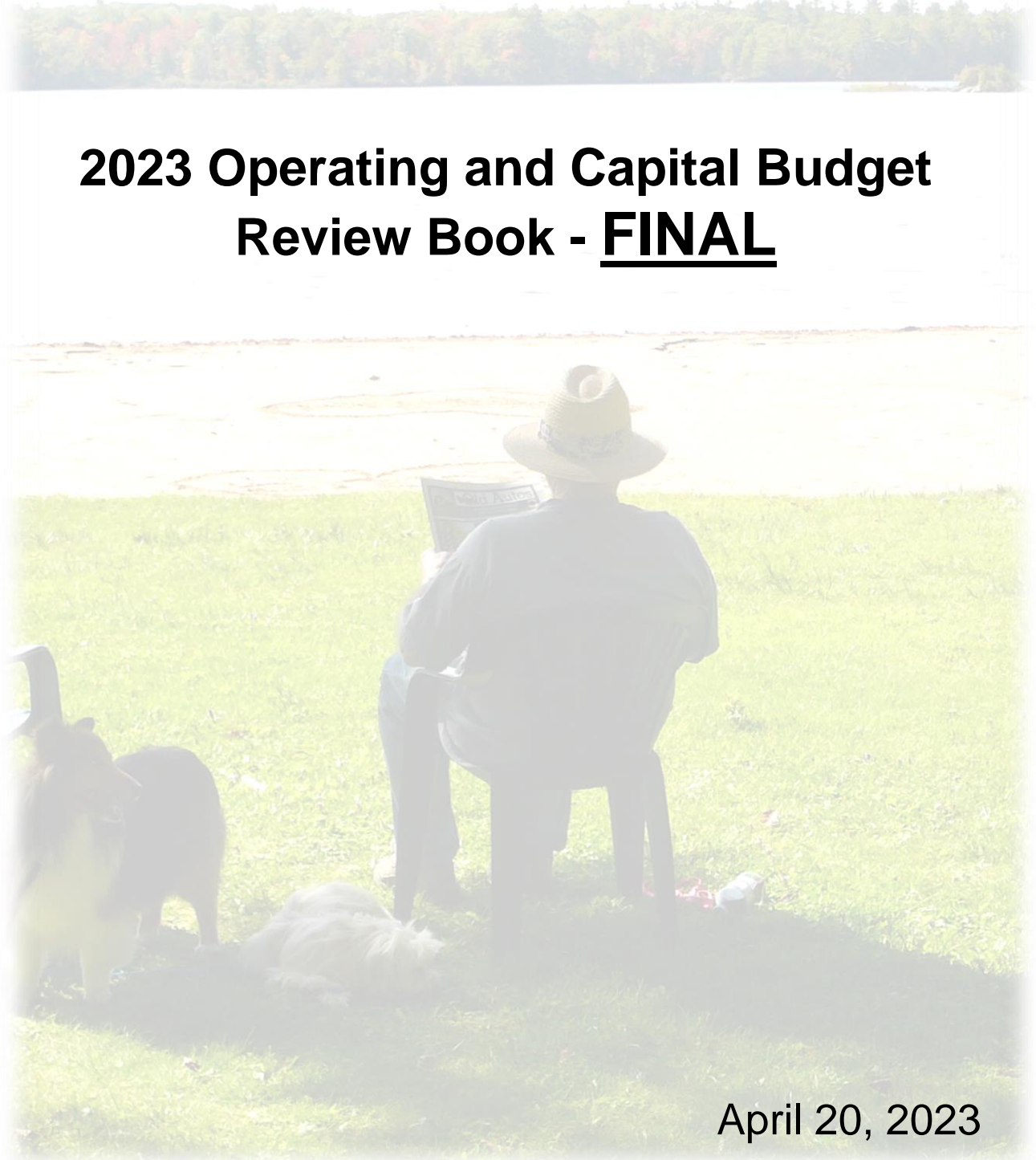


TOWNSHIP OF

HAVELOCK-BELMONT-METHUEN

2023 Operating and Capital Budget Review Book - FINAL



April 20, 2023

2023 Budget

Table of Contents

Contents

Part I - Background Information - 2023 Operating and Capital Budgets	3
Public Budget Input	4
Assessment and Tax Policy	10
Taxable Assessment	10
Re-assessment Four Year Cycle.....	11
Taxable assessment for 2023 – estimated 0.9% increase.....	12
Tax Ratios and Tax Rates.....	14
Weighted Taxable Assessment	16
Effect of assessment growth on the All-inclusive Tax increase	17
HBM Municipal Tax Rates	17
Municipal Tax Levy by Class	20
Tax Levy Increase – Comparison with Other Municipalities	21
Education Tax Rates	22
Business Education Property Tax Rates	22
2023 Operating Budget (Revenues and Gross Expenditures)	24
Ontario Municipal Partnership Fund Grant	24
Ontario Community Infrastructure Fund (OCIF)	27
Library Operating Grant	27
RIDE Grant.....	27
Canada Community Building Fund (formerly Federal Gas Tax)	27
Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream.....	28
Investing in Canada Infrastructure Program (ICIP): Rehabilitation and Renovation	28
ICIP: Green Stream	29
Canada Community Revitalization Fund (CCRF)	29
Reserves and Reserve Funds	30
Debt Financing	35
Net Requirements by Department	36
ONE Investments	37
Commentary of Investment Performance in 2022	38
How Much of the Operating Budget is Discretionary?	43
What does 1% mean?	45
What a Residential Property Owner Pays For	45
2023 Capital Budget	47

2023 Budget

Table of Contents

- Part II - 2023 Divisional Operating Budget Review 49**
 - Administration..... 50
 - Council 54
 - Animal Control..... 57
 - Building 60
 - Cemetery 64
 - Conservation Authorities 67
 - Facilities Administration 70
 - Facilities Operations..... 72
 - Fire Services 81
 - Library 84
 - Parks and Recreation 87
 - Parks Operating..... 90
 - Planning and Economic Development..... 95
 - Police..... 98
 - Public Works: Administration 101
 - Public Works: Operations 103
 - Sewer 106
 - Waste Administration 109
 - Waste Transfer Stations..... 111
- Part III - 2023 Divisional Capital Budget Review 122**
 - Summary of Capital Projects..... 123
 - Administration Capital 124
 - Building Capital..... 128
 - Facilities Capital..... 130
 - Fire Capital..... 138
 - Library Capital..... 140
 - Parks and Recreation 142
 - Roads Capital Budget 150
 - Sewer Capital..... 158
 - Waste Capital Budget..... 161
- Part IV - Glossary of Budget Terms and Acronyms 164**
 - Budget Terms..... 165
 - Acronyms Used in Budget Documents 171



Township of Havelock-Belmont-Methuen

Part I - Background Information - 2023 Operating and Capital Budgets

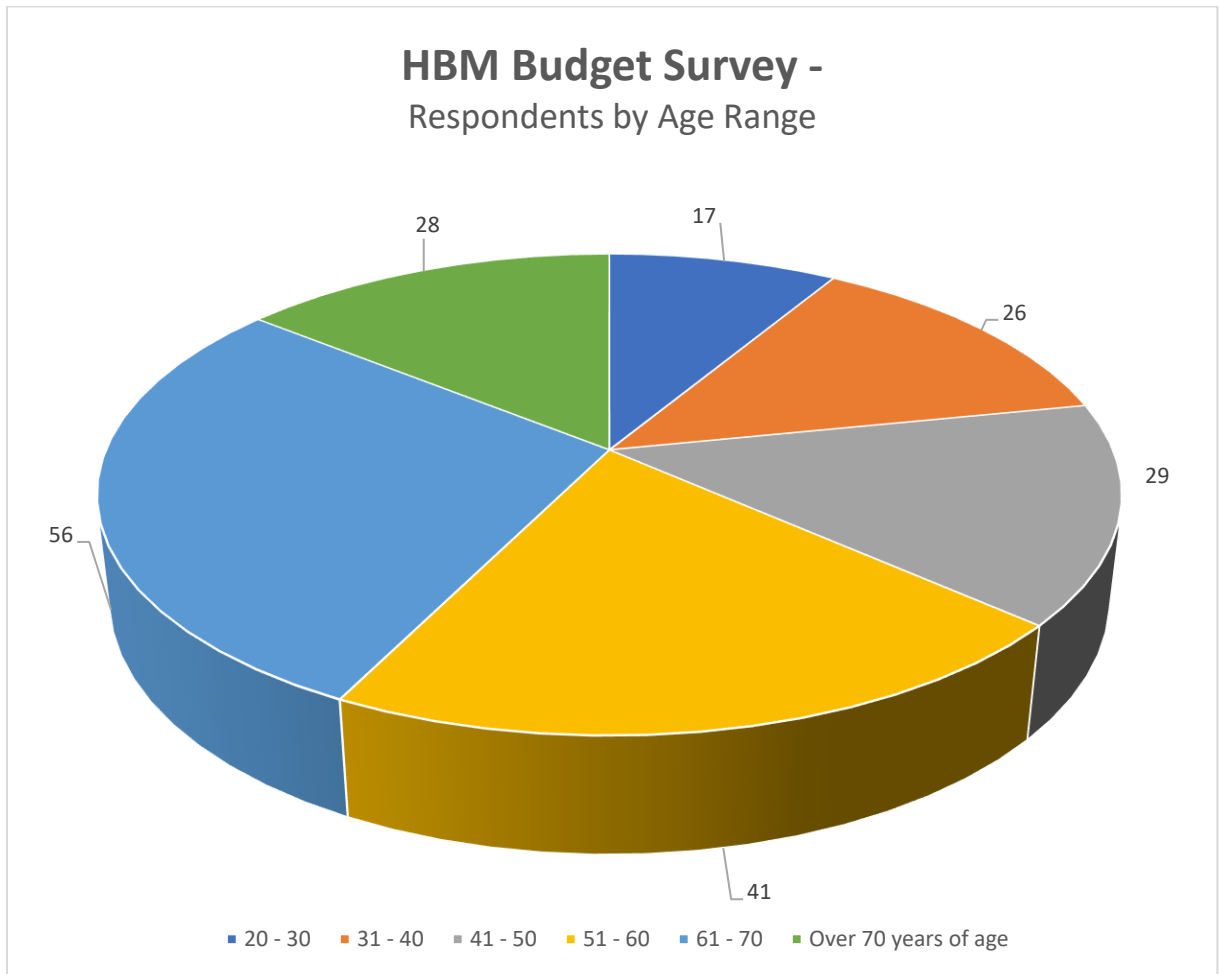
Public Budget Input

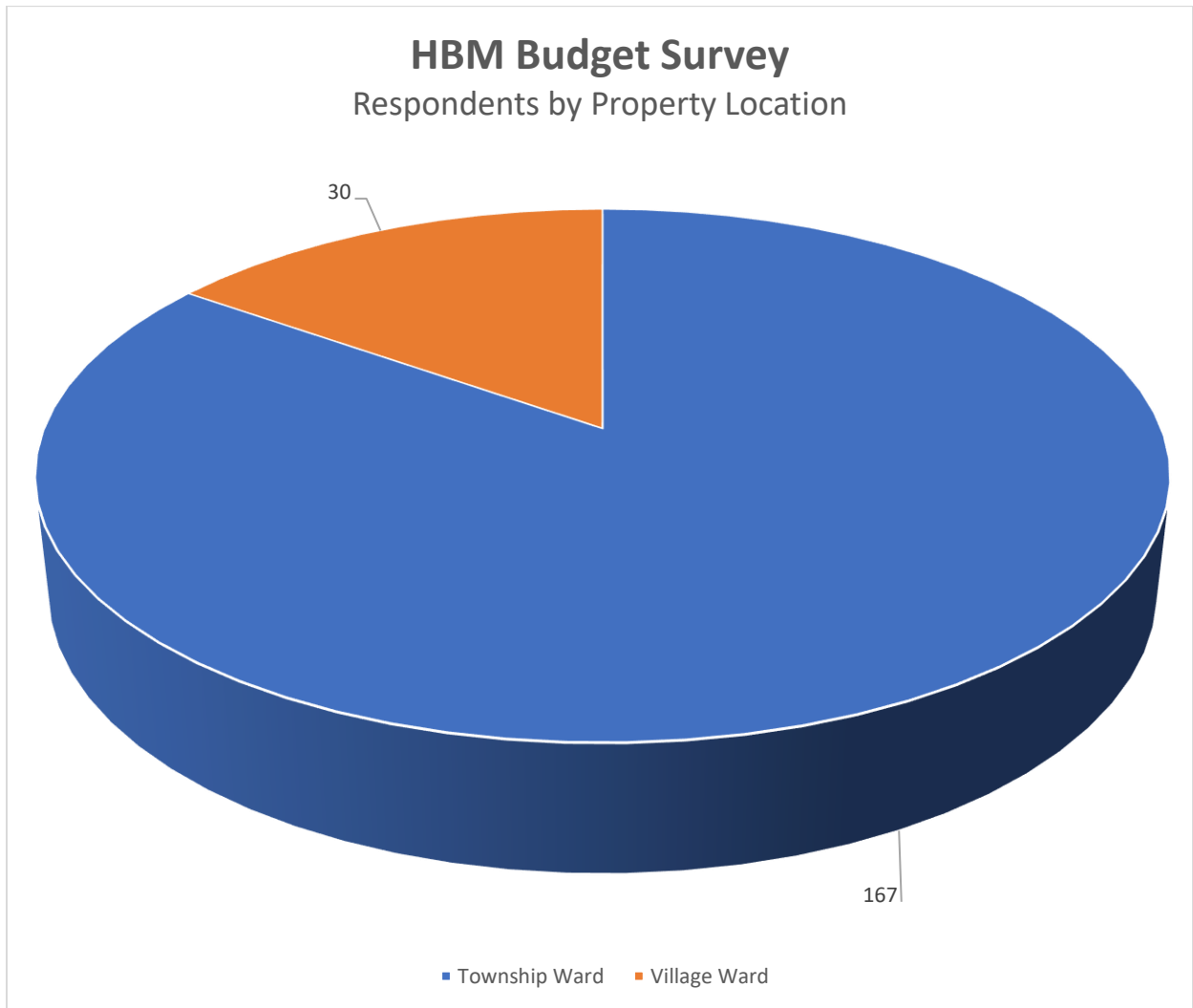
During the Fall of 2022, The Township of Havelock-Belmont-Methuen developed an online citizen-engagement tool at www.hbmtwp.ca. The budget survey was intended to offer council and staff an idea of what is important to residents. Responses have been used to help shape budget priorities for the coming year before councillors begin discussing the preliminary draft budget.

Responses to On-line Budget Survey

197 responses to the Online Budget Survey were received and came from a wide range of ages, from 56% in the 20–30-year-old range to 28% of the respondents being over 70 years of age.

Geographically, 15% of survey responses came from Village property owners while 85% were provided from other township residents.

