2021-06 (June 2021) New Fire Station Site Selection

The motion at the June 21, 2021 Council Meeting was “that Council approves the site selection for the replacement of Fire Station One on the identified lands located at 988 County Road 10 based on Greenview Environmental Management Site Selection Study.

Public Works Operations Center and a Parks & Public Works Building

- PW 2019-21 (Sept. 2019) Design & Engineering Services for the Renovation and Addition to the Public Works Operations Centre at 1470 County Road 10, RFP-PW-19-01 - Consultant Selection - Greenview Environmental Management
- PW 2020-22 (December 2020) Update for Design and Engineering Services for the Renovation and Addition to the Public Works Operations Centre

### Financial Impact:

The annual debt and financial obligation limits for municipalities are determined under the Municipal Act 2001, to ensure the maximum debt capacity for the municipality is not exceeded. A municipality shall use the most recent Annual Repayment Limit (ARL) provided by the Ministry for any financial commitments, liabilities and contractual obligations for which payment may or will be required beyond the term for which Council was elected.

The attached debt capacity and financial review, including all three budgetary construction cost estimates, totals \$12,115,625 with funding allocated in the table below.

	Fire Station (Municipal Office)	Public Works Op. Centre (North)	Parks & PW Building	TOTAL
25 Year Principal Debenture	\$ 2,856,694	\$ 2,963,318	\$ 1,500,000	\$ 7,320,012
	\$ 2,856,694	\$ 2,963,318	\$ 1,500,000	\$ 7,320,012
Grant Funding	TBD	TBD	TBD	TBD
Development Charges	\$ 2,447,000	\$ 714,000	\$ -	\$ 3,161,000
Reserve Transfer (Asset Replacement)	\$ 7,356	\$ 22,682	\$ -	\$ 30,039
Reserve Transfer (Fire Hall Reserve)	\$ 1,604,575	n/a	n/a	\$ 1,604,575
	<b>\$ 6,915,625</b>	<b>\$ 3,700,000</b>	<b>\$ 1,500,000</b>	<b>\$ 12,115,626</b>

Currently the Township of Cavan Monaghan utilizes 18% of the Annual Repayment Limit (ARL), on the OILC debentures totaling \$8,242,769 due to the Millbrook Water & Wastewater Capital Infrastructure project with the principal amount of \$3,395,510 funded through the Water & Wastewater user rates and the principal amount of \$4,847,259 funded through Development Charges (Finance Report 2017-16, By-laws

No. 2017-81, 2017-82 & 2017-83). Infrastructure projects that incur external debt shall not exceed the municipality's annual repayment limit (ARL), as per the Municipal Act, and will not be considered.

If the municipality proceeded with three new debentures totaling \$7,320,012 (over a 25 year term) this would result in annual repayments of \$409,300 and utilize an additional 14% of the ARL. Therefore, the total usage of Cavan Monaghan's ARL would increase from the current 18% to 32%. The new annual repayments of \$409,300 is the equivalent of 4.3% of the residential tax rate as each 1% increase equals \$95,700.

Cavan Monaghan Debentures (\$8,242,769 combined)

By-law No. 2017-81 (\$2,407,995) 30 yrs, 3.33%	WWW	\$	127,000	<i>per annum, exp. December 2047</i>
By-law No. 2017-82 ( \$987,515) 30 yrs, 3.33%	WWW	\$	53,000	<i>per annum, exp. December 2047</i>
By-law No. 2017-83 (\$4,847,259) 20 yrs, 3.15%	WWW (DC's)	\$	327,000	<i>per annum, exp. December 2037</i>
Annual Repayments			<u>\$</u>	<u>507,000</u> utilizes 18% of Cavan Monaghans ARL (\$2,830,926)

Potential Future Debentures

Fire Station (Municipal Office Site), 25 yrs, 2.84%		\$	159,700	
Public Works Operations Centre (North), 25 yrs, 2.84%		\$	165,700	
Parks & PW Building, 25 yrs, 2.84%		\$	83,900	
Annual Repayments (TBD)			<u>\$</u>	<u>409,300</u> <i>estimated to use additional 14% of Cavan Monaghans ARL</i>
<b>Total <u>potential</u> Annual Repayments</b>			<b><u>\$</u></b>	<b><u>916,300</u></b> <i>may utilize 32% of Cavan Monaghans ARL (\$2,830,926)</i>

Assumptions and/or factors included within this report;

- No sponsorship or fundraising for any of these projects,
- No additional developer paid contribution other than through development charges. Maximum available DC's as per Study
- 2020 interest rates with indexing (based on OILC lending rates)
- External debt with 25-year debentures for calculations
- Operating costs for each proposed building are not available and therefore no comparisons to current building operating costs have been calculated
- No land acquisition costs
- Budgetary Cost Estimates include allowance for design, engineering, construction tendering and OBC general review for preliminary sites and building scope with a 20% contingency.