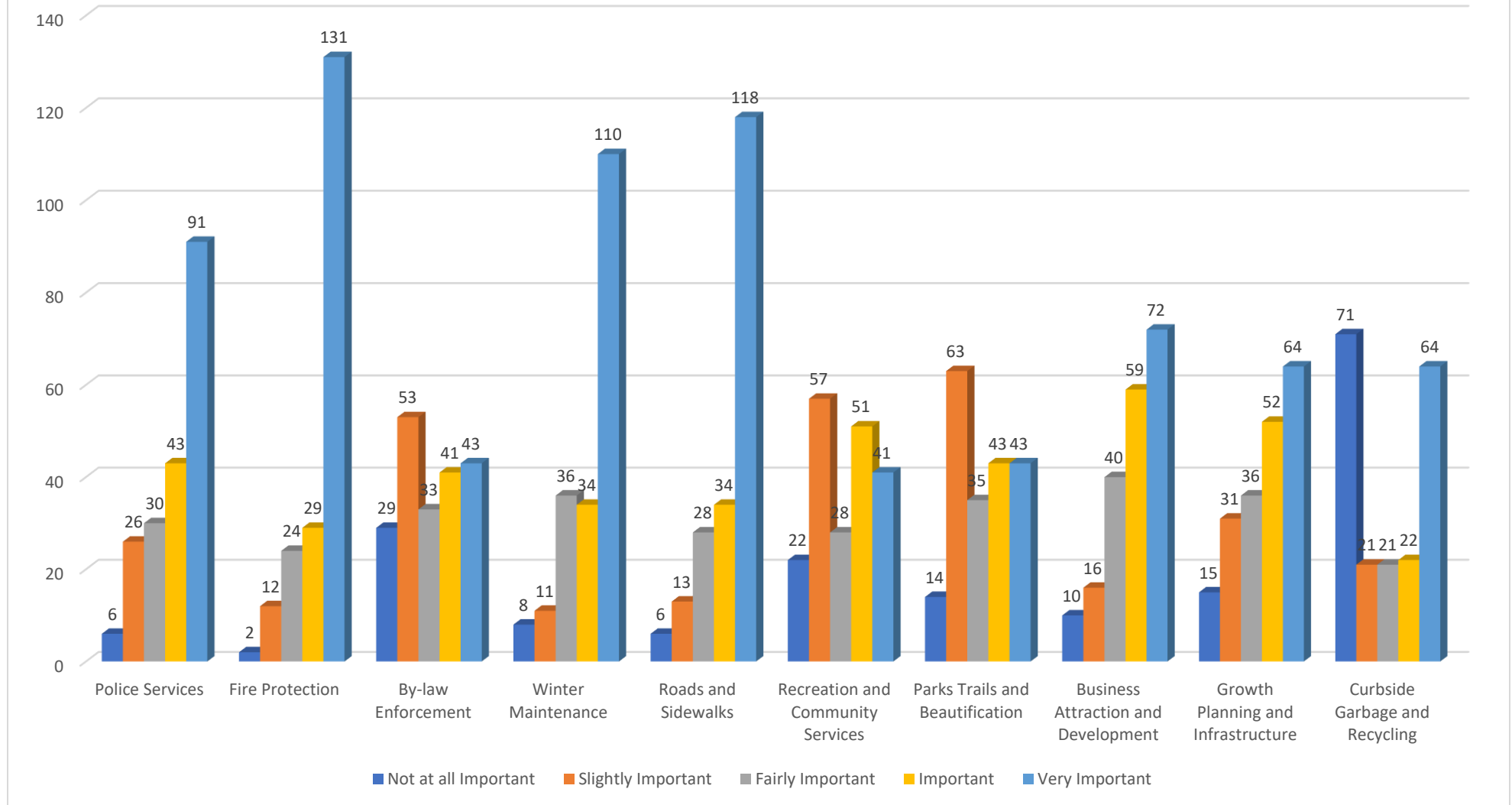




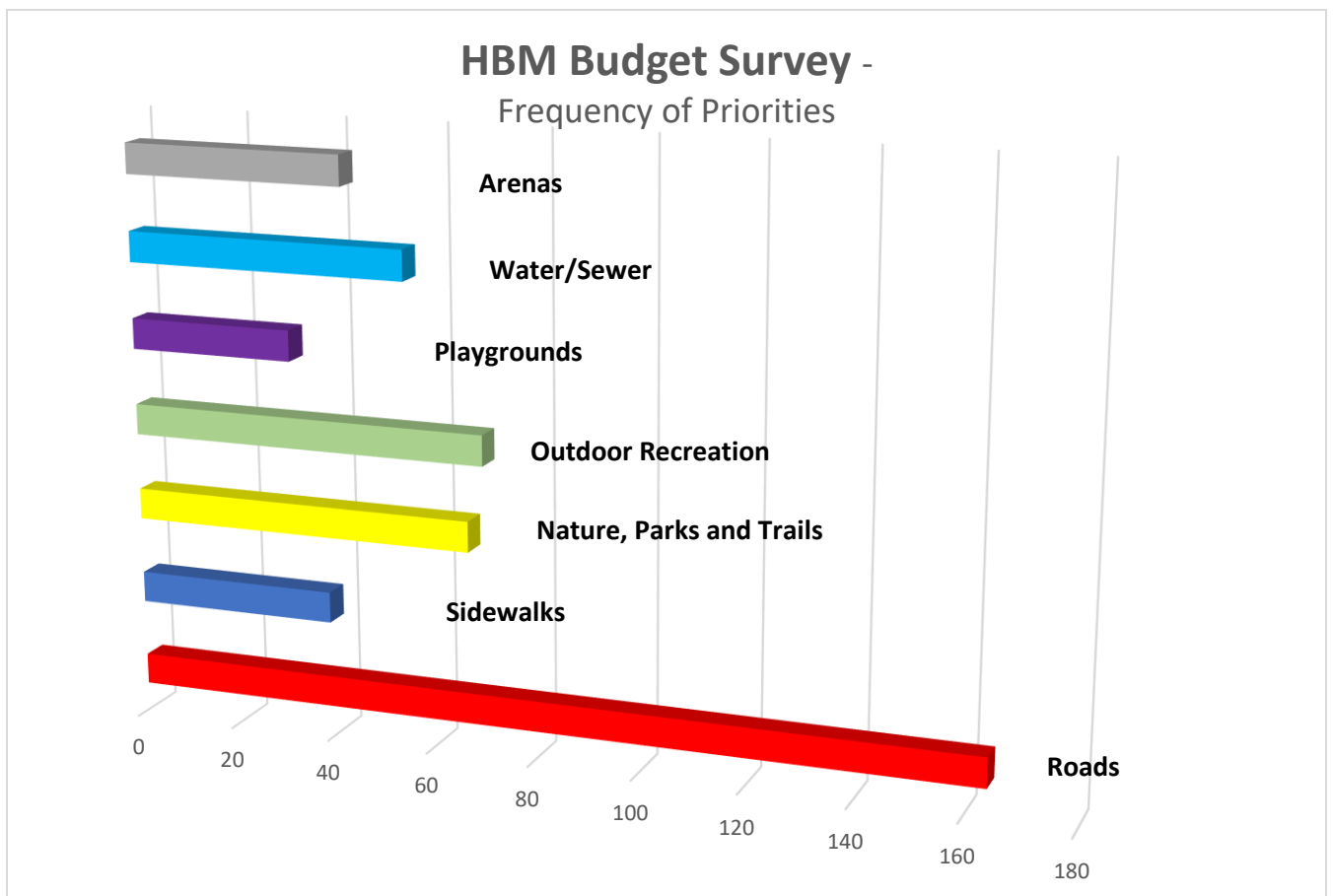
Infrastructure planning and spending is an important part of any municipality’s operations and budget process. Citizens of HBM were asked to comment on how important various elements of related services were to them. While all areas were clearly important to respondents, protective services, roads and winter maintenance were often noted as “very important.”

Part I - Background Information - 2023 Operating and Capital Budgets

HBM Budget Survey -
Infrastructure Elements Importance Rating



Property owners were also asked to list what they felt should be priorities for HBM as they develop and review the 2023 Operating and Capital budgets.



Respondents were also encouraged to provide “free form” comments to speak to general thoughts on HBM’s budget, priorities, ideas and general sentiments.



These comments included: Concerns about the level of taxes, keeping tax increases to the minimum needed, maintaining streets, providing accessible facilities, winter maintenance of infrastructure, emergency services, cottage/lake properties, village services, and recycling/environmental concerns. How these thoughts were incorporated into this budget will be highlighted throughout the budget review document.

Assessment and Tax Policy

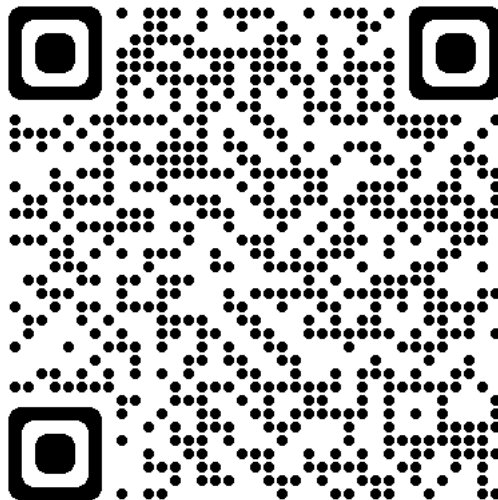
Taxable Assessment

To establish a property's assessed value, The Municipal Property Assessment Corporation (MPAC) analyzes property sales throughout the Township. This method is called Current Value Assessment (CVA).

In addition to sales, they look at the key features of each property. Five major factors usually account for 85% of the value: location, lot dimensions, living area, age of buildings (adjusted for any major renovations or additions), and quality of construction.

Other features that may affect value include number of bathrooms, fireplaces, garages, pools, and whether properties have water frontage.

If you have questions about your assessment, including how it was determined and the steps involved in challenging the value assessed for your property, you can contact MPAC at 1-866-296-6722 or you can submit an email query at:



Re-assessment Four Year Cycle

As part of the 2007 Ontario Budget, the Liberal government announced plans to improve the property tax system to make it “fair, predictable and sustainable.” These plans included a four-year reassessment cycle.

This phase-in program is administered by MPAC and provides the applicable phased-in assessed values to municipalities each year in the assessment rolls.

This phase-in program applies to all property classes and all properties within each class that have experienced an assessment increase. All increases are subject to the phase-in regardless of the amount. Due to the COVID-19 restrictions, the 2020 reassessment was postponed. Direction has been given to municipalities, by the Province, to use the 2016 assessment (2020 destination values) for the 2023 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2023. The phase-in program would then start in the 2024 taxation year.

For example, a residential property, where the January 1, 2016 value was \$320,000 and the January 1, 2020 destination value had increased to \$360,000, experienced an overall value increase of \$40,000, or 20%. Under the phase-in program, the final destination value of \$360,000 was not used for taxation purposes until year four.

Properties that experience a decrease in value between the two-reassessment years received their full decrease immediately which carries forward through until the next reassessment occurs.

Taxable assessment for 2023 – estimated 0.9% increase

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. The overall taxable assessment for 2023 is estimated to remain flat over the 2022 budgeted level. As mentioned above, there is no phase-in of reassessment from 2022, or prior years, and real growth is expected to be minimal.

The following chart reflects the taxable assessment by class and subclass. The difference column reflects the growth (non-reassessment related) from one taxation year to the next.

Part I - Background Information - 2023 Operating and Capital Budgets

Township of Havelock-Belmont-Methuen				
2023 Current Value Assessment by Property Class				
Description	2022 CVA	2023 CVA	\$ Difference	% Difference
Commercial	27,480,354	\$27,335,677	-\$144,677	-0.5%
Farmland	17,512,900	16,691,700	-821,200	-4.7%
Landfill	86,700	86,700	0	0.0%
Industrial	35,730,600	37,561,600	1,831,000	5.1%
Multi-Residential	3,081,000	3,081,000	0	0.0%
New Multi-Residential	1,726,900	1,726,900	0	0.0%
Pipeline	936,000	938,000	2,000	0.2%
Residential	1,306,720,946	1,318,390,723	11,669,777	0.9%
Managed Forests	7,165,800	7,363,100	197,300	2.8%
Exempt	54,443,734	54,396,034	-47,700	-0.1%
<i>Total (incl Exempt)</i>	1,454,884,934	1,467,571,434	12,686,500	0.9%
<i>Total (excl Exempt)</i>	1,400,441,200	1,413,175,400	12,734,200	0.9%

Tax Ratios and Tax Rates

Tax ratios are applied to current value assessment to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Tax ratios have a direct bearing on the tax rate calculations and ultimately determine the relationship that industrial, commercial, and multi-residential municipal tax rates have to the residential tax rate. The 2023 Budget reflects the tax ratios shown below.

Section 308 of the Municipal Act, 2001 requires municipalities to pass a bylaw to establish the tax ratios for each property class, no later than April 30 of each year. The County of Peterborough (upper tier municipal government) sets the tax ratios for its member townships (lower tier municipalities).

Part I - Background Information - 2023 Operating and Capital Budgets

Township of Havelock-Belmont-Methuen				
2023 Tax Ratios by Property Class				
Description	2022 Tax Ratio	2023 Tax Ratio	\$ Difference	% Difference
Commercial	1.09860	1.09860		
Farmland	0.25000	0.25000		
Landfill	1.01000	1.01000		
Industrial	1.54320	1.54320		
Multi-Residential	1.58150	1.39010	-0.19140	-12.1%
New Multi-Residential	1.00000	1.00000		
Pipeline	0.93860	0.93860		
Residential	1.00000	1.00000		
Managed Forests	0.25000	0.25000		
Exempt				

Weighted Taxable Assessment

Current Value Assessment, multiplied by the applicable tax ratios, shown directly above, gives us Weighted Taxable Assessment (WTA), as shown on the following chart, which is ultimately used to calculate tax rates for each property class.

Township of Havelock-Belmont-Methuen				
2023 Weighted Assessment by Property Class				
Description	2023 CVA	Tax Ratios	Vacant Weighting	2023 Weighted Assessment
Commercial	\$26,638,277	1.09860		\$29,264,811
Commercial Vacant/Excess	\$697,400	1.09860	70%	\$536,315
Farmland	16,691,700	0.25000		4,172,925
Landfill	86,700	1.01000		87,567
Industrial	28,142,100	1.54320		43,428,889
Industrial Vacant/Excess	9,419,500	1.54320	65%	9,448,512
Multi-Residential	3,081,000	1.39010		4,282,898
New Multi-Residential	1,726,900	1.00000		1,726,900
Pipeline	938,000	0.93860		880,407
Residential	1,318,390,723	1.00000		1,318,390,723
Managed Forests	7,363,100	0.25000		1,840,775
Exempt	54,396,034			
<i>Total (incl Exempt)</i>	\$1,467,571,434			\$1,414,060,722
<i>Total (excl Exempt)</i>	\$1,413,175,400			\$1,414,060,722

Exempt assessment is not used in the calculated of tax rates, so it has a zero weighted assessment value.

Effect of assessment growth on the All-inclusive Tax increase

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment growth for 2023 is minimal (see page 13). While each Percent of weighted assessment growth provides approximately \$70,000 in taxation revenue (or the equivalent of a 1% decrease in tax rates), it is important to note that “growth is not free;” additional, or expanded properties require municipalities to spend more on maintenance, provision of services, etc.

HBM Municipal Tax Rates

The resulting 2023 tax rates for each class are shown in following table.

The 2023 Residential municipal tax rate is calculated by dividing the total net tax levy requirements for the year (\$7,131,394) by the total taxable weighted assessment (\$1,414,060,722). The residential tax rate is then multiplied by each of the other classes' applicable tax ratios to determine the tax rates for the other classes.

For example, the 0.005540460 Residential tax rate for 2023 is calculated as follows:

- Total 2023 net tax levy = \$7,131,394
- Total Weighted Taxable Assessment = \$1,414,060,722
- Residential tax rate=0.005540460 ($\$7,131,394/1,414,060,722$)

Township of Havelock-Belmont-Methuen				
2023 Tax Rates by Property Class				
Description	2022	2023	\$ Difference	% Difference
Commercial	0.005330610	0.005540460	0.00020985	3.9%
Commercial Vacant	0.003731430	0.003878320	0.00014689	3.9%
Farmland	0.001213050	0.001260800	0.00004775	3.9%
Landfill	0.004900710	0.005093630	0.00019292	3.9%
Industrial	0.007487890	0.007782670	0.00029478	3.9%
Industrial Vacant	0.004867130	0.005058730	0.00019160	3.9%
Multi-Residential	0.007673740	0.007010550	-0.00066319	-8.6%
New Multi-Residential	0.004852190	0.005043200	0.00019101	3.9%
Pipeline	0.004554260	0.004733550	0.00017929	3.9%
Residential	0.004852190	0.005043200	0.00019101	3.9%
Managed Forests	0.001213050	0.001260800	0.00004775	3.9%
Exempt				

The County of Peterborough started a four-year process, in the 2022 tax year, to lower the tax ratio for the Multi-Residential class. Under this plan, the County, and all member municipalities, will decrease its Multi-Residential tax ratio in the following manner:

- 2021 – 1.7800
- 2022 – 1.5815
- 2023 – 1.3901
- 2024 – 1.1950
- 2025 – 1.0000

The reduction in the Multi-Residential tax ratio is what will drive the decrease in the class’s tax rates, as these properties now (as a whole) pay a smaller share of the overall tax levy (see page 20).

The Village Area rate is proposed to increase by 0.06%, which would equate to \$0.09 yearly for each \$100,000 of assessment.

Village Area Rate Budget and Rate Change

Village Area Rate 2023	0.00152606
Village Area Rate 2022	0.00152515
Percent Change	0.06%
Budgeted Expenses	
Reserve Contribution-Sidewalks	\$50,000
Reserve Contribution-Street Lights	39,000
Waste Collection	<u>56,000</u>
Total Budget	<u>\$145,000</u>

Municipal Tax Levy by Class

The combination of CVA, tax ratios, weighted assessment, and tax rates results in municipal taxes levied by class as depicted in the following chart.

Township of Havelock-Belmont-Methuen				
2023 Taxes Levied by Property Class				
Description	2022	2023	\$ Difference	% Difference
Commercial	\$ 145,956	\$ 150,293	\$ 4,337	3.0%
Farmland	21,333	21,045	-288	-1.4%
Landfill	427	442	15	3.5%
Industrial	244,040	266,671	22,631	9.3%
Multi-Residential	28,378	21,600	-6,778	-23.9%
New Multi-Residential		8,709	8,709	
Pipeline	4,281	4,440	159	3.7%
Residential	6,389,369	6,648,914	259,545	4.1%
Managed Forests	8,729	9,283	554	6.3%
Exempt				
	\$ 6,842,513	\$ 7,131,397	\$ 288,884	4.2%

Tax Levy Increase – Comparison with Other Municipalities

Havelock-Belmont-Methuen’s tax levy increase of 4.2% is compared to increases in other municipalities through the following chart:

Township of Havelock-Belmont-Methuen		
2023 Tax Levy Increase Comparisons		
Municipality		Tax Levy Increase %
Havelock-Belmont-Methuen		4.30%
City of Kawartha Lakes	*	4.50%
Township of Montague		4.52%
Laurentian Valley	*	4.58%
Township of Rideau Lakes		4.90%
Peterborough County and Lower Tier (average)		5.10%
Town of Gananoque		5.50%
Northumberland		6.00%
Napanee		6.00%
Centre Hastings		6.83%
Arnprior	*	9.69%
* - Proposed		

Education Tax Rates

Since 1998, a uniform education tax rate has been established by the province to be levied against Residential, Multi-residential and Farm property, regardless of its location in Ontario. In reassessment years, the province has adjusted the uniform residential/farm education rate to achieve a province-wide “revenue neutral” tax yield from these classes. Each municipality is affected differently depending on how market values in their area have increased or decreased relative to province-wide market change averages.

While Council is not involved in the decision, the 2023 education rates do impact the total tax on assessment that HBM taxpayers will pay in 2023. For the 2023 Budget, the province has not made any changes to education tax rates from 2022.

Business Education Property Tax Rates

When the Province first assumed responsibility for establishing education tax rates in 1998, each municipality had different Business Education Tax (BET) Rates depending on their 1997 education tax levels that had been set by the individual school boards. As a result, there are a wide range of BET rates throughout the province.

The following chart shows the education tax rates by property class. For Commercial and Industrial properties that pay “payments in lieu of taxes,” that are retained by municipalities, pay education taxes at a rate of 0.0098.

Township of Havelock-Belmont-Methuen 2023 Education Rates by Property Class		
Description	2022 Education Tax Rate	2023 Education Tax Rate
Commercial	0.00880000	0.00880000
Farmland	0.00038250	0.00038250
Landfill	0.00880000	0.00880000
Industrial	0.00880000	0.00880000
Multi-Residential	0.00153000	0.00153000
New Multi-Residential	0.00153000	0.00153000
Pipeline	0.00880000	0.00880000
Residential	0.00153000	0.00153000
Managed Forests	0.00038250	0.00038250
Exempt	0.00000000	0.00000000

2023 Operating Budget (Revenues and Gross Expenditures)

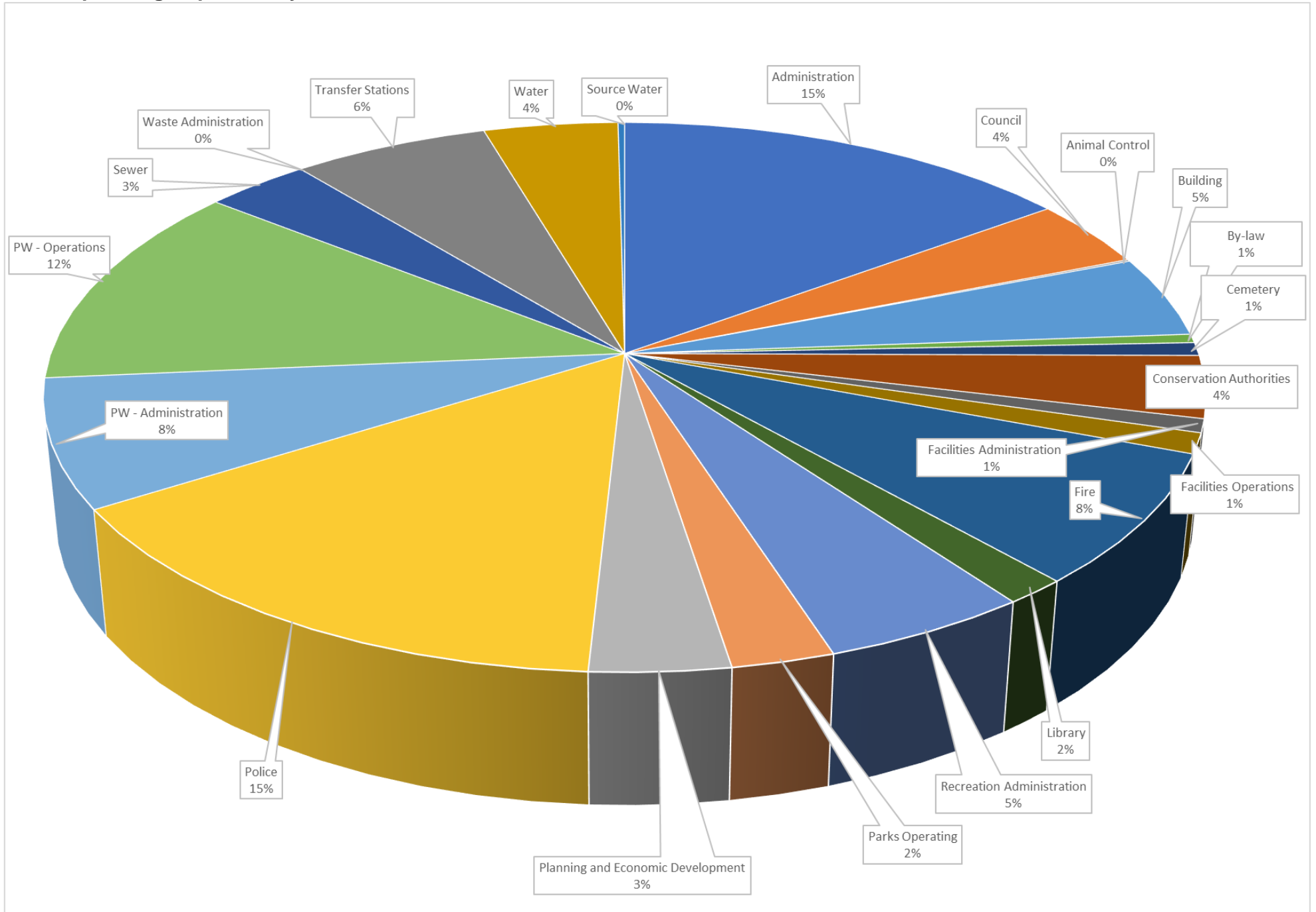
Municipal budgets include references to both “Gross” and “Net” expenses. Generally, gross expenses include the total of all expenses, for all municipal departments, that are planned for 2023. Municipalities cannot budget for deficits so the total revenues equal the total expenses each year. Net expenses refer to gross, or total, expenditures, less any revenue that each Department receives through its operations (see page 25 for a comprehensive overview of all sources of HBM revenue). Operating expenses by Division are shown on the following page.

An important part of any municipal budget is funding that municipalities receive from other levels of government. The following sections outline the related programs that provide provincial and federal funding.

Ontario Municipal Partnership Fund Grant

The Ontario Municipal Partnership Fund – Grant (OMPF) for 2023 has been confirmed and will be \$1,294,000 (decrease of 46,300 from 2022, or 3.4%). This drop in funding is a result of a reduction in the “Northern and Rural Fiscal Circumstances Grant Component.” In 2023 OMPF funding is proposed to support the following capital projects: gravel hauling, Connecting Link and 3rd Line Reconstruction. OMPF funding has enabled many capital projects since its inception. However, this funding is not guaranteed for future years.

Gross Operating Expenses by Division



Township of Havelock-Belmont-Methuen

Revenue Sources

Description	Provincial and Federal Funding Support	Operating Net Tax Levy	Capital Net Tax Levy	Transfer from Reserves - Operating	Transfers from Reserves- Capital	Operating Revenue	Total Revenue
Administration <i>(CAO, Clerk, Finance, Information Technology, Health & Safety, HR)</i>	-\$1,722,778	-1,107,660			-\$132,524	-\$220,724	-\$3,183,686.00
Council		-175,229		-153,333	-25,000		-353,562
Animal Control		-5,343				-3,750	-9,093
Building							
<i>Building</i>		-232,403			-8,700	-164,000	-405,103
<i>Bylaw</i>		-41,046				-700	-41,746
Cemetery		-63,104					-63,104
Conservation Authorities		-299,331					-299,331
Facilities <i>(Library, Municipal, Stone Hall, Town Hall, OPP, Medical Centre Buildings)</i>							
<i>Facilities Administration , Facilities Operations</i>		-201,571			-116,500	-2,000	-320,071
Fire	-3,050	-687,844		-63,860	-98,000	-2,900	-855,654
Library	-20,773	-101,920			-10,000	-600	-133,293
Parks, Recreation & Facilities							
<i>Recreation Administration</i>	-558,472	-347,995			-417,616	-64,975	-1,389,058
<i>Parks Operating</i>		-330,090					-330,090
Planning and Economic Development		-195,251				-81,225	-276,476
Police	-4,936	-1,239,926					-1,244,862
Public Works							
<i>PW - Administration</i>		-786,846		-53,500	-2,324,000	-2,000	-3,166,346
<i>PW - Operations</i>		-992,077					-992,077
Sewer					-1,115,185	-501,148	-1,616,333
Waste Administration and Transfer Stations							
<i>Waste Administration</i>		50,100			-79,000	-78,100	-107,000
<i>Transfer Stations</i>		-356,358				-165,800	-522,158
Water	-1,376,749				-749,000	-530,500	-2,656,249
Source Water		-17,500					-17,500
	-\$3,686,758	-\$7,131,394		-\$270,693	-\$5,075,525	-\$1,818,422	-\$17,982,792

Ontario Community Infrastructure Fund (OCIF)

Havelock-Belmont-Methuen will receive \$211,910 from the OCIF program in 2023, which is a decrease of \$15,907 from the 2022 amount (6.9%). 2021 OCIF funding was \$72,123. In 2023, OCIF funding will support the King St. and 6th Line resurfacing projects.

Library Operating Grant

Library services continues to receive an annual operating grant of \$20,773. This unconditional grant has remained unchanged for many years but is a stable source of revenue.

RIDE Grant

Havelock-Belmont-Methuen applies for provincial funding, to support the seasonal RIDE program, through the Ontario Provincial Police (OPP). Our Township has received confirmation that we will receive \$13,300 over the next two years.

Canada Community Building Fund (formerly Federal Gas Tax)

The Association of Municipalities of Ontario (AMO) administers gas tax funding in Ontario. The federal Canada Community Building Fund (CCBF) is now a permanent source of infrastructure funding for all Canadian municipalities and is allocated on a per capita basis across Canada.

In 2023, the Township will receive \$149,916 (increase of \$6,244, or 4.3%). CCBF funds support the Baker St. reconstruction project.

Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream

The Township received \$100,000 through the Federal Government's COVID-19 Resilience Infrastructure stream as part of the ICIP for our Mathison Conservation Area Project. Funding was used address the needs of target populations (youth to seniors) through recreational planning, ensuring recreation facilities, and opportunities are inclusive, and increase accessibility for everyone.

Investing in Canada Infrastructure Program (ICIP): Rehabilitation and Renovation

The Township has received approval for our Community Centre Improvement Project through the ICIP program as well. This \$5.1M project will receive \$2.0M in Federal funding as well as \$1.7M from the province and will take place over an estimated six years. Components of the workplan include: providing barrier free access to the facility, including an elevator to access all areas of the facility, pavement/parking and constructing accessible warm viewing area inside arena; the replacement of the entire roof system; steel decking; fire alarm panel and suppression system; replacement of existing equipment with energy efficient mechanical devices; improving the refrigeration system to extend the ice season

efficiently; and renovating/re-purposing the basement to create a new space for recreational events and programming.

ICIP: Green Stream

The Township has been approved for a \$1.7M project (George St./County Road 48 Upgrades), that will receive \$580,000 in provincial support and \$696,000 in federal funding. This project will include the replacement of approximately 520m of watermain, re-attaching all side street connections, replacing approximately three fire hydrants and adding one new hydrant.

Canada Community Revitalization Fund (CCRF)

HBM received \$370,000 towards the construction of a splash pad project, demonstrates a commitment to our township's ten-year Recreational Master Plan. Planning for age-friendly and multi-generational spaces are important to address the needs of children, youth, young adults as well as older residents. Our investment in recreation is viewed as part of the provision of quality of life to property owners, residents as well as an integral part of the economic development strategy for the Township.

Reserves and Reserve Funds

Reserves and Reserve Funds play a critical role in municipal budgeting and financial strength. The balances reflected in the schedule, on the next page, are at a specific point in time (December 31, 2022 - unaudited).

Many of the fund balances are committed by legislation (obligatory reserve funds), or specific resolutions of Council for very specific purposes and form an integral part of HBM's Asset Management Plan (AMP).

The Municipal Act, 2001, section 290, provides that a municipality's budget shall set out amounts to be paid into and out of reserves. A municipality may establish reserve funds for any purpose for which it has authority to spend money.

Municipalities hold reserves and reserve funds for many purposes:

- Adherence to statutory requirements;
- Promotion of financial stability and flexibility;
- Provision for major capital expenditures;
- Smooth expenditures which would otherwise cause fluctuation in the operating budget; and
- To take advantage of financial opportunities that may arise.

Reserve balances, if the 2023 Operating and Capital budgets are approved as presented, would have an estimated balance of \$16,445,000 at the end of 2023, or a decrease of \$401,893 (2.4%). Total Reserve Fund balances would decrease by \$488,777 (-20%). Withdrawals from Reserves are expected to be \$2,604,000 higher than contributions to Reserves in 2023.

It may be tempting, during difficult budget deliberations, to fund operating expenses through reserve withdrawals, in an effort to limit, or erase, tax rate increases. Using this strategy creates a “base budget problem:” HBM would need to continue taking the same amount out, year after year, to keep the net tax levy constant. This would result in the draining of the applicable reserve, essentially delaying the effect of increased operating costs until the reserve was depleted.

Many future unknowns, related to reserves and reserve funds, present budget risk to HBM. Large scale residential and commercial development, over the course of decades, is looked upon by some as a windfall to existing taxpayers, by spreading net tax levy between greater assessment levels, thereby decreasing tax rates. However, development is not “free;” substantial infrastructure costs must be funded and the additional properties must be serviced. Like other municipalities with an ageing infrastructure, HBM must keep the enormous costs of growth in mind when planning the level of reserves needed in the future.

Ontario municipalities rely heavily on the Ontario Municipal Partnership Fund (see page 24) which will provide HBM with \$1,294,000 in 2023. While funding levels have remained relatively stable, inflation is hampering the effectiveness of the OMPF to balance municipal funding for smaller municipalities, in effect decreasing the funding’s purchasing power and municipalities’ ability to plan for future budgetary pressure.

Township of Havelock-Belmont-Methuen		
Estimate of Reserve Balances as at December 31, 2022 (unaudited)		
Reserve	Purpose	Balance
Working Funds	To provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations	\$998,915
Municipal Elections	Annual contributions for municipal elections held every fourth year	28,695
Administration	Contains funds from Ontario Municipal Partnership Fund (OMPF), Ontario Community Infrastructure Fund (OCIF) - For Council Initiatives, AODA requirements, strategic initiatives, studies (development charges, asset management, service delivery, human resources management), infrastructure, and potential legal liability/related costs	6,948,978
General Capital	To provide a source of funding for expenditures related to the purchase of capital assets	1,179,329
Fire Department	Fire Services vehicles, equipment and safety expenses	1,348,002
Policing	In year and future costs of policing Havelock-Belmont-Methuen	482,336
Building/By-Law Enforcement	Funding for extraordinary expenses related to the operations of Building and By-law enforcement, as well as the enforcement of the Building Code Act, 1992, and other relevant legislation	500,124
Roads	To account for the need to plan for the replacement of our road infrastructure assets in accordance with our asset management plan	844,371
Roads-Village	To account for the need to plan for the replacement of our road infrastructure assets in accordance with our asset management plan	495,039
Roads Equipment-Replacement	In year and future costs of replacing equipment necessary for the maintenance of HBM's road infrastructure	670,932
Environmental Capital	Waste management capital expenditures, including those related to current and former waste management sites	77,813
Facilities	Capital expenditures necessary to repair and maintain municipal facilities such as libraries, municipal building, Stone Hall, Town Hall, OPP Office, etc.	192,083
Sewer Maintenance	Capital expenditures related to our sewer infrastructure and extraordinary costs related to the repair and maintenance of sewer service infrastructure; sanitary and storm sewer	817,792
Water Maintenance	Capital expenditures related to the treatment of water	386,160
Parks, Recreation and Arena	Funding for capital expenditures related to the renewal and enhancement of recreational assets such as our arena, park facilities, athletic fields, splash pad, etc.	832,511
Medical Centre	Proceeds from the sale of former medical centre	535,391
Planning / Economic Development	Property purchases, costs related to development, economic development initiatives	451,515
Planning-Village	Property purchases, costs related to development, economic development initiatives	4,855
Library	For in year and future capital expenditures	76,995
Estimated Reserve Total as at December 31, 2022		\$ 16,871,836

Township of Havelock-Belmont-Methuen		
Estimate of Reserve Funds Balances as at December 31, 2022 (unaudited)		
Reserve	Purpose	Balance
Parkland	For the acquisition of land to be used for park or other recreational purposes, including the erection and repair of buildings and the acquisitions of machinery for park or other public recreational purposes	\$89,973
Municipal Water System	Provides funding for HBM owned asset replacement or rehabilitation capital projects, as well as unbudgeted capital needs.	127,483
Fire Donation	To fund non-recurring Fire Department expenses at the discretion of Council.	24,998
Canada Community Building Fund (CCBF) - Formerly Federal Gas Tax	Municipalities' agreements with the CCBF, as administered by the Association of Municipalities of Ontario (AMO), require that funding be sequestered in Reserve Funds. This permanent funding supports investments in Environmentally Sustainable Municipal Infrastructure (ESMI) Projects, and Capacity Building Projects, as per agreements	300,995
Waste Water Treatment Facility	To fund future major rehabilitation and/or replacement of wastewater assets.	1,867,245
General	To Fund unspecified non-recurring capital expenditures.	41,096
Public Accounts	To support Council approved capital initiatives that are deemed to be of benefit to residents of HBM.	4,089
Estimated Reserve Total as at December 31, 2022		\$ 2,455,880

Part I – Background Information - 2023 Operating and Capital Budgets

Township of Havelock-Belmont-Methuen				
2023 Reserve Contributions and Withdrawals				
Description	Projected Contributions	Note	Projected Withdrawals	Note
Administration	\$1,793,826	Federal Gas Tax, Ontario Community Improvement Program, General Capital	\$132,524	Asset Management (AMP) training, telephone system, Council Chamber audio/visual equipment, HBM signage, service delivery review, municipal office concept drawings
Council		Election Expenses	178,333	Council Initiative - tree grant
Animal Control				
Building	4,206		8,700	
Cemetery				
Conservation Authorities				
Facilities				
<i>Facilities Administration</i>	40,000	To plan for expenses related to Asset Management Plan (AMP)	116,500	To provide accessible access to public buildings, maintenance of building capital assets, roof replacement, air conditioning, gazebo; to cover expenses related to maintaining the building envelop of HBM
<i>Facilities Operations</i>	40,000		116,500	
Fire	126,942	To allow for equipment replacement as per Fire projections and to carry out statutory obligations	161,860	Safety/operational equipment replacement
Library			10,000	Transfer of Operating Grant to HBM and 2023 capital expenses
Parks, Recreation & Facilities				
<i>Recreation Administration</i>			417,616	Community Centre upgrade, banners, replacement of truck, park signage, rehabilitation of park area. dog park
<i>Parks Operating</i>	127,000	To plan for asset replacement per Asset Management Plan	417,616	
	127,000		417,616	
Planning and Economic Development				
Police				
Public Works				
<i>PW - Administration</i>	225,000	To set aside funds for the maintenance of this critical aspect of our linear infrastructure	2,377,500	For equipment and materials necessary to maintain roads
<i>PW - Operations</i>	225,000		2,377,500	
Sewer	223,351	Recommended transfer to reserves to contribute to future expenses that are recommended by OCWA and approved by Council	1,115,185	Per Ontario Clean Water Agency (OCWA) schedule of recommended 2023 capital expenses
Waste				
<i>Waste Administration</i>	28,000		79,000	6h Line kiosk, storage containers and stalls for waste bins
<i>Transfer Stations</i>	28,000		79,000	
Water	174,009	To plan for expected large future expenditures related to water infrastructure	749,000	
Source Water				
	\$2,742,334		\$5,346,218	

Debt Financing

Each year the province calculates HBM's Annual Debt Repayment Limit. The province stipulates that a municipality may not commit more than 25% of its total own-purpose revenues (Net Revenues) to service debt and other long-term obligations without obtaining prior approval from the Ontario Land Tribunal.

HBM's annual debt repayment limit is approximately \$2.2M. This amount includes principal and interest repayments on debt issued and outstanding, lease obligations and loan guarantees. Our municipality is not utilizing any debt currently, leaving the entire limit as "available."