### Potential future Grant opportunities and/or Revenue opportunities:

There will be additional revenues when the municipality enters into a lease arrangement utilizing the space allocation of an ambulance base, with the County of Peterborough. Annual lease payments would be applied towards the repayment of capital and operating costs of the new Fire Station. The Council motion approved on Fire 2021-05 Fire Station Conceptual Design and Site Selection Report is "That Council approves the conceptual drawing with the additional drive thru bay for Paramedics, to ensure that it meets the needs into the future for both the Paramedics and Fire Services and; That Council approves a transfer of an upset limit of \$57,900.00 from the Fire Department Emergency Equipment Reserve to cover the actual cost 7 in excess of the approved budget for the Fire Station change of scope in design. If there are surplus funds in the Fire Department Capital at the end of the year, the surplus will be used as a priority to reduce and/or not require the transfer from the Fire Department Emergency Equipment Reserve".

There is potential for additional revenue if any of the existing infrastructure were sold and therefore proceeds from a sale would be applied to the associated capital infrastructure.

There is potential for a Grant component (max 15% of loan) under the FCM, Green Municipal Fund (GMF) for loans up to maximum of \$5M per project. This program provides low-interest loans and grants to finance capital projects that improve air, water and land and reduce greenhouse gas emissions (GHGs). A capital project involves the retrofitting, construction, replacement, expansion or purchase and installation of fixed assets or infrastructure that will improve environmental performance in municipal energy, transportation, waste, water or some combination of these sectors.

Management have discussed the Fire Station to investigate options to apply to this program to improve municipal energy, pending further details. If applicable, the Fire Station debenture of \$2,856,694 could have a 15% Grant component of \$428,504.

Staff continue to seek out additional funding programs to offset and/or to find matching dollars to improve community infrastructure as per the Municipal Grants Update (Finance 2021-08).

**Attachments:**

1. Debt Capacity (ARL), Debentures and Future Capital Projects
2. New Fire Station No.1 – Budgetary Cost Estimate (Greenview)
3. Public Works Operations Center and Parks & PW Building – Budgetary Cost Estimates (Greenview)

Respectfully Submitted by,

Reviewed by,

Kimberley Pope  
Director of Finance/Treasurer

Yvette Hurley  
Chief Administrative Officer



## Debt Capacity (ARL), Debentures and Future Capital Projects

Debt Capacity based on Schedule 81 Net Revenues (2018FIR), as amended

Total Own Revenue \$11,323,702

**Annual Repayment Limit (25%) \$2,830,926 ARL**

	<u>Term</u>	<u>Rates</u>	<u>Debt Capacity Limit</u>
	30	2.97%	\$ 55,703,192
	25	2.84%	\$ 50,185,817
<i>Approximate municipal</i>	20	2.62%	\$ 43,635,609
<i>borrowing rates for illustration (2020 data)</i>	10	1.78%	\$ 25,724,241
	5	1.16%	\$ 13,675,078

### Cavan Monaghan Debentures (\$8,242,769 combined)

By-law No. 2017-81 (\$2,407,995) 30 yrs, 3.33%	WWW	\$ 127,000	<i>per annum, exp. December 2047</i>
By-law No. 2017-82 ( \$987,515) 30 yrs, 3.33%	WWW	\$ 53,000	<i>per annum, exp. December 2047</i>
By-law No. 2017-83 (\$4,847,259) 20 yrs, 3.15%	WWW (DC's)	\$ 327,000	<i>per annum, exp. December 2037</i>
Annual Repayments		\$ 507,000	utilizes 18% of Cavan Monaghans ARL (\$2,830,926)

### Potential Future Debentures

Fire Station (Municipal Office Site), 25 yrs, 2.84%	\$ 159,700	
Public Works Operations Centre (North), 25 yrs, 2.84%	\$ 165,700	
Parks & PW Building, 25 yrs, 2.84%	\$ 83,900	
Annual Repayments (TBD)	\$ 409,300	<i>estimated to use additional 14% of Cavan Monaghans ARL</i>

**Total potential Annual Repayments \$ 916,300** may utilize 32% of Cavan Monaghans ARL (\$2,830,926)

	<b>Water &amp; Wastewater Expansion</b>	<b>Community Center</b>	<b>Fire Station (Municipal Office)</b>	<b>Public Works Op. Centre (North)</b>	<b>Parks &amp; PW Building</b>	<b>TOTAL</b>
30 Year Principal Debenture	\$ 3,395,510	\$ -				\$ 3,395,510
25 Year Principal Debenture			\$ 2,856,694	\$ 2,963,318	\$ 1,500,000	\$ 7,320,012
20 Year Principal Debenture (DC's)	\$ 4,847,259	\$ -				\$ 4,847,259
Debentures	\$ 8,242,769	\$ -	\$ 2,856,694	\$ 2,963,318	\$ 1,500,000	\$ 15,562,781
Grant Funding	\$ 14,510,508	\$ -	TBD	TBD	TBD	\$ 14,510,508
Development Charges	\$ 4,847,259	\$ 3,887,100	\$ 2,447,000	\$ 714,000	\$ -	\$ 11,895,359
WWW Capital Funds/Reserve	\$ 1,480,258		n/a	n/a	n/a	\$ 1,480,258
Reserve Transfer (Asset Replacement Reserve)	\$ -	\$ 4,692,900	\$ 7,356	\$ 22,682	\$ -	\$ 4,722,939
Reserve Transfer (Phase In Levy Reserve)		\$ 2,180,000	n/a	n/a	n/a	\$ 2,180,000
Reserve Transfer (OLG Revenues)	\$ -	\$ 2,400,000	n/a	n/a	n/a	\$ 2,400,000
Reserve Transfer (Fire Hall Reserve)		\$ 3,240,000	\$ 1,604,575	n/a	n/a	\$ 4,844,575
Sponsorship & Fundraising	\$ -	\$ 1,000,000	n/a	n/a	n/a	\$ 1,000,000
Capital Project Costs	\$ 24,233,535	\$ 17,400,000	\$ 6,915,625	\$ 3,700,000	\$ 1,500,000	\$ 53,749,161

**Table 1**  
**Budgetary Cost Estimate**  
**Site Selection Study**  
**New Fire Station 1**

Item	Task Description	Unit	Estimated Unit Cost	Base (CC Site)		988 CR 10	
				Estimated Quantity	Estimated Total Cost	Estimated Quantity	Estimated Total Cost
Soft Costs (Planning/Engineering/Design)							
D1	Legal Surveying	LS	-	1	\$5,000	1	\$5,000
D2	Engineering / Topographic Surveying	LS	-	1	\$3,500	1	\$3,500
D3	Geotechnical Assessment & Engineering	LS	-	1	\$20,000	1	\$50,000
D4	Specialised Civil/Servicing Engineering	LS	-	0	\$0	1	\$20,000
	Sub-Total - Soft Costs				\$28,500		\$78,500
Site Works							
S1	Demolition & Removals	LS	-	1	\$5,000	1	\$10,000
S2	Overhead Utility Relocations	EA	\$5,000	0	\$0	5	\$25,000
S3	Clearing and Grubbing	LS	\$10,000	0	\$0	1	\$10,000
S4	Earth Excavation (Cuts), Haulage, & Disposal	m³	\$11	0	\$0	30,000	\$330,000
S5	Earth Fill (Grade Raise)	m³	\$11	5,250	\$57,750	0	\$0
S6	Retaining Walls (Modular Block w Tie Backs)	m²	\$750	0	\$0	300	\$225,000
S7	Accessible Pedestrian Ramp (Includes Guards & Railings)	m	\$500	0	\$0	50	\$25,000
S8	Special Grading (Retaining Wall, Entrance/Exit Sight Lines)	LS	-	0	\$0	1	\$20,000
S9	Granular B Subbase (Assumed 200mm)	tonnes	\$20	1,400	\$28,000	1,750	\$35,000
S10	Granular A Base (Assumed 150mm)	tonnes	\$25	1,400	\$35,000	1,750	\$43,750
S11	Asphalt Paving (Assume 90mm Superpave)	m²	\$50	2,500	\$125,000	3,500	\$175,000
S12	Entrance Culverts (Assume 1000mm diam).	m	\$1,000	20	\$20,000	60	\$60,000
S13	Topsoil / Seeding / Restoration	m²	\$8	1,000	\$8,000	3,500	\$28,000
S14	Special Servicing (Natural Gas Main/Line)	LS	-	0	\$0	1	\$100,000
S15	Sanitary & Stormwater Servicing	LS	-	1	\$15,000	1	\$50,000
	Sub-Total - Site Works				\$293,750		\$1,136,750
Building Works							
B1	Building	SF	\$350	11,950	\$4,182,500	11,950	\$4,182,500
B2	Building Structural Enhancements & Extension	SF	\$150	950	\$142,500	950	\$142,500
	Sub-Total - Building Works				\$4,325,000		\$4,325,000
Sub-Total - All					\$4,647,250		\$5,540,250
Contingency (+/- 25%)					\$1,161,813		\$1,385,063
Estimated Total Cost		Low Range			\$3,485,438		\$4,155,188
		High Range			\$5,809,063		\$6,925,313