Net Requirements by Department

Net tax levy requirements are projected to be \$7,131,394 in 2023; up by \$288,881 from 2022 (4.2%). Upward pressure on municipal spending have come from the following sources:

• Ever increasing needs to service our road inventory	
○ Patching and spraying	\$ 10,000
○ Sweeping, flushing and cleaning	6,500
○ Gravel resurfacing	9,000
○ Snowplowing and removal	15,000
○ Village snow removal	18,000
○ Road patrol	5,000
• Personnel cost increases (wages normally tied to CPI; limited to 3%, and benefit cost increases)	98,421
• Conservation Area underbudgeted in 2022	44,711
• Maintenance of ageing municipal buildings	13,280
• Insurance increases	22,500
• Utilities	11,000
• Microsoft Office and Operating System Upgrade	<u>43,589</u>
	<u>\$297,000</u>

Gross expenses are offset each year by the interest/income earned by the investments held by HBM. The following section highlights these holdings and the large part that they play in reducing the amount of funds that our municipality needs from tax levies.

ONE Investments

ONE Investment (ONE) was formed in 1993 by the Association of Municipalities of Ontario (AMO), through its services arm, Local Authority Services (LAS), and the Municipal Finance Officers' Association (MFOA). ONE offers municipalities: a range of investment products that meets Legal List regulations; in-person and online education and training opportunities; advice and one-on-one input regarding Council investment decisions; and tools and templates to support reporting back to Council.

In addition to a ten-member Board of senior municipal staff, ONE is advised by two expert third-party committees:

- The Investment Advisory Committee (IAC) is comprised of five investment experts and CFA charterholders; the sixth is a municipal finance expert.
- Peer Advisory Committee members are eight municipal representatives who advise on their investment needs and how ONE can support them.

High Interest Savings Account (HISA) ONE Investment has partnered with schedule 1 banks to offer fully liquid HISA accounts that offer competitive interest rates. Fixed income is managed by MFS with the objective of outperforming its benchmarks. Canadian equities are managed by Guardian Capital with the objective of capturing the higher returns of the stock market while containing risk. Canadian equities are normally more volatile than other global markets because of our heavy weight in

materials, which are affected by commodity prices. For risk management, ONE constrains the weight in Materials in this portfolio.

Commentary of Investment Performance in 2022

Equity markets rallied strongly in 4th quarter after a very challenging year with the outlook for inflation being a key driver of returns. Inflation, which recently hit 40-year highs, showed signs of abating somewhat in the fourth quarter, which was received positively by investors. Interest rates across the globe increased dramatically in 2022 as central banks attempted to fight inflationary pressures. The sharp rise in interest rates experienced earlier in the year had been a significant headwind for equities, but in the fourth quarter the equity markets responded positively as it appeared that inflation was starting to moderate and the pace of interest rate hikes by central banks may slow. Despite the strong fourth quarter rally, equity markets had negative returns for the full year. The ONE Canadian Equity Portfolio had returns of positive 7.0% in the fourth quarter, bringing full year returns to negative 7.9%.

Commodity related industries tended to perform well in the quarter, which the portfolio was not able to fully benefit from. The portfolio typically holds much less exposure to the Materials and Energy sector than the benchmark that helps to reduce the volatility of returns. The portfolio does hold a large position in Finning International, which rents / sells Caterpillar equipment used in the construction and resource sectors. This holding, which represents about 4% of the portfolio rose 39.7% in the quarter, making a significant contribution to overall portfolio returns in the quarter.

While this holding may not be part of the Energy or Materials sectors, it was a benefit from the strength in these sectors.

There remains considerable uncertainty about the outlook for equity markets. Many hope that global central banks can bring inflation figures back to more reasonable levels without triggering a recession, but it is not yet clear if this can be achieved. Economic growth remains strong and labour markets remain tight, but the affect of higher interest rates may impact the economy with a lag. The prospects for lower inflation figures or a slowing/reversal of interest rate hikes will likely remain the driver of returns for the equity markets in the coming year.

The Canadian economy started to show signs of moderation in the fourth quarter that led to stronger performance in the bond markets. The Canadian economy continues to show strong growth and labour markets remain tight, but the aggressive rate hikes implemented in 2022 have started to cool an overheated economy.

For comparison purposes, the following chart provides the quarterly, and yearly, return for ONE Fund and for selected stock indices, for the 2022 calendar year.

Part I – Background Information - 2023 Operating and Capital Budgets

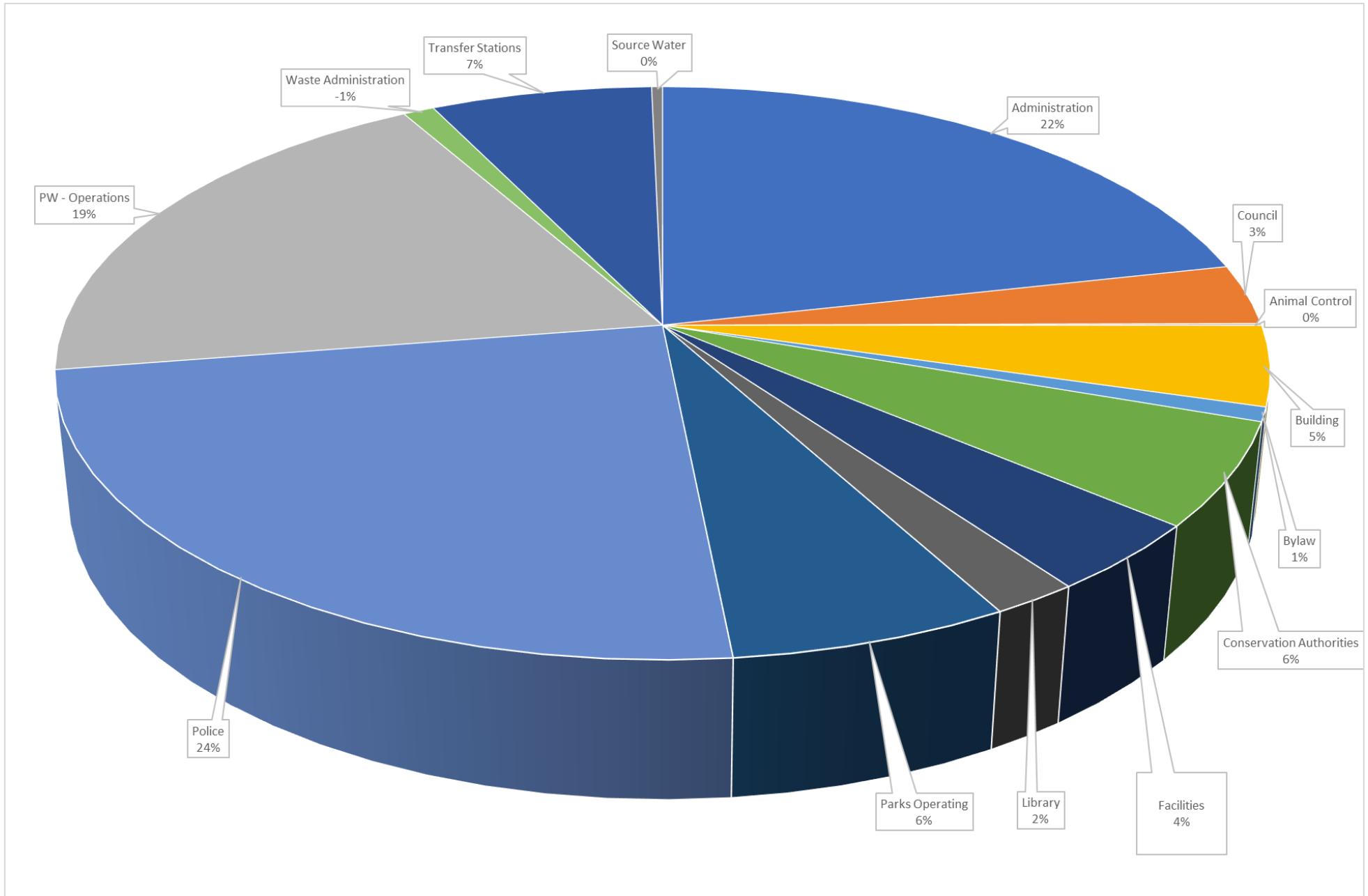
Fund/Index	January to March	April to June	July to September	October to December	Total for 2022
ONE Funds - Book Value (income received and re-invested)	2.4%	2.4%	2.4%	2.9%	3.7%
- Market Value (not sold; unrealized gains or losses)	-2.7%	-9.1%	-0.4%	4.4%	-8.1%
S&P/Toronto Stock Exchange (S&P/TSX) Index	-3.0%	-11.8%	-5.1%	13.8%	-9.1%
NASDAQ Composite Index	-8.2%	-22.6%	-2.8%	-2.1%	-33.5%
Dow Jones Industrial Average	-2.8%	-10.9%	-6.0%	15.4%	-8.7%

**Note: Monthly return on indices are not additive; total return is calculated by taking the index value on the first and last trading days of 2022

The chart directly below lists the Net Expenses, by HBM departments, after all internal sources of revenue are considered.

Township of Havelock-Belmont-Methuen					
2023 Net Tax Levy					
Description	2022 Approved Budget	2022 Projected Actual	2023 Approved Budget	Over(under) 2022 Budget %	Over (Under) 2022 Budget \$
Administration	\$1,091,411	\$1,124,114	\$1,107,660	1.5%	\$16,249
Council	192,059	182,650	175,229	-8.8%	-16,830
Animal Control	4,685	626	5,343	14.1%	658
Building					
<i>Building</i>	241,049	216,292	232,403	-3.6%	-8,646
<i>Bylaw</i>	41,224	27,950	41,046	-0.4%	-178
	282,273	244,242	273,449	-3.1%	-8,824
Cemetery	63,104	63,104	63,104		
Conservation Authorities	242,587	287,298	299,331	23.4%	56,744
Facilities	185,433	56,284	201,571	8.7%	16,138
Fire	668,354	584,761	687,844	2.9%	19,490
Library	97,917	85,663	101,920	4.1%	4,003
Parks, Recreation & Facilities					
<i>Recreation Administration</i>	298,995	317,864	347,995	16.4%	49,000
<i>Parks Operating</i>	303,100	260,562	330,090	8.9%	26,990
	602,095	578,426	678,085	12.6%	75,990
Planning and Economic Development	191,413	260,015	195,251	2.0%	3,838
Police	1,243,970	1,235,814	1,239,926	-0.3%	-4,044
Public Works					
<i>PW - Administration</i>	773,717	701,860	786,846	1.7%	13,129
<i>PW - Operations</i>	957,238	775,800	992,077	3.6%	34,839
	1,730,955	1,477,660	1,778,923	2.8%	47,968
Sewer		223,923			
Waste					
<i>Waste Administration</i>	-46,709	-40,389	-50,100	7.3%	-3,391
<i>Transfer Stations</i>	316,466	373,798	356,358	12.6%	39,892
	269,757	333,409	306,258	13.5%	36,501
Water	-41,000	-77,586		-100.0%	41,000
Source Water	17,500	17,500	17,500		
	\$6,842,513	\$6,677,902	\$7,131,394	4.2%	\$288,881

Net Expenditures by Division



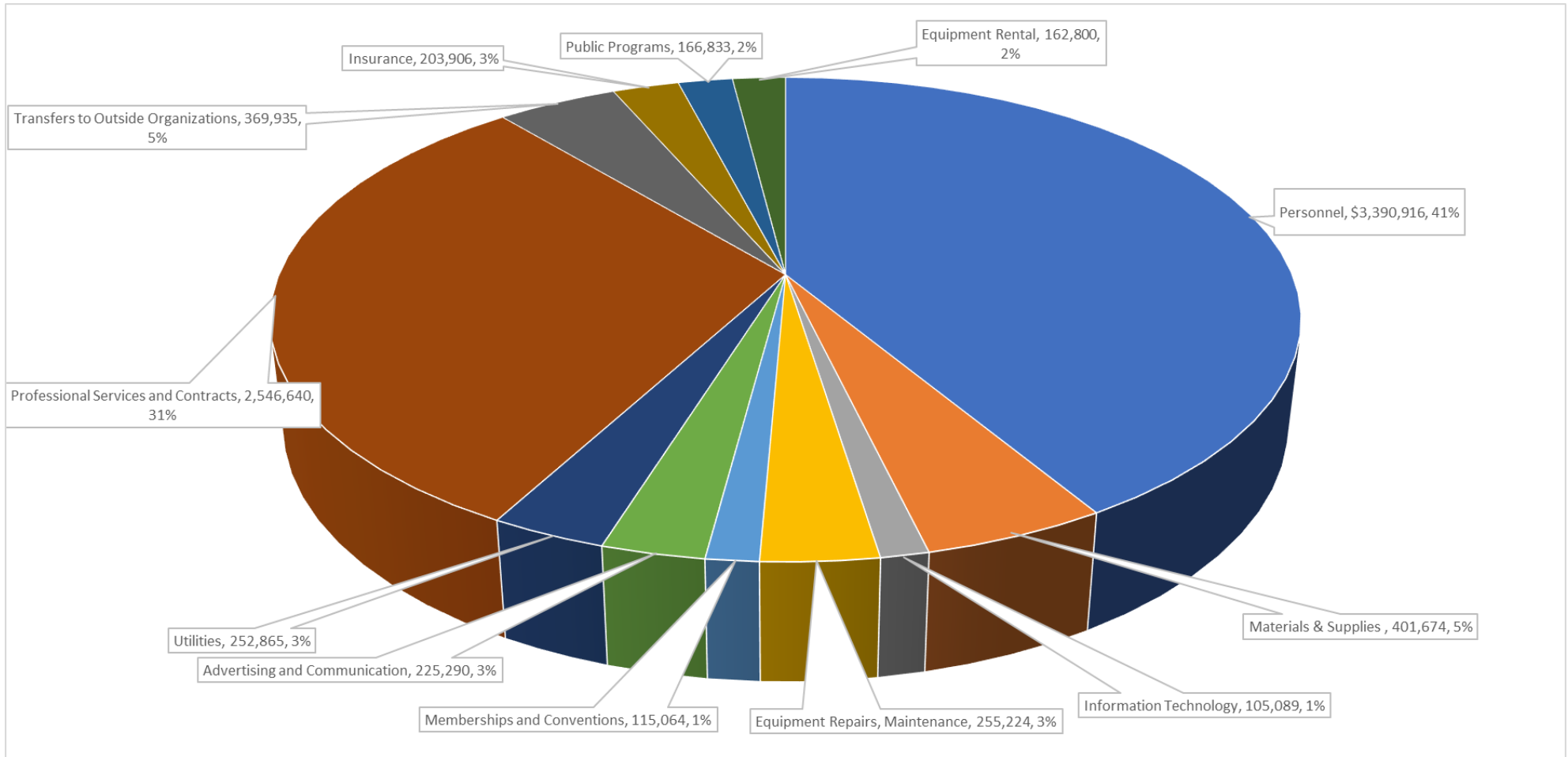
How Much of the Operating Budget is Discretionary?

It is important to note, when studying HBM's operating budget, how much of the total expenditures of the municipality are discretionary, or easily changed, by Council.

In the 2023 proposed budget, 80% of total costs are related to personnel (wages and statutory and non-statutory benefits), utilities, insurance, public programs and professional services and agreements (police services, environmental services required by law, road engineering, etc.). Other costs, such as repair and maintenance (3%), material and supplies (6%), information technology (1%), advertising and communication (2%), grants to other organizations (5%) and equipment rentals (2%), could be decreased, in theory, but this would result in higher equipment and building failure rates, larger and more frequent capital expenditures, lower levels of service to the community, more downtime in the services provided, and less communication to taxpayers.

Very little of municipal budgets can be looked to as sources of sustainable savings without impacting residents' quality of life.

HBM 2023 Gross Budget Expenditures by Object



What does 1% mean?

Both the All-inclusive Tax increase and the Net Tax Levy Requirement are within the control of Council.

For 2023, a 1.0% change in the municipal tax rate equates to approximately \$70,000 in tax supported expenditures. That is, to lower the 2023 tax rate by 1.0%, \$70,000 in net tax levy funded expenditures would need to be eliminated. Conversely, if \$70,000 in spending is added to the budget, without any offsetting revenues (or decreases in spending in another area), Residential tax rates would increase by 1%.

What a Residential Property Owner Pays For

The following chart shows what a Residential taxpayer funds, by division, for each 100,000 of assessment. For example, a property owner with a \$250,000 Residential assessment would pay \$121.60 for Fire Services in a year ($\$250,000 \div 100,000 \times \48.64). If the property was assessed as Commercial taxable, the amount paid for Fire Services would be \$133.59 (amount paid by Residential taxpayer with the same assessment times the Commercial tax ratio of 1.0986 - see page 13).

Part I - Background Information - 2023 Operating and Capital Budgets

Township of Havelock-Belmont-Methuen		
What Your Taxes Pay For		
Description	2023 Recommended Budget	Residential Taxpayers Per \$100,000 of Assessment
Administration <i>(CAO, Clerk, Finance, Information Technology, HR)</i>	\$1,107,660	\$78.33
Council	175,229	12.39
Animal Control	5,343	0.38
Building		
<i>Building</i>	232,403	16.44
<i>Bylaw</i>	41,046	2.90
	273,449	19.34
Cemetery	63,104	4.46
Conservation Authorities	299,331	21.17
Facilities <i>(Library, Municipal, Stone Hall, Town Hall, OPP)</i>	201,571	14.25
Fire	687,844	48.64
Library	101,920	7.21
Parks, Recreation & Facilities		
<i>Recreation Administration</i>	347,995	24.61
<i>Parks Operating</i>	227,835	16.11
<i>Arena Operating</i>	98,955	7.00
<i>Sports Field Operating</i>	3,300	0.23
	678,085	47.95
Planning and Economic Development	195,251	13.81
Police	1,239,926	87.69
Public Works		
<i>PW - Administration</i>	786,846	55.64
<i>PW - Operations</i>	992,077	70.16
	1,778,923	125.80
Sewer Waste		
<i>Waste Administration</i>	-50,100	-3.54
<i>Transfer Stations</i>	356,358	25.20
	306,258	21.66
Water		
Source Water	17,500	1.24
	\$7,131,394	\$504.32

2023 Capital Budget

There are 69 capital projects that make up the 2023 Capital Budget cost of \$7,044,222.