**Notes:**

1. Estimate based on noted assumptions and/or information available at time of issuance.

**Table 1**

**Summary of Conceptual Development Alternatives & Budgetary Cost Estimates**  
**PW Operations Buildings & Facilities**  
**Township of Cavan Monaghan**

	PW Garage (North Location)	PW Garage (South Location)	Parks & PW Building
Site Location	1470 County Road 10, Cavan		70 King Street West, Millbrook
Site Area	2.14 ac (8,641 m <sup>2</sup> )		To be confirmed
Existing Building Area	4,000 SF (371 m <sup>2</sup> )		1,100 SF (100 m <sup>2</sup> )
Proposed Building Area	8,000 SF (740 m <sup>2</sup> )	8,000 SF (740 m <sup>2</sup> )	2,600 SF (240 m <sup>2</sup> )
Budgetary Construction Cost <sup>1, 2</sup>	\$3,700,000	\$4,000,000	\$1,500,000
Budgetary Building Only Construction Cost <sup>2</sup>	\$3,000,000	\$2,900,000	\$1,000,000

**Notes:**

1. Cost estimates includes allowance for design, engineering, construction tendering, and OBC general review for preliminary sites and buildings scope.
2. Cost estimates includes 20% contingency, and value presented is higher extent of 20% range of values.

**Table 2**

**Budgetary Cost Estimate - PW Operations Centre (North), Cavan, ON**  
**PW Operations Buildings & Facilities**  
**Township of Cavan Monaghan**

Class D: \_\_\_\_\_ Nov26-20

Division / Description	Total Estimated Cost	Building Only Cost
Division 00 - Procurement and Contracting Requirements	\$150,000	-
Division 01 - General Requirements	\$288,000	\$288,000
Division 02 - Existing Conditions	\$0	-
Division 03 - Concrete	\$255,000	\$255,000
Division 04 - Masonry	\$45,375	\$45,375
Division 05 - Metals	\$396,600	\$396,600
Division 06 - Wood, Plastics, and Composites	\$0	\$0
Division 07 - Thermal and Moisture Protection	\$649,000	\$649,000
Division 08 - Openings	\$143,000	\$143,000
Division 09 - Finishes	\$22,175	\$22,175
Division 10 - Specialties	\$22,400	-
Division 11 - Equipment	\$0	-
Division 12 - Furnishings	\$10,000	-
Division 13 - Special Construction	\$0	\$0
Division 21 - Fire Suppression	\$155,000	\$155,000
Division 22 - Plumbing	\$77,000	\$77,000
Division 23 - Heating, Ventilation, and Air Conditioning (HVAC)	\$87,000	\$87,000
Division 26 - Electrical	\$164,000	\$164,000
Division 27 - Communications	\$40,000	\$40,000
Division 28 - Electrical Safety and Security	\$10,000	\$10,000
Division 31 - Earthworks	\$114,000	\$114,000
Division 32 - Exterior Improvements	\$362,000	-
Division 33 - Utilities	\$25,000	-
<b>Subtotal</b>	<b>\$3,015,550</b>	<b>\$2,446,150</b>
Contingency (± 20%)	\$603,110	\$489,230
<b>Total (Low)</b>	<b>\$2,412,440</b>	<b>\$1,956,920</b>
<b>Total (High)</b>	<b>\$3,618,660</b>	<b>\$2,935,380</b>
Cost per Square Foot (Per Subtotal)	\$313	\$254