Capital Projects are identified as either a “Tangible Capital Asset (TCA) Project” or as an “Other Capital Project”. The segregation gives direction to staff on how to appropriately account for the projects in HBM’s books and is an indicator of how they will be presented in HBM’s audited financial statement.

TCAs are defined as:

“...real or personal property that have a physical substance that:

- Are used in the production or supply of goods and services, rental to others, administrative purposes or for the development and construction of other tangible capital assets.
- Have an estimated life of greater than one year; and
- Are used on a continuing basis.

The Capital Budget includes the following information for each project: project details, justification, effects on future Operating Budgets, and accessibility considerations, if applicable.

Part I - Background Information - 2023 Operating and Capital Budgets

Township of Havelock-Belmont-Methuen				
2023 Capital Budget Summary				
Description	2022	2023	Variances 2022 - 2023 Budget	
			\$ Diff - Gross Capital Budget	% Diff - Gross Capital Budget
Administration	\$108,000	\$166,000	\$58,000	53.7%
Council	25,000	25,000		
Animal Control			25,000	
Building		8,700	8,700	
Cemetery				
Conservation Authorities				
Facilities				
<i>Facilities Administration</i>	166,410	116,500	-49,910	-30.0%
<i>Facilities Operations</i>				
	166,410	116,500	-49,910	-30.0%
Fire	111,200	98,000	-13,200	-11.9%
Library	20,000	10,000	-10,000	-50.0%
Parks, Recreation & Facilities				
<i>Recreation Administration</i>	1,544,588	976,088	-568,500	-36.8%
<i>Parks Operating</i>				
	1,544,588	976,088	-568,500	-36.8%
Planning and Development	10,000		-10,000	-100.0%
Police				
Public Works				
<i>PW - Administration</i>	1,756,733	2,324,000	567,267	32.3%
<i>PW - Operations</i>				
	1,756,733	2,324,000	567,267	32.3%
Sewer	739,983	1,115,185	375,202	50.7%
Waste				
<i>Waste Administration</i>	114,282	79,000	-35,282	-30.9%
<i>Transfer Stations</i>				
	114,282	79,000	-35,282	-30.9%
Water	2,124,998	2,125,749	751	
Source Water		48		
	\$6,721,194	\$7,044,222	\$323,028	4.8%



Part II - 2023 Divisional Operating Budget Review

Administration

Department	Administration
Functions	CAO, Clerk, Finance, Information Technology, Human Resources

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$1,223,860	-\$1,910,026		\$1,793,826	\$1,107,660
2022	1,169,761	-1,761,312		1,682,962	1,091,411
	\$54,099	-\$148,714		\$110,864	\$16,249

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$166,000	-\$132,524		-\$33,476	
2022	108,000	-43,500			64,500
	\$58,000	-\$89,024		-\$33,476	-\$64,500



Administration

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Administration Reserve	-\$43,500	-\$36,122	-\$72,524	\$29,024
Grant in Lieu	-29,779	-28,208	-29,000	-779
Provincial Conditional (COVID and OCIF)	-170,000	-170,000	-245,386	75,386
Provincial Unconditional Grant (OMPF)	-1,175,500	-1,240,000	-1,294,000	118,500
Development Charge Reserve	-20,000	-3,000	-30,000	10,000
Federal Gas Tax Reserve	-145,000	-151,300	-149,916	4,916
Tax Certificates	-7,210	-4,250	-4,250	-2,960
Misc Revenues	-27,000	-6,200	-6,200	-20,800
NSF Fees	-412	-240	-250	-162
Sale of Land				
Other Licences	-3,811	-3,400	-3,500	-311
Marriage Licences	-3,000	-1,000	-1,000	-2,000
Interest/Penalty-taxes	-107,500	-111,835	-110,000	2,500
Interest-Bank Account/Investments	-72,100	-100,000	-100,000	27,900
Total Revenue	-\$1,804,812	-\$1,855,555	-\$2,046,026	\$241,214
<i>Provincial and Fed Funding incl. above</i>	<i>-\$1,490,500</i>	<i>-\$1,561,300</i>	<i>-\$1,689,302</i>	<i>\$198,802</i>

Administration

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Reserve-Federal Gas Tax	\$143,670	\$143,670	\$149,916	\$6,246
Transfer to Reserve-General Capital	106,121	106,121	138,000	31,879
Transfer to Reserve-OCIF			211,910	211,910
Transfer to Reserve Fund-Admin	1,433,171	1,433,171	1,294,000	-139,171
	\$1,682,962	\$1,682,962	\$1,793,826	\$110,864

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$809,773	\$805,957	\$858,881	\$49,108
Materials & Supplies	29,439	27,500	30,523	1,085
Information Technology	54,373	51,000	74,519	20,146
Equipment Repairs, Maintenance	22,502	3,500	5,522	-16,980
Memberships and Conventions	15,957	6,000	10,000	-5,957
Advertising and Communication	51,258	55,600	57,480	6,222
Insurance	20,250	20,000	14,455	-5,795
Utilities	10,629	10,400	12,000	1,371
Professional Services and Contracts	127,430	263,750	132,330	4,900
Grants/Agreements/Requestions	28,150	13,000	28,150	
Total Operating Budget Expense	\$1,169,761	\$1,256,707	\$1,223,860	\$54,099

DEPARTMENT: ADMINISTRATION

STATEMENT OF PURPOSE:

This activity reflects expenditures and revenues to support the Clerk's Office functions including: agenda preparation and distribution, and meeting minute taking, for all meetings of Council and standing committees of Council and some local boards and advisory committees; municipal elections; marriage licenses and ceremonies; lottery licenses; business licenses; burial permits; freedom of information requests; records management, processing/intake insurance claims and road closure applications To fulfill the statutory duties of the Treasurer; provide financial advice to Council and other departments; provide accounting, payroll, purchasing, accounts payable, accounts receivable and collections services to all departments; and administer the property taxation revenue function and operating and capital budget.

Specific areas of operations include:

- Taxation
- Investments
- Marriage, lottery and other various Licenses
- Grant applications and reporting
- Reporting to Provincial and Federal Governments
- Computer systems

2023 HIGHLIGHTS:

The Ontario Municipal Partnership Fund – Grant (OMPF) for 023 has been confirmed and will be \$1,294,000 (decrease of

46,300 from 2022, or 3.4%). Havelock-Belmont-Methuen will receive \$211,910 from the OCIF program in 2023, which is a decrease of \$15,907 from the 2022 amount (6.9%). In 2023, the Township will receive \$149,916 (increase of \$6,244, or 4.3%) from CCBF (Gas Tax).

Microsoft 365 – Microsoft has moved to a subscription based operating system model. This product suite comes with a number of security features that ensure that organizations can remain secure through the use of cloud based operations. Applications are accessed through SSL/TSL encryption so that communications or files aren't intercepted by someone without authorization. Conducting regular security audits, Microsoft continuously monitors their systems for suspicious activity and has a robust incident response protocol in place. Migrating to Office 365 also provides the following benefits:

- Up to date antivirus signatures.
- Email protection from malware with anti-spam filtering and antivirus software.
- Microsoft Trustworthy Computing security measures.

2022 HIGHLIGHTS

Wages and external services were underbudgeted by \$25,000 in 2022; budgets have been corrected for 2023.

Council

Department	Council				
Functions	Council, Committees, Boards				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$328,562		-\$153,333		\$175,229
2022	192,059		-40,000	40,000	192,059
	\$136,503		-\$113,333	-\$40,000	-\$16,830

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$25,000	-\$25,000			
2022	\$25,000	-\$25,000			



Council

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer From Election Reserve	-\$40,000	-\$28,910		\$40,000
Transfer from Administration Reserve	-\$25,000		-\$25,000	
Transfer from Admin Reserve - Operating			-\$153,333	
Total Revenue	-\$65,000	-\$28,910	-\$178,333	\$113,333
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Election	\$40,000	\$28,910		-\$40,000
	\$40,000	\$28,910		\$40,000

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$143,526	\$138,850	\$150,029	\$6,503
Materials & Supplies			5,000	\$5,000
Tree Planting Program	18,333	22,600	18,333	
Transfer to Community Grants Reserve			10,000	\$10,000
Transfer to Environmental Grants Reserve			10,000	\$10,000
Transfer to Private Roads Grants Reserve			15,000	\$15,000
Transfer to Council Initiatives Reserve			45,000	\$45,000
Transfer to Commuity Improvement Plan Reserve			50,000	\$50,000
Equipment Repairs, Maintenance				
Memberships and Conventions	16,000	16,200	16,000	
Advertising and Communication	4,200	3,700	4,200	
Professional Services, Agreements	10,000	1,300	5,000	-\$5,000
Total Operating Budget Expense	\$192,059	\$182,650	\$328,562	\$136,503

DEPARTMENT: COUNCIL

STATEMENT OF PURPOSE:

HBM Council is the governance body of the municipal corporation and fulfills the responsibilities established for Council in the Municipal Act, 2001, and any other relevant legislation.

The Council consists of a Mayor and four Councillors. The meeting process for conducting Council, General Committee, and Finance Committee meetings is established by Council in its procedural by-law. The wards are as follows:

Mayor: Jim Martin

Deputy Mayor: Hart Webb

Township Ward: Jerry Doherty

Village Ward: Beverly Flagler

Councillor at Large: Kathy Clement

2023 HIGHLIGHTS:

On an annual basis, HBM staff prepare a budget for Council to authorize expenditures for the year. The municipal budget is a plan to implement municipal goals and priorities and provides a method to monitor income and expenses throughout the year.

The 2023 Council budget includes remuneration for the Mayor and Members of Council. It also includes the City's annual corporate membership fees for organizations such as the Association of Municipalities of Ontario and the Federation of Canadian Municipalities.

Animal Control

Department	Animal Control
Functions	Licencing, Animal Control

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$9,093	-\$3,750			\$5,343
2022	\$8,985	-\$3,200	-\$1,100		\$4,685
	\$108	-\$550	\$1,100		\$658

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					



Animal Control

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Reserve	-\$1,100			\$1,100
Provincial Conditional Grant				
Dog Licences	-3,200	-3,750	-3,750	-550
Livestock Evaluator Subsidy				
Livestock Compensation				
Total Revenue	-\$4,300	-\$3,750	-\$3,750	-\$550
<i>Provincial and Fed Funding incl. above</i>				

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$6,489	\$3,425	\$6,622	\$133
Materials & Supplies	325	206	300	-\$25
Information Technology				
Equipment Repairs, Maintenance				
Memberships and Conventions				
Advertising and Communication	371	350	371	\$0
Utilities				
Professional Services, Agreements	1,800	200	1,800	
Total Operating Budget Expense	\$8,985	\$4,181	\$9,093	\$108

DEPARTMENT: ANIMAL CONTROL

STATEMENT OF PURPOSE:

To provide animal control services for the Havelock-Belmont-Methuen Township. Part-time staff provides animal control services including enforcement of HBM’s animal control by-laws and provincial legislation.

The Township of Havelock-Belmont-Methuen has implemented an updated Animal Control By-law. This revised by law updates the regulation regarding the keeping of animals within the Township of Havelock-Belmont-Methuen. Animal Tag registration requirements are for Dogs and Cats within the Township. Costs for Animal Tags have changed to the following:

Dog:

- Spayed/neutered - \$15.00
- Unaltered - \$20.00
- Tags obtained after March 31st will incur a late fee of \$20.00 per customer account.

Cat:

- Spayed/neutered - \$10.00
- Unaltered - \$15.00

- Tags obtained after March 31st will incur a late fee of \$20.00 per customer account.

Animal licensing is required for the safety of animals, and to assist with the return of pets. When an animal tag is purchased and registered to a resident, the Township obtains ownership information and contact information. If an animal gets loose, or is found within the Municipality and has an animal tag, the resident that finds said animal, is able to inform the Township Office that an animal is secured and safe. The Township Animal Control Officer is then able to collect the animal, and use the registration information to return the pet to its rightful owner.

If an animal is found without a tag and not registered to the Township, our Animal Control Officer or finder of the animal, must take the pet to the local humane society (Peterborough Humane Society) where impound fees occur and become the responsibility of the owner of the pet to rectify upon pick up.

Building

Department	Building				
Functions	Building Permits, Inspection, and Enforcement Departments (Ontario Building Code Act)				
Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$392,197	-\$164,000		\$4,206	\$232,403
2022	365,043	-123,200	-5,000	4,206	241,049
	\$27,154	-\$40,800	\$5,000		-\$8,646
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$8,700	-\$8,700			
2022					
	\$8,700	-\$8,700			
Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year	
Transfer from Reserve	-\$5,000		-\$8,700	-\$3,700	
Transfer from Reserve - Printer					
Permit Fees	-102,000	-109,000	-160,000	-58,000	
Plumbing Permits	-4,400	-4,045		4,400	
Demo Permits	-2,000	-4,000		2,000	
Accessory Bldg. Permits	-10,000	-16,000		10,000	
Building Infraction Fees	-800	-200		800	
Zoning	-4,000	-2,900	-4,000		
Total Revenue	-\$128,200	-\$136,145	-\$172,700	\$44,500	
<i>Provincial and Fed Funding incl. above</i>					

Part II - 2023 Divisional Operating and Capital Budget Review

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Building Reserve	\$4,206	\$4,206	\$4,206	
	\$4,206	\$4,206	\$4,206	

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$322,354	\$316,926	\$332,675	\$10,321
Materials & Supplies	4,000	4,075	4,750	750
Information Technology	300	3,200	5,750	5,450
Equipment Repairs, Maintenance	4,950	7,500	11,500	6,550
Memberships, Training and Conventions	13,569	4,505	13,709	140
Advertising and Communication	1,900	2,125	2,260	360
Insurance	1,970	1,900	6,553	4,583
Utilities				
Professional Services and Contracts	16,000	8,000	15,000	-1,000
Total Operating Budget Expense	\$365,043	\$348,231	\$392,197	\$27,154

By-Law

Department	Bylaw				
Functions	Municipal By-Law Enforcement, Parking Enforcement, Property Standards				
Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$41,746	-\$700			\$41,046
2022	41,224				41,224
	\$522	-\$700			-\$178
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Permit Fees			-\$700	-\$700
Total Revenue			-\$700	\$700

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$33,499	\$27,850	\$33,721	\$222
Materials & Supplies	2,575	100	2,575	
Information Technology				
Equipment Repairs, Maintenance				
Memberships, Training and Conventions				
Advertising and Communication			300	300
Utilities				
Professional Services and Contracts	5,150		5,150	
Total Operating Budget Expense	\$41,224	\$27,950	\$41,746	\$522

DEPARTMENT: BUILDING AND BY-LAW

STATEMENT OF PURPOSE:

To ensure compliance with the Ontario Building Code (OBC) and associated regulations for the protection of citizens and property. To interpret and enforce by-laws with regard to zoning, property standards, property maintenance and signage; including the administration, enforcement, education and dispersal of information to the public regarding the OBC, municipal by-laws regulating development and related applicable laws under the Building Code Act. Municipal by-laws are enforced, including those related to property standards.

2023 HIGHLIGHTS:

Total building activity for 2022 yielded predicted results considering COVID-19 and revenue is on target. 2023 will see the continued implementation of new Building Code standards and resulting new Building Code Training for those standards. In addition, our Chief Building Official will be required to complete a knowledge maintenance program to continue enforcing the Building Code Act (BCA) and the OBC. Staff have completed a review of the building permit fees and by-law are proposing a 50% fee increase as shown in building permit revenue. Additional money has been added to vehicle maintenance for the purposes of some minor body work repairs

to both building department vehicles, new decals on the 2011 truck (as they have faded) and new tires. By adding online permitting in 2022, there is an increased cost in Equipment Licenses for the Cloudpermit software and Bluebeam software, which is used for marking up plans throughout the plans review process.

2022 HIGHLIGHTS:

Council approved the implementation of online permitting, a property standards by-law, amendments to the clean and clear by-law and a trailer park by-law.



Cemetery

Department	Cemetery				
Functions	Burials, Interments (Active Cemeteries)				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$63,104				\$63,104
2022	\$63,104				\$63,104

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					



Cemetery

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Reserve				
Total Revenue				
<i>Provincial and Fed Funding incl. above</i>				

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel				
Materials & Supplies				
Information Technology				
Equipment Repairs, Maintenance				
Memberships, Training				
Advertising and Communication				
Utilities				
Transfers to Organizations	63,104	63,104	63,104	
Total Operating Budget Expense	\$63,104	\$63,104	\$63,104	

2023 Operating Budget

Form 1

DEPARTMENT: CEMETERY

STATEMENT OF PURPOSE:

To provide advice and make recommendations with respect to any matter in connection with the administration of the cemeteries, the budget, rate changes and any major projects proposed or being undertaken in connection with the cemeteries.

Name of cemetery	Address	Status
Maple Grove	9498 County Road 30	Open
Victoria	1288 County Road 48	Open
Rockdale	2521 County Road 48 (beside)	Open
Preneveau	Corner of Hwy 7 & County Road 50	Closed
Hubble	South of 599 Hubble Rd	Closed
Preston	1238 Preston Road (on private land)	Closed
Oak Lake	Opposite 4212 County Rd 46	Closed
Ben's Burying Ground	North of 4212 County Road 46 (on private land)	Closed
Vansickle	1855 Vansickle Road (on private land)	Closed
Munro	Near 100 Vansickle Trail (on private land)	Closed

Board Members include:

Secretary/Treasurer: Rae McCutcheon

Caretaker: David Sharpe

Chairpersons: Mary Ellen Meyers, Rhonda Dobranic,
Jim Martin, Ron Gerow, Larry Pick

2023 HIGHLIGHTS:

The Havelock-Belmont-Methuen Cemetery Board approved their 2023 budget request at a meeting held on October 13, 2022. Despite expense pressures in 2022, the municipal grant requisition remains at \$63,104; the fifth straight year with a zero percent increase.

2022 HIGHLIGHTS:

Maple Grove cemetery suffered damage to a number of trees, during the windstorm, but no graves or monuments were harmed. The caretaker cleaned up the area with additional help from HBM's Roads Department.

Conservation Authorities

Department	Conservation Authorities				
Functions	Watershed Management, Source Water Protection				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$299,331				\$299,331
2022	\$242,587				\$242,587
	\$56,744				\$56,744

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					



Conservation Authorities

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Reserve				
Total Revenue				
<i>Provincial and Fed Funding incl. above</i>				

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel				
Materials & Supplies				
Information Technology				
Equipment Repairs, Maintenance				
Memberships, Training				
Advertising and Communication				
Utilities				
Transfers to Organizations	\$242,587	\$287,298	\$299,331	\$56,744
Total Operating Budget Expense	\$242,587	\$287,298	\$299,331	\$56,744

2023 Operating Budget

Form 1

DEPARTMENT: CONSERVATION AUTHORITIES

STATEMENT OF PURPOSE:

Crowe Valley Conservation Authority (CVCA) watershed covers an area of approximately 2,006 km², and is comprised of three primary sub-watersheds: the Crowe River, North River and Beaver Creek. Numerous wetlands, natural riverbank corridors and forests are intertwined throughout the watershed, providing essential habitat to many species of fish, mammals, birds, reptiles, amphibians and insects that thrive in this region.

For over 60 years, Crowe Valley Conservation Authority has worked in partnerships with its member municipalities, the Ministry of Natural Resources and Forestry and the Ministry of Environment, Conservation and Parks. CVCA water management dates back to the late 1950s and has continued to evolve and adapt according to climate change conditions that have been observed and recorded.

Crowe Valley Conservation Authority operates fourteen water control structures (dams and weirs) along the Crowe River and its tributaries. CVCA also maintains a stream flow forecasting center to help reduce the risk and warn its residents of flooding hazards. Additional water management responsibilities include maintaining recreational water levels on the lakes with water control structures, implementing Source Water Protection, coordinate low water response and monitoring water quality.

2022 HIGHLIGHTS:

The 2022 approved budget was \$44,711 lower than the actual levy which resulted in a year over year budget increase of the same amount.

2023 HIGHLIGHTS:

The 2023 budget includes \$3,750 for a potential in-year addition levies for the Lower Trent Conservation Authority.

Part II - 2023 Divisional Operating and Capital Budget Review

Facilities Administration

Department	Facilities Administration
Functions	

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$163,571	-\$2,000		\$40,000	\$201,571
2022	\$170,457	-\$18,000	-\$8,590	\$41,566	\$185,433
	-\$6,886	\$16,000	\$8,590	-\$1,566	\$16,138

Department	Facilities Capital Budget Summary				
Functions					
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$116,500	-\$116,500			
2022	166,410	-166,410			
	-\$49,910	\$49,910			

Part II - 2023 Divisional Operating and Capital Budget Review

Facilities Administration

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Due from Reserve Stone Hall				
Due from Reserve Town Hall				
Transfer from Facilities Reserve	-\$175,000	-\$40,000	-\$116,500	\$58,500
Misc Revenue - Stone Hall				
Town Hall Rental		-300	-2,000	-2,000
Misc Revenues				
Medical Centre Rentals	-18,000	-8,000		18,000
Total Revenue	-\$193,000	-\$48,300	-\$118,500	-\$74,500
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Facilities Reserve	\$41,566	\$41,566	\$40,000	-\$1,566
	\$41,566	\$41,566	\$40,000	-\$1,566

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$52,144	\$55,322	\$59,132	\$6,988
Materials & Supplies				
Information Technology				
Equipment Repairs, Maintenance				
Memberships, Training, Travel	618	650	700	82
Advertising and Communication	312	312	330	18
Insurance			5,189	5,189
Utilities				
Professional Services and Contracts				
Total Operating Budget Expense	\$53,074	\$56,284	\$65,351	\$12,277

Part II - 2023 Divisional Operating and Capital Budget Review

Facilities Operations

Department	Facilities Operations
Function	

Havelock Library				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Heat/Gas/Oil	\$1,812	\$1,812	\$2,000	\$188
Hydro	4,560	4,560	3,500	-1,060
Water & Sewer	1,455	1,455	1,540	85
Bldg Repairs & Maintenance	3,000	3,000	6,750	3,750
Cleaning Supplies	2,500	2,500	2,670	170
	\$13,327	\$13,327	\$16,460	\$3,133

Cordova Library				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Heat/Gas/Oil	\$1,700	\$1,700	\$1,980	\$280
Hydro	1,465	1,305	1,845	380
Water & Sewer	2,000	3,100	5,000	3,000
	\$5,165	\$6,105	\$8,825	\$3,660

Facilities Operations

Municipal Building				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Heat/Gas/Oil	\$2,616	\$2,550	\$2,960	\$344
Hydro	6,768	6,600	6,815	47
Water & Sewer	1,809	1,805	1,835	26
Bldg Repairs & Maintenance	6,100	10,500	7,470	1,370
Cleaning Supplies	3,000	2,100	3,000	
	\$20,293	\$23,555	\$22,080	\$1,787

Stone Hall Expenses				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Supplies	\$100	\$650	\$1,000	\$900
Heat/Gas/Oil	2,000	1,240	2,345	345
Hydro	2,000	1,430	2,100	100
Water & Sewer				
Bldg Repairs & Maintenance	5,100	2,415	3,800	-1,300
Cleaning Supplies				
	\$9,200	\$5,735	\$9,245	\$45

Facilities Operations

Town Hall Expenses				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Supplies				
Heat/Gas/Oil	\$2,904	\$2,780	\$3,120	\$216
Hydro	1,872	1,640	1,980	108
Water & Sewer	1,455	2,100	2,200	745
Bldg Repairs & Maintenance	5,000	1,500	5,000	
Cleaning Supplies	500	500	800	300
	\$11,731	\$8,520	\$13,100	\$1,369

OPP Office				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Supplies				
Heat/Gas/Oil				
Hydro				
Water & Sewer				
Bldg Repairs & Maintenance		920	1,000	1,000
Cleaning Supplies	500	500	700	200
	\$500	\$1,420	\$1,700	\$1,200

Facilities Operations

Lions Hall				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Supplies	\$692	\$615	\$740	\$48
Communications	2,701	2,700	2,750	49
Heat/Gas/Oil	3,496	3,360	3,875	379
Hydro	3,772	3,700	3,985	213
Contracts		1,300	1,540	1,540
Water & Sewer				
Bldg Repairs & Maintenance	1,259	5,250	6,420	5,161
	\$11,919	\$16,925	\$19,310	\$7,391

Medical Centre				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Supplies	\$6,500	\$1,000		-\$6,500
Communications	5,286	2,200		-5,286
Heat/Gas/Oil	2,316	1,500		-2,316
Hydro	6,900	3,200		-6,900
Water & Sewer	1,752	1,200		-1,752
Bldg Repairs & Maintenance	4,632	1,200		-4,632
Cleaning Supplies				
Insurance	4,162	4,500		
Property Tax	6,200	4,600		-6,200
Hospital Donations	7,500	7,500	7,500	
	\$45,248	\$26,900	\$7,500	-\$33,586

OPERATING BUDGET 2023

Form 1

DEPARTMENT: FACILITIES - HAVELOCK LIBRARY

STATEMENT OF PURPOSE:

To provide day-to-day maintenance and preventative maintenance of all HBM facilities. To manage capital renovation and rehabilitation projects. Project management of major facility capital renovations projects for all HBM facilities.

Performing day-to-day maintenance, preventative maintenance, troubleshooting, coordinating small renovations and repairs; performing due diligence when any property is purchased that includes a building; energy management for the municipality, including reviewing, analyzing, forecasting consumption for all utilities and forecasting future years' costs.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have remained in line with previous years even through the Covid – 19 service changes.
- Building & Repairs Maintenance budget increased by \$3,000 this year to allow the repair / replacement of the following;
- Storage rooms and washrooms are lit with incandescent pot lights, some have been upgraded in the past to CFL.

- Staff recommend budgeting for replacement with LED in the short term or as they are required.
- There are 5 wall-mounted and soffit mounted older exterior lighting fixtures installed at all elevations. All appeared to be in poor condition. Allow to upgrade the exterior fixtures to LED in the short term.
- Library staff have requested an air purification system to be installed to ensure safe indoor air quality in addition to the recommendations provided by the Provincial Public Health Care System.
- Reduction in hydro costs based on 2022 actuals.

2022 HIGHLIGHTS:

- Replaced air conditioning units installed two (2) as part of the capital budget program.
- Replaced domestic hot water tank.
- Hucklebug child care centre – lease expired and did not renew – space became vacant.
- Council approved the Havelock Historical Society to relocate items / artifacts to the basement of the Havelock Library for displaying to the public.
- Staff renovated the Havelock Library space to accommodate the historical society, costs associated with renovation came from the building & maintenance budget.

OPERATING BUDGET 2023

Form 1

DEPARTMENT: FACILITIES – CORDOVA LIBRARY

STATEMENT OF PURPOSE:

To provide day-to-day maintenance and preventative maintenance of all HBM facilities. To manage capital renovation and rehabilitation projects. Project management of major facility capital renovations projects for all HBM facilities.

Performing day-to-day maintenance, preventative maintenance, troubleshooting, coordinating small renovations and repairs; performing due diligence when any property is purchased that includes a building; energy management for the municipality, including reviewing, analyzing, forecasting consumption for all utilities and forecasting future years' costs.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have remained consistent with previous years even through the Covid – 19 service changes.
- Building & Repairs Maintenance budget increased by \$3,000 this year to allow the repair / replacement of the following;
- Service Area Lighting - CFL Pot lights and Incandescent The wall mounted light fixtures in the Community Hall

and crawl spaces are lit with incandescent light fixtures. Staff recommend budgeting for replacement with LED in the short term or as required.

- Exterior Lighting - Wall Mounted and Soffit Lighting Fixtures, there are wall-mounted and soffit mounted incandescent lighting fixtures installed at East and West elevations. All appeared to be original and in poor condition. Allow for short term upgrade or replacement as required.
- Lighting - T8 Fluorescent, most of the building is illuminated with older two (2) and four (4) lamp, four (4) foot-T8 fluorescent light fixtures. Recommend budgeting for replacement with LED in the mid-term or as required.

2022 HIGHLIGHTS:

- Replaced air conditioning unit as part of the capital budget program.
- Replaced domestic hot water tank
- Corrected a number of electrical deficiencies as required as part of the annual maintenance and repairs operating budget.
- Staff continue to test and record weekly water samples and monitor test results.
- Due to the high wind storm in May 2022, staff removed several large pine trees from the park area behind the Library / Recreation Hall.

DEPARTMENT: FACILITIES – MUNICIPAL OFFICE

STATEMENT OF PURPOSE:

To provide day-to-day maintenance and preventative maintenance of all HBM facilities. To manage capital renovation and rehabilitation projects. Project management of major facility capital renovations projects for all HBM facilities.

Performing day-to-day maintenance, preventative maintenance, troubleshooting, coordinating small renovations and repairs; performing due diligence when any property is purchased that includes a building; energy management for the municipality, including reviewing, analyzing, forecasting consumption for all utilities and forecasting future years' costs.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have remained consistent with previous years even through the Covid – 19 service changes.
- Building & Repairs Maintenance budget increased by \$1,370 this year based on previous actuals and to allow for suitable repair /

replacement of structural, electrical and environmental systems as required throughout the fiscal year. Increase costs to procure products and services are denoted with slight the increase.

2022 HIGHLIGHTS:

- Replaced two (2) air conditioning units as part of the capital budget program. The replacement of these units will help reduce the number of service calls / repair and replacement parts, therefore stabilizing the annual operating budget and not investing funds into equipment that has exceeded its manufacturers service life.
- Replaced three (3) gas fired furnaces due to failed heat exchangers and related health & safety concerns. The replacement of theses units will assist in overall operating efficiency as they are much more efficient than the previous units.
- Installed an air purification unit to improve air quality and adhere to Public Health recommendations under Covid – 19 precautions.
- Staff have held off on the foundation sealing and repairs until Council reaches a decision on relocating to a new building. The amount allocated was \$40,000.00

OPERATING BUDGET 2023

DEPARTMENT: FACILITIES – STONE HALL

STATEMENT OF PURPOSE:

To provide day-to-day maintenance and preventative maintenance of all HBM facilities. To manage capital renovation and rehabilitation projects. Project management of major facility capital renovations projects for all HBM facilities.

Performing day-to-day maintenance, preventative maintenance, troubleshooting, coordinating small renovations and repairs; performing due diligence when any property is purchased that includes a building; energy management for the municipality, including reviewing, analyzing, forecasting consumption for all utilities and forecasting future years' costs.

2023 HIGHLIGHTS:

- Heat & Hydro Services - operating budget has remained consistent and below budget in comparison with previous years. Staff are expecting a slight increase with costs this year, the Stone Hall facility is anticipated to be utilized and operating more frequently as we exit the COVID- 19 restrictions.
- Staff have increased the building & maintenance budget this year by \$2,800. Staff have allocated funds in the 2023 operating maintenance budget to make necessary repairs to the following on an as needed / required program basis;

- Water Treatment System – recently the water treatment system has failed due to poor water quality issues such as, high sodium content. The system has corroded mechanical parts and require replacement to operate effectively. Staff have allocated funds to replace the water treatment ultra violet (UV).
- Exterior Lighting - Soffit Mounted Lighting Fixtures – Incandescent. The building is mainly illuminated with two (2) and four (4) lamp, four (4) foot-T8 fluorescent light fixtures. Staff have budgeted for replacement with LED in the short term or as required.
- Lighting - T12 and T8 Fluorescent. The building is mainly illuminated with two (2) and four (4) lamp, four (4) foot-T8 fluorescent light fixtures. There are fifteen (15) fixtures total. Staff recommend budgeting for replacement with LED in the short term or as required. Incentives may be available, which can reduce the operational or capital costs. Staff are currently researching funding opportunities for energy savings.
- Kitchen Equipment - Staff have budgeted for the kitchen equipment upgrade in the mid-term as required. Repairs are considered maintenance. If kitchen equipment is not part of the Townships responsibility staff will remove items from the budget.

2022 HIGHLIGHTS:

- There were no major capital projects approved for Stone Hall in 2022.
- Staff have spent significant funds to maintain water filtration system due to poor water quality.

**DEPARTMENT: FACILITIES – TOWN HALL
STATEMENT OF PURPOSE:**

To provide day-to-day maintenance and preventative maintenance of all HBM facilities. To manage capital renovation and rehabilitation projects. Project management of major facility capital renovations projects for all HBM facilities.

Performing day-to-day maintenance, preventative maintenance, troubleshooting, coordinating small renovations and repairs; performing due diligence when any property is purchased that includes a building; energy management for the municipality, including reviewing, analyzing, forecasting consumption for all utilities and forecasting future years' costs.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have remained in line with previous years even through the Covid – 19 service changes.
- Building & Repairs Maintenance budget has remained the same as previous years budget. This year funds are allocated to allow the repair / replacement of the following;
- Kitchen Equipment – Fridge - There is a kitchen at the main floor's Banquet Hall. Kitchen equipment ('Hotpoint' fridge) appeared to be in poor condition. Fridge replacement is considered a part of the operation and maintenance.

- Domestic Cold and Hot Water - Piping System - Sanitary and Storm Piping - Piping system failure occurs as the system ages and start requiring replacement of sections of piping and valves, due to leaks, cracking pipes, and corroded valves. This can be affected by the quality of metals, impurity of the water, and regular wear and tear, in addition to fatigue and failures related to thermal movements. There are copper plumbing risers for domestic water (hot and cold) and valves throughout the building. We recommend budgeting for the replacement at the end of service life, or as it becomes necessary in phases. Repairs are considered maintenance.
- General Repairs – funds included in the budget would also allow for some minor painting and window treatment to improve the general appearance to the building.

2022 HIGHLIGHTS:

- Replacement of the roof shingles was completed as part of the capital project program.
- Engineered drawings were completed for the accessible ramp replacement. The tender for the construction of the new ramp was awarded, the ramp has been removed, footings and sidewalk have been installed. The contractor is working on completing the project. There was a change to the railing system, from a wood railing to all aluminum to provide the Township with a lifetime product. Additional costs have been included in the capital budget to complete this work in 2023, as the tender submission is higher than what was budgeted for.

Fire Services

Department	Fire
Functions	Fire Rescue, Emergency Response, Fire Safety & Education, Fire Prevention / Inspection

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$630,712	-\$5,950	-\$63,860	\$126,942	\$687,844
2022	621,612	-10,200	-70,000	126,942	668,354
	\$9,100	\$4,250	\$6,140		\$19,490

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$98,000	-\$98,000			
2022	111,200	-111,200			
	-\$13,200	\$13,200			

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Fire Reserve - Capital	-\$3,000		-\$98,000	\$95,000
Transfer from Fire Reserve - Operating	-67,000		-63,860	-3,140
Provincial Conditional Revenue		-2,750	-2,800	2,800
Fire Protection on Crown Land	-2,800	-250	-250	-2,550
Permit Fees	-400		-400	
Misc Revenues	-7,000	-2,300	-2,500	-4,500
Total Revenue	-\$80,200	-\$5,300	-\$167,810	\$87,610
<i>Provincial and Fed Funding incl. above</i>	<i>-\$2,800</i>	<i>-\$3,000</i>	<i>-\$3,050</i>	<i>\$250</i>

Part II - 2023 Divisional Operating and Capital Budget Review

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Fire Reserve	\$126,942	\$126,942	\$126,942	
	\$126,942	\$126,942	\$126,942	

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$351,743	\$246,991	\$350,002	-\$1,741
Materials & Supplies	19,090	5,876	21,370	2,280
Information Technology	1,500	1,500	1,500	
Equipment Repairs, Maintenance	55,985	46,050	61,250	5,265
Memberships, Training, Travel	37,950	14,280	33,055	-4,895
Advertising and Communication	57,962	56,305	65,459	7,497
Heat, Gas and Oil	14,300	16,000	15,250	950
Hydro	5,300	3,500	4,250	-1,050
Water and Sewer	1,716	1,800	1,900	184
Utilities				
Building Repair	4,000	2,500	2,000	-2,000
Cleaning Supplies	1,700	187	1,000	-700
Insurance	37,310	38,400	42,700	5,390
Professional Services and Contracts	22,400	20,750	22,400	
Cordova Expenses	6,456	5,180	6,076	-380
Emergency Assistance	500			-500
Fire Prevention	2,500	1,800	2,500	
Havelock Jamboree	1,200			-1,200
Total Operating Budget Expense	\$621,612	\$461,119	\$630,712	\$9,100

2023 Operating Budget

Form 1

DEPARTMENT: FIRE SERVICES STATEMENT OF PURPOSE:

To provide fire protection services including fire suppression, public fire and life safety education, training, communications, fire prevention, Fire Code inspections and fire cause determination/investigations and emergency management.