**Items for Consideration (Not Included in Above)**

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**Table 3**

**Budgetary Cost Estimates - Parks & Recreation Location, Millbrook, ON**  
**PW Operations Buildings & Facilities**  
**Township of Cavan Monaghan**

Class D: \_\_\_\_\_ Nov26-20

Division / Description	Total Estimated Cost	Building Only Cost
Division 00 - Procurement and Contracting Requirements	\$100,000	-
Division 01 - General Requirements	\$127,000	\$127,000
Division 02 - Existing Conditions	\$45,000	-
Division 03 - Concrete	\$93,800	\$93,800
Division 04 - Masonry	\$11,400	\$11,400
Division 05 - Metals	\$138,500	\$138,500
Division 06 - Wood, Plastics, and Composites	\$0	\$0
Division 07 - Thermal and Moisture Protection	\$196,000	\$196,000
Division 08 - Openings	\$69,000	\$69,000
Division 09 - Finishes	\$11,580	\$11,580
Division 10 - Specialties	\$5,000	-
Division 11 - Equipment	\$0	-
Division 12 - Furnishings	\$5,000	-
Division 13 - Special Construction	\$0	\$0
Division 21 - Fire Suppression	\$0	\$0
Division 22 - Plumbing	\$21,000	\$21,000
Division 23 - Heating, Ventilation, and Air Conditioning (HVAC)	\$24,000	\$24,000
Division 26 - Electrical	\$45,000	\$45,000
Division 27 - Communications	\$15,000	\$15,000
Division 28 - Electrical Safety and Security	\$10,000	\$10,000
Division 31 - Earthworks	\$52,600	\$52,600
Division 32 - Exterior Improvements	\$260,800	-
Division 33 - Utilities	\$10,000	-
<b>Subtotal</b>	<b>\$1,240,680</b>	<b>\$814,880</b>
Contingency (± 20%)	\$248,136	\$162,976
<b>Total (Low)</b>	<b>\$992,544</b>	<b>\$651,904</b>
<b>Total (High)</b>	<b>\$1,488,816</b>	<b>\$977,856</b>
Cost per Square Foot (Per Subtotal)	\$567	\$372

**Items for Consideration (Not Included in Above)**

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# General Ledger

## Revenue and Expense Working Current Budget Report

Fiscal Year 2022 To Period 1 by Department

Account	Description	2021 Total Budget	2021 Actual	Proposed Budget	Final Budget
03-4800	Water Wastewater Administration	172,853.00	118,748.55	166,490.00	
03-4801	Water & Wastewater Debentures	180,000.00	421,751.90	180,000.00	
03-4809	Pumping Station	6,250.00	3,639.78	6,370.00	
03-4810	Millbrook Wastewater Plant	437,030.00	383,834.37	463,739.00	
03-4811	Wastewater Collection System	10,500.00	35,335.11	10,000.00	
03-4813	Contribution to/from Water Reserve	0.00	0.00		
03-4815	Contribution to/from Wastewater Reserve	592,658.00	0.00	772,761.00	
03-4818	Wastewater Revenue	-1,010,070.00	-959,048.99	-1,127,667.00	
03-4819	Water Revenue	-625,901.00	-580,346.93	-696,633.00	
03-4820	Water & Wastewater Other Income	-36,750.00	-36,114.25	-40,750.00	
03-4830	Millbrook Water - Distribution System	55,500.00	10,963.30	55,000.00	
03-4831	Millbrook Water - Treatment & Supply	147,510.00	129,285.70	138,430.00	
03-4833	Millbrook Water - Standpipe Tower	9,850.00	18,596.98	9,900.00	
03-4834	Sysco Oper. Wastewater Agreement	0.00	4,809.29		
03-4835	Booster Pumping Station	9,340.00	13,422.78	13,820.00	
03-4836	Kawartha Downs Wastewater Agreement	0.00	4,446.53		
03-4837	Water and Wastewater Capacity Monitoring	58,000.00	0.00	58,000.00	
03-8001	Bulk Water Sale	-6,770.00	-50,767.86	-9,460.00	
Total Revenues:		-1,639,485.00	-1,725,241.70	-1,647,409.00	
Total Expenses:		1,639,485.00	1,243,797.96	1,647,409.00	
Report Net:		0.00	-481,443.74		