2022 HIGHLIGHTS:

Training – License upgrading and air brake budgets could not be used in 2022 due to scheduling issues; FA/CPR, AED training could not be utilized in 2022 due to inability to book instructor; NFPA course was cancelled in 2022; Recruit courses not taken in 2022 as no new recruits joined force. Unused budget in 2022 (\$15,200) placed in Fire Reserve as part of year end closing process.

Conventions - These events have been cancelled over the last few years, Unused budget in 2022 (\$2,600) placed in Fire Reserve as part of year end closing process.

Equipment Repairs & Maintenance - Tires did not get purchased in 2022 (\$3,600) and pump testing/maintenance did not get completed due to scheduling (\$1,500)

Medical Supplies - Automated External Defibrillator (AED) batteries and pads were ordered but did not receive them in 2022; four new needed in 2023 capital budget

Materials & Supplies - No foam was purchased in 2022 due to low fires and foam injector on pump 1 not working (unable to get repair part) - foam purchase can range from \$3000 to \$5000.

Library

Department	Library				
Functions	Library Programs and Departments				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$123,293	-\$21,373			\$101,920
2022	\$118,640	-\$23,773		\$3,050	\$97,917
	\$4,653	\$2,400		-\$3,050	\$4,003

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$10,000	-\$10,000			
2022	20,000	-20,000			
	-\$10,000	\$10,000			



Part II - 2023 Divisional Operating and Capital Budget Review

Library

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Provincial Grants	-\$20,773	-\$20,773	-\$20,773	
Municipal Grant				
Misc	-1,000	-600	-600	-400
Total Revenue	-\$21,773	-\$21,373	-\$21,373	-\$400
<i>Provincial and Fed Funding incl. above</i>	-\$20,773	-\$20,773	-\$20,773	

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Library Reserve	\$3,050	\$3,050		-\$3,050
	\$3,050	\$3,050		-\$3,050

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel - Havelock Branch	\$73,421	\$72,300	\$76,560	\$3,139
Personnel - Cordova Branch	1,339			-1,339
Materials & Supplies - Havelock Branch	2,150	1,800	1,800	-350
Materials & Supplies - Cordova Branch	300	300	500	200
Information Technology	9,000	9,000	9,500	500
Equipment Repairs, Maintenance				
Memberships, Training, Travel	4,100	3,800	5,000	900
Advertising and Communication	4,350	4,350	4,950	600
Communication - Cordova Branch	2,400	2,232	2,400	
Books and Videos	16,000	16,000	16,000	
Insurance	4,450	4,305	5,189	739
Professional Services and Contracts	1,130	1,030	1,394	264
Total Operating Budget Expense	\$118,640	\$115,117	\$123,293	\$4,653

DEPARTMENT: LIBRARIES

STATEMENT OF PURPOSE:

Havelock Belmont Methuen's libraries are agents for positive community transformation through interaction, discovery, and learning by providing reading materials (including e-books), providing training sessions for children, seniors and other community groups, allowing community access to internet services, providing fax and printing availability for the public, inter-library book exchange, and space availability for Social Services.

2023 HIGHLIGHTS:

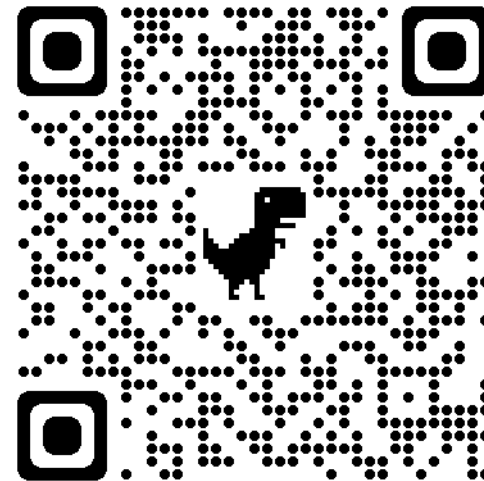
Online Resources include:

- Ancestry Library Edition
- Britannica Library
- Canadian Safe Boating Council
- CELA
- Consumer Health Complete (English and French)
- Creativebug
- EyeDiscover
- Facebook
- Geocaching
- Global Roadwarrior
- Lingolite
- Marmora Historical Society
- NASA Stem Engagement
- Overdrive/Libby

- Start Boating
- World Book Online

Inter-Library Loan - Most books in every public library in Ontario are available to our library patrons. Through a provincially coordinated system, a patron can request a title that is not available in our library and with the assistance of our Library staff, they can borrow it from another library. Some restrictions do apply, such as newly published books or reference material. Lending periods for books borrowed through Interlibrary Loan are set by the lending library. Overdue Interlibrary Loans are subject to a special fine rate, so please, watch your due dates.

Library events include: genealogy sessions, book club meetings and a knitting club. For more information, scan the following code:



Parks and Recreation

Department	Parks, Recreation & Facilities
Functions	Parks, Sports Fields, Community Center, Facilities

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$412,970	-\$64,975			\$347,995
2022	393,470	-94,475			298,995
	\$19,500	\$29,500			\$49,000

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$976,088	-\$417,616		-\$558,472	
2022	1,544,588	-532,365		-1,012,222	
	-\$568,500	\$114,749		\$453,750	



Parks and Recreation

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$360,602	\$346,119	\$376,852	\$16,250
Materials & Supplies	4,000	4,400	4,190	190
Information Technology	2,500	2,400	3,000	500
Equipment Repairs, Maintenance	500	300	500	
Insurance	19,269	20,000	21,828	2,559
Advertising and Communication	4,800	3,495	4,800	
Utilities				
Professional Services and Contracts	1,800	1,100	1,800	
Total Operating Budget Expense	\$393,470	\$377,814	\$412,970	\$19,500
Recreation Administration				
Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Due from OMPF	-\$40,000			\$40,000
Misc Revenue - Arena				
Misc Revenue - Parks				
Rental Revenue	-10,475	-8,750	-10,475	
Skate Sharpening	-1,000	-500	-500	500
Arena Advertising	-13,000	-12,500	-14,000	-1,000
Surface Rentals	-30,000	-38,200	-40,000	-10,000
Total Revenue	-\$94,475	-\$59,950	-\$64,975	\$29,500
<i>Provincial and Fed Funding incl. above</i>				

PARKS AND RECREATION ADMINISTRATION OPERATING BUDGET 2023

Form 1

DEPARTMENT: PARKS AND RECREATION ADMINISTRATION

STATEMENT OF PURPOSE:

Parks and Recreation administration provides spaces and facilities for recreational opportunities to be enjoyed by the community in the form of parks and recreation services and programs. This includes the provision of ice maintenance, working with several user groups such as hockey, baseball and soccer, playground maintenance and equipment inspection, grass cutting and floral arrangements / planter maintenance, the placement of seasonal banners on hydro poles, working with the community on special events at arena and on Township properties, maintenance of the Mathison property, boat launches and picnic areas, and building repair and maintenance.

2023 HIGHLIGHTS:

- There has also been allocated funds for the compliance and operation of the new park amenity "Splash Pad". Due to ministry health standards and regulations, there will be an increase to part – time staff wages to perform water sampling / testing seven (7) days per week while in operation. This is a requirement and additional cost as a result of operating a recirculating water system.
- Staff have also made allowances for the winter part - time facility attendant to receive training as an operator.
- Education and Training – Staff were able to receive one professional development training course last year, however

through Covid years it was not available and that is the reason we under spent in this account.

- Materials and Supplies - the budget has remained consistent with previous years with a slight increase applied to offset increased costs of materials. This account is primarily used for the purchase of health and safety equipment and devices, personal protective equipment, clothing allowance and office administration supplies including electronic devices.
- Software Hardware Support – Staff currently do not have access to any form of web-based reservation software, staff recommend purchasing facility booking software for all facilities, primarily for the HBM community centre. This will allow users to view availability, make reservations, pay online at any time of day. This software will also integrate with our existing financial software, therefore reducing staff time spent invoicing and generating inquiries and developing performance measurement.

2022 HIGHLIGHTS:

- Completed third party playground inspections as required by Canadian Safety Authority standards.
- Purchased apple iPad for compliance of operating public spaces and using the Verify Ontario application for proof of vaccination against Covid -19.
- Staff attended various professional membership meetings throughout the year to stay current with emerging trends.
- Staff attended professional development training with the Ontario Recreation Facilities Association as part of our commitment to furthering knowledge and qualifications.

Parks Operating

Dept / Depar	Parks, Recreation & Facilities
Functions	Parks Operations

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$203,090			\$127,000	\$330,090
2022	196,100			107,000	303,100
	\$6,990			\$20,000	\$26,990

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Other	Net Tax Levy
2023					
2022					



Parks Operating

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer - Parks & Rec Reserves	\$107,000	\$107,000	\$107,000	
Transfer - Emergency Storm Reserve			\$20,000	\$20,000
	\$107,000	\$107,000	\$127,000	\$20,000

Parks Operating				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Material and Supplies	\$30,000	\$22,444	\$34,040	\$4,040
Heat/Gas/Oil	4,500	4,250	4,870	370
Hydro	5,000	4,900	5,140	140
Water & Sewer	1,750	148	1,810	60
Equipment Repairs and Maintenance	29,500	22,100	30,475	975
Bldg Repairs & Maintenance	5,500	2,800	5,500	
Contractual	21,000	14,000	19,000	-2,000
	\$97,250.00	\$70,642.00	\$100,835.00	\$3,585.00

Parks Operating

Arena Operating				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Heat/Gas/Oil	\$3,000	\$2,770	\$3,175	\$175
Hydro	51,000	37,000	51,950	950
Water & Sewer	1,850	1,850	1,915	65
Material and Supplies	5,100	3,800	5,100	
Contractual	5,500	5,500	6,000	500
Equipment Repairs and Maintenance	13,100	19,100	14,565	1,465
Building Repairs and Maintenance	16,000	11,200	16,250	250
	\$95,550.00	\$81,220.00	\$98,955.00	\$3,405.00

Sports Field Operations				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Materials and Supplies	\$3,300.00	\$1,700.00	\$3,300.00	
	\$3,300.00	\$1,700.00	\$3,300.00	

OPERATING BUDGET 2023

Form 1

DEPARTMENT: PARKS

STATEMENT OF PURPOSE:

Parks and Recreation administration provides spaces and facilities for recreational opportunities to be enjoyed by the community in the form of parks and recreation services and programs. This includes the provision of ice maintenance, working with several user groups such as hockey, baseball and soccer, playground maintenance and equipment inspection, grass cutting and floral arrangements / planter maintenance, the placement of seasonal banners on hydro poles, working with the community on special events at arena and on Township properties, maintenance of Mathison Park, boat launches and picnic areas, and building repair and maintenance.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have remained consistent with previous years even through the Covid – 19 service changes.
- Materials & Supplies have increased by approximately \$4,000.00 due to inflation costs of products and services such as general supplies from hardware stores and floral arrangements.
- Reduction in contract services budget by \$3,000.00 based on 2022 actuals. staff will continue to monitor this account activity.

- All other accounts associated with parks operations have remained consistent with previous years expenses and have not adjusted for any significant increase or decrease.

2022 HIGHLIGHTS:

- Staff completed the construction of the splash pad and installed new playground equipment and safety netting at 39 George St. E. as recommended in the parks and recreation 10 - year master plan. Staff were successful in receiving Provincial and Federal funding for this project.
- Staff completed the revitalization and development of the property on the corner of Oak & George St. “Patterson Parkette” as recommended in the 10 – year parks & recreation master plan.
- Staff completed the Mathison Conservation Area upgrades to the trail network and the promotion of the property including the educational historical and ecological significance. Staff were successful in receiving full funding for this project from the Provincial & Federal government. This project was also highlighted as a short-term goal presented in the parks and recreation master plan.
- Staff coordinated and carried out necessary work to complete the clean-up following the high wind storm in May last year.

DEPARTMENT: ARENA

STATEMENT OF PURPOSE:

Parks and Recreation administration provides spaces and facilities for recreational opportunities to be enjoyed by the community in the form of parks and recreation services and programs. This includes the provision of ice maintenance, working with several user groups such as hockey, baseball and soccer, playground maintenance and equipment inspection, grass cutting and floral arrangements / planter maintenance, the placement of seasonal banners on hydro poles, working with the community on special events at arena and on Township properties, maintenance of Mathison Park, boat launches and picnic areas, and building repair and maintenance.

2023 HIGHLIGHTS:

- Utilities / Services operating budget have not been consistent with previous years through the Covid – 19 service changes.
- While following Peterborough Public Health guidelines and regulations, the HBM community centre was under strict protocols while open to ensure public safety. The ice rentals declined as a result and we survived through full facility lockdowns. Hydro consumption was less than

anticipated for these reasons. We expect a full return to delivering our winter programs and services and have kept the hydro budget assuming there will be no more lockdowns.

- All other accounts associated with community centre operations have remained consistent with previous years expenses and have not been adjusted for any significant increase or decrease.

2022 HIGHLIGHTS:

- The ice - resurfer was due for major service work and inspection. This is the first time it's been sent to the manufacture for scheduled preventive maintenance since it was purchased in 2015. Costs were higher than expected for replacement parts and travel costs to float the machine. There will not be requirement for a few years to complete any further preventative maintenance, there have been allowances made in the budget for repairs and maintenance as they become necessary.
- Staff continue to work with Lett Architecture in planning the arena expansion and improvement plan as per the recommendations set out in the parks and recreation master plan. New conceptual plans to be produced and presented Council in 2023.

Planning and Economic Development

Department	Planning and Economic Development				
Functions	Zone Amendment, Severance, Minor Variance, Plan of Subdivision				
Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$263,976	-\$68,725			\$195,251
2022	263,002	-128,589		57,000	191,413
	\$974	\$59,864		-\$57,000	\$3,838
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022	\$10,000	-\$31,411			-\$21,411
	-\$10,000	\$31,411			\$21,411

Planning and Economic Development

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Due from Reserve				
Tfer from OMPF - Economic Initiatives	-\$105,589		-\$36,725	-\$68,864
Zone Amendments	-9,000	-4,500	-14,500	5,500
Minor Variance Fees	-14,000	-17,400	-17,500	3,500
Total Revenue	-\$128,589	-\$21,900	-\$68,725	-\$59,864
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Planning Transfer to Reserve	\$57,000	\$57,000		-\$57,000
	\$57,000	\$57,000		-\$57,000

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$105,942	\$81,515	\$93,796	-\$12,146
Materials & Supplies	1,000	500	1,500	500
Information Technology			5,820	5,820
Equipment Repairs, Maintenance	312	150	312	
Memberships, Education, Travel	2,400	7,750	4,200	1,800
Advertising and Communication	43,348	25,000	43,348	
Utilities				
Professional Services and Contracts	110,000	110,000	115,000	5,000
Grants/Agreements/Requests				
Total Operating Budget Expense	\$263,002	\$224,915	\$263,976	\$974

DEPARTMENT: PLANNING AND DEVELOPMENT

STATEMENT OF PURPOSE:

To administer the processing of zoning and official plan amendments and site plans. To advise Council and other boards, commissions, and departments, on changes to the Official Plan, Zoning By-law and other planning documents. To research and monitor community planning and development opportunities which includes: conducting surveys and developing consultation programs to assist in developing planning policy. To administer all municipal planning activities, including mapping, GIS updates, Local Planning Appeal Tribunal (LPAT) appeals, and working with HBM's Economic Development Committee to promote our Township.

2023 HIGHLIGHTS:

The Planning department has now implemented Cloudpermit for online planning application submissions. HBM's Planning Assistant is doing a test run with their first online minor variance application. Once the minor variance application goes smoothly, he will also start taking zone amendments through Cloudpermit.

Staff have conducted a review of the fees schedule and are proposing amending the fees and planning by-law.

2022 HIGHLIGHTS:

Staff worked with the Peterborough County Geographic Information System (GIS) team and were able to complete the project integrating the Township of Havelock-Belmont-Methuen zoning information and official Plan Designation on the GIS. The data is amended monthly for site specific zoning by-laws approved. Having this tool has increased staff's efficiency by having this information at their finger tips and allows the public to access zoning and official plan information through the public GIS mapping.

Police

Department	Police				
Functions	OPP Contract, Police Departments Board				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$1,244,862	-\$4,936			\$1,239,926
2022	\$1,248,820	-\$4,850			\$1,243,970
	-\$3,958	-\$86			-\$4,044

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					



Part II - 2023 Divisional Operating and Capital Budget Review

Police

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Reserve				
Provincial Conditional	-\$4,850	-\$4,936	-\$4,936	\$86
Provincial Unconditional				
OMPF				
Total Revenue	-\$4,850	-\$4,936	-\$4,936	\$86
<i>Provincial and Fed Funding incl. above</i>	<i>-\$4,850</i>	<i>-\$4,936</i>	<i>-\$4,936</i>	<i>\$86</i>

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$1,800		\$1,800	
Materials & Supplies	4,600	8,000	8,500	3,900
Information Technology				
Equipment Repairs, Maintenance				
Memberships, Training, Travel	900		900	
Advertising and Communication	2,600	2,800	3,000	400
Cleaning Supplies				
Contracts and Requisitions	1,238,920	1,229,950	1,230,662	-8,258
Total Operating Budget Expense	\$1,248,820	\$1,240,750	\$1,244,862	-\$3,958

DEPARTMENT: POLICE

STATEMENT OF PURPOSE:

The Township of Havelock-Belmont-Methuen has a contract with the Ontario Provincial Police to provide policing services for our Township.

The Police Services Board is responsible for managing the overall relationship between the Ontario Provincial Police and the Township of Havelock-Belmont-Methuen. The Board is made up of a member of Council, a member appointed by the Community and a member appointed by the Province. The Board has a four-year term and meets in the Havelock-Belmont-Methuen Council Chambers every other month commencing in January each year.