**The Township of Cavan Monaghan**  
**Water & Wastewater**  
**Capital Requests in 2022**  
**1st Draft**

Capital Item Requested	Requested Purchases	2021 Roll Overs	Reserve/ Other Funding Available	Transfers Asset Replacement Reserve	Transfer to/from W & WW Reserve
<b>Water Distribution System</b>					
Water Main Replacement Main Street	\$ 250,000	(\$250,000)			\$ -
Replacement of Well and Pump	\$ 50,000				\$ 50,000
Water Meter Replacement Program	\$ 10,000				\$ 10,000
Rehabilitation of Main Street Watermains, ICIP Green Grant	\$ 312,500		(\$229,156)		\$ 83,344
<b>Total Water Distribution System</b>	<b>\$ 622,500</b>	<b>(\$250,000)</b>	<b>-\$ 229,156</b>	<b>\$ -</b>	<b>\$ 143,344</b>
<b>Total Water Capital</b>	<b>\$ 622,500</b>	<b>(\$250,000)</b>	<b>-\$ 229,156</b>	<b>\$ -</b>	<b>\$ 143,344</b>
<b>Wastewater Collection System</b>					
Sewer System Relining	\$ 82,598	(\$82,598)			\$ -
<b>Wastewater Collection System</b>	<b>\$ 82,598</b>	<b>(\$82,598)</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Wastewater Capital</b>	<b>\$ 82,598</b>	<b>(\$82,598)</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Water and Wastewater Capital</b>	<b>\$ 705,098</b>	<b>(\$332,598)</b>	<b>(\$229,156)</b>	<b>\$ -</b>	<b>\$ 143,344</b>
Total Capital Requests					\$705,098
Less: 2021 Capital Roll Over					(\$332,598)
<b>Total 2022 Capital Expenditures</b>					<b>\$372,500</b>
Reserve/Other Funding to Offset Capital					(\$229,156)
<b>Net 2022 Capital Expenditures</b>					<b>\$143,344</b>



LARIDAE



Township of Cavan Monaghan

# Council Facilitation & Strategic Priority Workshop

February 2019

Laridae  
269 Charlotte St  
Peterborough, ON, K9J 2v3  
danielle@laridaemc.com  
laridaemc.com  
705-243-5585

**Solve. Change. Soar.**



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## Introduction

In January 2019, the Township of Cavan Monaghan engaged Laridae to guide the Council and staff through a facilitated strategic priority-setting process. On February 8, 2019, members of Council and management team staff came together for a full-day facilitated session. The intent of the session was to engage in strategic discussion about the direction and priorities of the Township, encourage team building, and to find alignment on key priorities moving forward.

This report provides an overview of the discussion, summarizes the outcomes and priorities identified during the day, and outlines the shared commitments made by Council.

## Planning Context

In 2012, the Township of Cavan Monaghan completed an extensive strategic planning process that resulted in a multi-year Corporate Strategic Plan. In 2014, the strategic plan was reviewed and updated to reflect the progress that had been made to date.

The plan has provided meaningful guidance to the progress that the Township has made over the past several years. Since the update in 2014, significant progress has been made. Several goals have been accomplished, and significant headway has been made in many more. Of note is the progress that has taken place in terms of financial sustainability.

The intent of this project was to build on the existing plan and find alignment on priorities and actions moving forward over the next two to three years. It was not intended to result in a new strategic plan.

Clarifying strategy and priorities allows for actionable plans to be created that:

- Maintain focus
- Offers direction for project planning
- Help to allocate appropriate resources

Facing new financial pressures and limitations, the Council found itself faced with many difficult decisions. Council members and senior staff agreed that there was a need to follow two guiding principles during the session:

- 1) To work collaboratively to identify and commit to priorities; and,
- 2) To be selective in identifying priorities, while balancing existing commitments, new opportunities, and considering staff capacity and municipal resources.

Ultimately, the goal shared by all session participants was the desire to move the community forward in an efficient and effective manner.

## Process

In January 2019, the Township of Cavan Monaghan set out to review and refresh its strategic plan. An external consultant was retained in order to facilitate the process. The process consisted of the following:

- 1) A kick-off meeting with the project team to gather information and finalize details related to the project scope, milestones, and expectations.

- 2) Key documents were reviewed, such as previous strategic plans, asset management plans, and capital expenditure documents. An environmental scan and analysis of the current landscape was also conducted.
- 3) A full-day facilitated session was conducted with Council and senior staff. The session allowed Council members and management to share perspectives through facilitated discussion, interactive exercises, and group work. The primary goal of the day was to conduct team building that established a shared understanding of strategic, actionable priorities, and clear guiding principles.

The agenda was as follows:

- Introductions & Intentions for Day
  - Discussion: Broad Priorities
  - Current Landscape (Environmental Scan)
  - Strategic vs. Operational Planning
  - SWOT Analysis and Discussion
  - Activity: Strategic Directions
  - Strategic Action Planning Presentation
  - Group Work: Shifting Priorities
  - Action Planning: Non-negotiables and the Parking Lot
  - Guiding Principles and Values
  - Next Steps and Conclusion
- 4) A final report was prepared by Laridae.

## **Corporate Mission, Vision, and Key Principles**

### **Mission Statement:**

The Township of Cavan Monaghan is committed to delivering responsive and cost-effective services that provide for the economic, social and environmental well-being of our ratepayers now and into the future.

### **Vision:**

Cavan Monaghan is a strong, sustainable rural community. We celebrate, protect and promote our unique history and natural heritage, and value the contribution and interests of all ratepayers in building a prosperous future.

### **Guiding Principles:**

The updated Guiding Principles are to build upon the existing key foundational principles identified in the original strategic plan. These foundational principles include:

- 1) Operational Performance Excellence
- 2) Building a Strong Community
- 3) Growing our Local Economy
- 4) Respect for our Rural Environment

In addition to the existing key principles above, the following Guiding Principles were identified as guiding tenets on which to base the Township's future strategic directions.

In every way possible, at the core of each of our strategic priorities, we will ensure that we are:

**1) Building Healthy, Collaborative Relationships**

- A culture of trust, mutual respect, and appreciation will be embraced by Council and staff. Teamwork and collaboration will form the foundation of how Council and staff operate, and how decisions are reached.

**2) Welcoming Diversity, Fostering Inclusivity**

- For us, diversity and inclusivity are not just buzzwords; we will build these values into our operations and use them to inform our decision-making.

**3) Prioritizing Financial Sustainability**

- Financial sustainability will be an ongoing consideration as we continue our day-to-day work, and plan for new initiatives.

**4) Taking a “Planning-Oriented” Approach**

- We will maintain a “planning-oriented” approach that is: proactive rather than reactive; accountable; and thoughtful. Through this, we will be better equipped to prepare for, and manage, change.

## Strategic Priorities

The strategic priorities and actions outlined in this plan build on the existing strategic plan, as well as the mission, vision and guiding principles identified earlier in this document.

Under each strategic priority, a number of strategic commitments are identified. These commitments/actions will focus the work of staff and Council members over the next term. The strategic directions can be further operationalized through the development of detailed annual departmental workplans.

### 1) Engage residents and stakeholders in community issues and interests

Strategic Objective: Enhancing our communications to engage internal and external stakeholders in a meaningful and strategic way.

***We are committed to:***

- Continue using and improving the Township’s website to better reflect community information, economic development opportunities, current policy framework as well as the range of services provided by the Municipality.
- Continue developing, and improving, our strategy for engaging and reporting to local residents, business and community organizations on community issues using a wide variety of outreach tools including social media, e-newsletter and a stronger web presence.
- Developing a communications toolkit that can be used by any representative of the Township and includes resources such as a plain-language key messages document and a message crafting “best practice” checklist.

## 2) Create an environment that supports local business, employment, and the attraction of visitors to the community

Strategic Objective: Increasing the level of business activity in the Township's employment areas.

### ***We are committed to:***

- Advancing opportunities to develop employment lands as identified in the Official Plan.
- Leverage the policy framework as a means to promote and attract new employment and residential growth to the community.
- Working with local partners to develop and promote entrepreneurial opportunities in Cavan Monaghan, including gaps identified in the mix of businesses and services as well as external markets for local enterprises. Initiate a business retention and expansion program geared to those identified primary industry sectors throughout the municipality.
- Fostering a community that is welcoming to new businesses and supports and empowers new and existing businesses to succeed.
- Developing a strategy to communicate with business owners and entrepreneurs about the benefits and supports available to them (for example, through the BIA), and clarify roles and responsibilities to manage expectations.

## 3) Provide efficient and sustainable municipal and community infrastructure

Strategic Objective: Investing in community infrastructure that reflects our rate of growth and rural nature.

### ***We are committed to:***

- Initiating the preparation of a detailed implementation plan for the Township's Master Fire Plan that addresses short, medium- and long-term priorities for the community.
- Allocating future OLG revenue towards the Asset Replacement Reserve to fund asset replacement of existing municipal infrastructure as per the Asset Management Plan in January 2015 fiscal year.
- Developing a strategy to support the development of life-cycle housing in Cavan Monaghan.
- Prioritizing major capital projects, review reports (if available), and determine next steps/timelines. Current capital projects of note include:
  - Millbrook jail
  - Arena
  - Emergency Services
    - EMS
    - Firehall with ambulance bay

## 4) Nurture a Vibrant, Thriving Community Culture

Strategic Objective: Increasing levels of community engagement and integration among new residents.

***We are committed to:***

- Developing a strategy to engage and integrate newcomers to Cavan Monaghan.
- Conducting an audit of barriers to accessibility for newcomers in municipal offices and with municipal programs and services.
- Consulting subject matter experts to develop a strategy for building inclusiveness into our everyday operations and business practices.
- Supporting new and existing residents through the cultural and lifestyle shifts that the community is experiencing through enhanced communications.

## 5) Continue high-quality, efficient delivery of core services

Strategic Objective: Increased efficiency of service delivery that reflects our changing community and internal capacity.

***We are committed to:***

- Conducting a full review of core services to determine needs and sustainability of current model, help manage expectations [among residents], and to look for opportunities to leverage technology and streamline processes to increase efficiency.
- Proactively anticipating service needs and planning to ensure that we have the capacity to meet those needs, using operational plans and ongoing annual reviews.
- Improving our communications, as identified in priority #1, with residents about municipal services to: keep residents informed, increase accessibility of information, and manage expectations about varying levels of service.

## Conclusion

The new priorities detailed in this plan provide the Township of Cavan Monaghan with clear focus and a strategic framework to drive progress over the coming years. Once adopted, Council and municipal staff will begin implementation through the following steps:

1. Detailed annual departmental operational plans will be developed. Goals and objectives will be aligned with the new strategic directions;
2. The strategic directions will be communicated internally and externally; and,
3. Progress on the directions will be reviewed using annual report cards and goals amended as contexts change over the coming years.
4. An annual review of the strategic objectives.

## **The Township of Cavan Monaghan**

### **By-law No. 2021-78**

**Being a by-law to confirm the proceedings of the special meeting of the Council of the Township of Cavan Monaghan held on the 9th day of December 2021.**

**Whereas** the Municipal Act, 2001, S.O., 2001, c.25, S.5, S. 8 and S. 11 authorizes Council to pass by-laws;

**Now Therefore** the Council of the Township of Cavan Monaghan hereby enacts as follows:

1. That the actions of the Council at its special meeting held on the 9th day of December 2021, in respect to each recommendation and action by the Council at its said meetings except where prior approval of the Local Planning Appeal Tribunal or other statutory authority is required are hereby adopted ratified and confirmed.
2. That the Mayor and Clerk of the Township of Cavan Monaghan are hereby authorized and directed to do all things necessary to give effect to the said actions or obtain approvals where required, and to execute all documents as may be necessary and the Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents. Read a first, second and third time and passed this 9th day of December 2021.

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**Scott McFadden**  
**Mayor**

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**Cindy Page**  
**Clerk**