Members of the public are encouraged to attend to bring forward any issues they may have. The Havelock-Belmont-Methuen Community Policing's mission is to be an alliance between our local Police Officers and the community to promote safety and crime prevention.

The Committee is a volunteer organization that arranges several events throughout the year and they include the "Bike Roadeo" and the "Cram the Cruiser" event that collects non-perishable food items for the Havelock Food Bank. The Committee also provides a bursary on an annual basis to a deserving student in memory of Tyler Boutilier.

Public Works: Administration

Department	Public Works				
Functions	PW - Administration				
Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$617,346	-\$2,000	-\$53,500	\$225,000	\$786,846
2022	570,717	-2,000		205,000	773,717
	\$46,629		-\$53,500	\$20,000	\$13,129
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$2,324,000	-\$2,324,000			
2022	1,756,733	-1,756,733			
	\$567,267	-\$567,267			



Part II - 2023 Divisional Operating and Capital Budget Review

Public Works: Administration

Roads Administration				
Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Miscellaneous Revenue	-\$1,600	-\$800	-\$1,600	
Transfer from Reserves			-\$53,500	-\$53,500
Entrance Permit Fee	-400		-400	
Total Revenue	-\$2,000	-\$800	-\$55,500	-\$53,500
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Reserve-Roads	\$205,000	\$205,000	\$225,000	\$20,000
	\$205,000	\$205,000	\$225,000	\$20,000

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$405,425	\$360,960	\$453,329	\$47,904
Materials & Supplies	9,250	12,200	9,250	
Education, Training	39,000	4,300	26,000	
Building Repairs and Maintenance	5,500	14,300	5,500	
Equipment Repairs, Maintenance	20,000	18,000	20,000	
Equipment Rentals	1,000	800	1,000	
Information Technology	5,000		5,000	
Insurance	59,000	61,000	70,725	11,725
Advertising and Communication	9,550	12,800	9,550	
Utilities	16,992	13,300	16,992	
Total Operating Budget Expense	\$570,717	\$497,660	\$617,346	\$59,629

Public Works: Operations

Department	Public Works				
Functions	PW - Operations				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$992,077				\$992,077
2022	957,238				957,238
	\$34,839				\$34,839

Roads - Operating Expenses (By Object)					
Account Name		2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Wages		\$275,100	\$271,686	\$294,600	\$19,500
Materials & Supplies		258,450	213,488	234,950	-23,500
Consulting		102,227	545	102,227	
Contracts		177,600	171,226	209,600	32,000
Equipment Rental		143,861	118,855	150,700	6,839
		\$957,238	\$775,800	\$992,077	\$34,839



Part II - 2023 Divisional Operating and Capital Budget Review

Roads - Operating Expenses (By Project)					
Account Name		2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
A2 - Bridges and Culverts		\$51,100	\$27,956	\$51,600	\$500
B1-Grass Mowing & Weed Spraying		15,500	11,221	15,500	
B2-Brushing & Tree Trimming		52,700	99,585	52,700	
B3-Ditching		13,500		13,500	
B4-Catch Basin Curb & Gutters		20,800	6,564	20,800	
B5-Debris & Litter		5,500	3,642	5,500	
C1-Patching & Spraying		44,000	54,433	54,000	10,000
C2-Sweeping Flushing Cleaning		26,000	33,491	32,500	6,500
C4-Shoulder Maintenance		700	356	700	
D1-Patching & Washouts		8,250	1,308	8,250	
D2-Grading & Scarifying		56,100	45,270	56,100	
D3-Dust Layer		82,500	61,845	82,500	
D5-Gravel Resurfacing		21,000	30,928	30,000	9,000
E1-Snowplowing		101,500	108,450	116,500	15,000
E2-Sanding & Salting		214,000	146,237	185,000	-29,000
E3-Snow Fence & Culvert		1,500	1,393	1,500	
E4-Snow Removal-Village		45,100	58,589	63,100	18,000
E5-Sidewalk Plowing		12,000	8,153	12,000	
F1-Safety Devices / Guide Rails		42,161	34,875	42,000	-161
G1-Misc		11,800	8,651	11,800	
Contingency		101,527		101,527	
Road Patrol		30,000	32,853	35,000	5,000
		\$957,238	\$775,800	\$992,077	\$34,839

DEPARTMENT: ROADS

STATEMENT OF PURPOSE:

To provide a full range of transportation infrastructure services to Havelock-Belmont-Methuen residents including:

- Provide maintenance and repairs to roads
- Plowing, salting, sanding, sidewalk plowing and snow removal
- Resurfacing coordination
- Street lights, sign maintenance
- Ditching, brushing, sweeping, patching, washouts, dust layer
- Catch basins
- Storm water
- Bridges and Culverts
- Grading and gravel haul
- Maintain fleet and equipment

Part II - 2023 Divisional Operating and Capital Budget Review

Sewer

Department	Sewer
Functions	Sewage Treatment

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$277,797	-\$501,148		\$223,351	
2022	279,710	-765,533		485,823	
	-\$1,913	\$264,385		-\$262,472	

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$1,115,185	-\$1,115,185			
2022	739,983	-739,983			
	\$375,202	-\$375,202			

Part II - 2023 Divisional Operating and Capital Budget Review

Sewer

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfers from Reserves	-\$1,001,053	-\$190,628	-\$1,115,185	\$114,132
Residential Rates	-425,566	-426,000	-426,000	
Commercial Rates	-61,749	-58,000	-58,000	
Penalty & Interest				
Septage Receiving	-17,148	-11,360	-17,148	
Total Revenue	-\$1,505,516	-\$685,988	-\$1,616,333	\$114,132
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
2022 - Long Term Transfer Plan	\$88,323		\$88,323	
2022 Additional Transfer	393,000		130,528	-262,472
Septage	4,500	485,823	4,500	
	\$485,823	\$485,823	\$223,351	-\$262,472

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$12,000	\$5,086	\$12,000	
Materials & Supplies	1,000	1,100	1,250	250
Information Technology				
Equipment Repairs, Maintenance				
Heat and Hydro	55,608	44,500	50,000	
Memberships, Training, Travel				
Advertising and Communication	100		100	
Books and Videos				
Insurance	7,500	7,500	8,399	899
Professional Services and Contracts	203,502	178,657	206,048	2,546
Total Operating Budget Expense	\$279,710	\$236,843	\$277,797	\$3,695

2023 Operating Budget

Form 1

DEPARTMENT: SEWER

STATEMENT OF PURPOSE:

The Sewer activity maintains Havelock-Belmont-Methuen's sewer infrastructure both "in-ground" and in the municipal plant. We work with Ontario Clean Water Agency (OCWA) to co-ordinate upgrades and replacement of aging or failing infrastructure, as well as co-ordinating projects with third party engineers

2023 HIGHLIGHTS:

Township staff and OCWA (Ontario Clean Water Agency), are proposing that HBM move forward with the engineering design component of Phase 1 of the Waste Water Treatment Plant (WWTP) Cell Expansion project in 2023 with a view to tendering construction in 2024. Once the final draft has been considered by OCWA and the Township, it will be posted on the Environmental Bill of Rights (EBR) Registry for 45 days which provides people with an opportunity to comment, as part of the Ministry's approvals process. Any comments that result from the required Open

Houses will be addressed in the final version of the ESR, which will be presented to Council.

A budget figure of \$620,000.00 has been included in the WWTP budget to account for the anticipated engineering costs in 2023. OCWA staff will be in attendance, during budget deliberations, to answer any questions. Funding support will be sought from senior levels of government, which will mitigate the total cost of the project.

Waste Administration

Department	Waste Administration				
Functions					

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023		-\$78,100		\$28,000	-\$50,100
2022		-73,500	-1,209	28,000	-46,709
		-\$4,600	\$1,209		-\$3,391

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$79,000	-\$79,000			
2022	114,282	-114,282			
	-\$35,282	\$35,282			



Waste Administration

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Blue Box Revenue	-\$500	-255	-700	-200
Composter revenue			600	600
Admin Bag Tag	-50,000	-37,000	-50,000	
Miscellaneous Revenue	-23,000	-31,134	-28,000	-5,000
Total Revenue	-\$73,500	-\$68,389	-\$78,100	\$4,600
<i>Provincial and Fed Funding incl. above</i>				<i>-\$5,000</i>

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Waste Reserve	\$28,000	\$28,000	\$28,000	
	\$28,000	\$28,000	\$28,000	

Waste Transfer Stations

Department	Transfer Stations				
Functions					

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$522,158	-\$165,800			\$356,358
2022	502,066	-185,600			316,466
	\$20,092	\$19,800			\$39,892

Recycling				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Recycling/Weighing	\$20,000	\$15,000	\$17,500	-\$2,500
Composters	1,000		1,000	
Blue Boxes	600	531	600	
	\$21,600	\$15,531	\$19,100	-\$2,500



Waste Transfer Stations

Oak Lake Transfer Station				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$24,009	\$25,833	\$31,835	\$7,826
Miscellaneous Supplies	4,800	4,000	4,800	
Insurance	1,934	1,364	2,140	206
Hydro	650	800	800	150
Communications	1,500	1,450	1,500	
Bldg Repairs & Maintenance	2,500		2,500	
Equipment Rental	100	60	100	
Professional Services and Contracts	21,500	20,817	24,530	3,030
Miscellaneous	50	18		-50
	\$57,043	\$54,342	\$68,205	\$11,162
Bag Tags	-12,000	-5,718	-7,500	4,500
Tipping Fees				
	-\$12,000	-\$5,718	-\$7,500	\$4,500
Oak Lake Transfer Station Expenses	\$45,043	\$48,624	\$60,705	\$15,662

Waste Transfer Stations

Kosh Lake Transfer Station				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$20,284	\$18,848	\$26,673	\$6,389
Materials and Supplies	5,200	3,300	5,200	
Insurance	1,974	1,637	2,140	166
Heat, Oil and Gas	300		300	
Communications				
Bldg Repairs & Maintenance				
Equipment Rental	250		250	
Professional Services and Contracts	17,500	5,832	8,390	-9,110
Miscellaneous				
	\$45,508	\$29,617	\$42,953	-\$2,555
Bag Tags	-4,800	-4,400	-4,800	
Tipping Fees				
	-\$4,800	-\$4,400	-\$4,800	
Kosh Lake Transfer Station Expenses	\$40,708	\$25,217	\$38,153	-\$2,555

Waste Transfer Stations

Sixth Line Transfer Station				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$155,030	\$142,310	\$174,370	\$19,340
Materials and Supplies	15,000	6,000	10,000	-5,000
Insurance	1,890	1,637	2,140	250
Hydro	1,285	1,300	1,285	
Advertising and Communications	1,136	1,800	1,136	
Education	1,000		1,000	
Bldg Repairs & Maintenance				
Equipment Rental	5,000	7,300	5,000	
Professional Services and Contracts	161,200	164,123	153,840	-7,360
Miscellaneous	100		100	
	\$341,641	\$324,470	\$348,871	\$7,230
Bag Tags	-59,200	-23,500	-30,000	29,200
Tipping Fees	-100,000	-50,000	-117,500	-17,500
	-\$159,200	-\$73,500	-\$147,500	\$11,700
Sixth Line Transfer Station Expenses	\$182,441	\$250,970	\$201,371	\$18,930

Waste Transfer Stations

Jack Lake Transfer Station				
Account Name	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$20,634	\$22,890	\$27,139	
Materials and Supplies	3,200	3,300	3,200	
Insurance	1,890	1,637	2,140	250
Hydro	1,920	1,850	1,920	
Advertising and Communications	1,600	1,500	1,600	
Education				
Bldg Repairs & Maintenance	1,000	600	1,000	
Equipment Rental	250	150	250	
Professional Services and Contracts	5,680	5,800	5,680	
Miscellaneous	100		100	
	\$36,274	\$37,727	\$43,029	\$250
Jack Lake Blue Boxes	-200			200
Jack Lake Composters	-600	-250		600
Jack Lake Tipping Fees				
Jack lake Bag Tags	-8,800	-4,014	-6,000	2,800
Misc Revenues-Jack Lake		-8		
	-\$9,600	-\$4,272	-\$6,000	\$3,600
Jack Lake Transfer Station Expenses	\$26,674	\$33,455	\$37,029	\$3,850

2023 Operating Budget

Form 1

DEPARTMENT: WASTE

STATEMENT OF PURPOSE:

Waste Management includes the collection, processing and disposal programs/services for garbage, recyclables, large articles, hazardous waste and electronic waste. This department works with Peterborough County's Waste Management Facility, Recycling Facility, and the Household Hazardous Waste Depot.

There are four waste management sites:

- 6th Line
- Oak Lake
- Jack Lake
- Kosh Lake

Other responsibilities include:

- Maintaining waste, recycling, electronics and construction material waste.
- Packing bins and coordinating pick up bins
- Coordinating monitoring by Engineers to comply with Provincial regulations.

- Coordinating bottle/can collection for community groups

Water

Department	Water				
Functions	Water Treatment				
Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$356,491	-\$530,500		\$174,009	
2022	349,099	-524,625	-43,525	178,051	-41,000
	\$7,392	-\$5,875	\$43,525	-\$4,042	\$41,000
Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023	\$2,125,749	-\$749,000		-\$1,376,749	
2022	2,124,998	-2,124,998			
	\$751	\$1,375,998		-\$1,376,749	



Part II - 2023 Divisional Operating and Capital Budget Review

Water

Revenues	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer from Reserves	-\$43,525	-\$167,336	\$553,251	-\$596,776
Residential Water	-476,280	-473,000	-473,000	-3,280
COVID Revenue - Water Revenue Loss	-1,194			-1,194
Comm Water	-45,552	-54,000	-54,000	8,448
Penalty & Interest	-1,600	-3,500	-3,500	1,900
Total Revenue	-\$568,150	-\$697,836	\$22,751	-\$590,901
<i>Provincial and Fed Funding incl. above</i>				

Transfers To Reserves	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer to Water Reserve	\$178,051	\$178,051	\$174,009	-\$4,042
	\$178,051	\$178,051	\$174,009	-\$4,042

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Personnel	\$30,900	\$21,000	\$30,900	
Materials & Supplies	1,700	100	1,700	
Information Technology				
Equipment Repairs, Maintenance	38,000	16,800	38,000	
Heat Oil and Gas	32,228	24,000	32,228	
Insurance	16,650	17,898	20,308	\$3,658
Memberships, Training, Travel	4,500		4,500	
Advertising and Communication	7,256	5,700	7,256	
Books and Videos				
Equipment Rental	5,500	2,700	5,500	
Professional Services and Contracts	212,365	186,665	216,099	\$3,734
Total Operating Budget Expense	\$349,099	\$274,863	\$356,491	\$7,392

2023 Operating Budget

DEPARTMENT: WATER

STATEMENT OF PURPOSE:

The Water Division maintains Havelock-Belmont-Methuen’s water infrastructure in ground, in plant and at the municipality’s water tower. HBM staff work with the Ontario Clean Water Agency (OCWA), to co-ordinate upgrades and plan for the replacement of aging or failing infrastructure. OCWA also assists HBM by liaising with third party providers of engineering services.

Every homeowner is responsible for maintaining the water and sanitary lines from the property line to inside your home. The Ontario Clean Water Agency monitors the water quality weekly across the water distribution system and responds directly to customer inquiries and complaints.

Village water and sewer rates

Type of unit	Water	Sewer	Total
Residential unit	\$63.00	\$60.00	\$123.00
Commercial unit	\$73.00	\$79.00	\$152.00

Source Water

Department	Source Water				
Functions	Water				

Year	Gross Operating Budget	Revenues	Transfers From Reserves	Transfers to Reserves	Net Tax Levy
2023	\$17,500				\$17,500
2022	17,500				17,500

Year	Gross Capital Budget	Transfers from Reserves	Transfers to Reserve	Provincial and Federal Grants	Net Tax Levy
2023					
2022					



Source Water

Revenue	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Transfer From Reserves				
Provincial Conditional Grant				
Misc Revenues				
Total Revenue				
<i>Provincial and Fed Funding incl. above</i>				

Expense Category	2022 Budget	2022 Projected Actual	2023 Budget	Change From Prior Year
Consulting	\$17,500	\$17,500	\$17,500	
Total Operating Budget Expense	\$17,500	\$17,500	\$17,500	



Part III - 2023 Divisional Capital Budget Review

Summary of Capital Projects

Township of Havelock-Belmont-Methuen								
2023 Capital Budget Summary								
Description	2022	2023	2023 Funding Sources				Variances 2022 - 2023 Budget	
			Transfers from	Transfers to Reserve	Provincial and Federal	Net Tax Levy	\$ Diff - Gross Capital Budget	% Diff - Gross Capital Budget
Administration	\$108,000	\$166,000	-\$132,524				\$58,000	53.7%
Council	25,000	25,000	-25,000					
Animal Control							25,000	
Building		8,700	-8,700				8,700	
Cemetery								
Conservation Authorities								
Facilities								
<i>Facilities Administration</i>	166,410	116,500	-116,500				-49,910	-30.0%
<i>Facilities Operations</i>								
	166,410	116,500	-116,500				-49,910	-30.0%
Fire	111,200	98,000	-98,000				-13,200	-11.9%
Library	20,000	10,000	-10,000				-10,000	-50.0%
Parks, Recreation & Facilities								
<i>Recreation Administration</i>	1,544,588	976,088	-417,616		-558,472		-568,500	-36.8%
<i>Parks Operating</i>								
	1,544,588	976,088	-417,616		-558,472		-568,500	-36.8%
Planning and Development	10,000						-10,000	-100.0%
Police								
Public Works								
<i>PW - Administration</i>	1,756,733	2,324,000	-2,324,000				567,267	32.3%
<i>PW - Operations</i>								
	1,756,733	2,324,000	-2,324,000				567,267	32.3%
Sewer	739,983	1,115,185	-1,115,185				375,202	50.7%
Waste								
<i>Waste Administration</i>	114,282	79,000	-79,000				-35,282	-30.9%
<i>Transfer Stations</i>								
	114,282	79,000	-79,000				-35,282	-30.9%
Water	2,124,998	2,125,749	-749,000		-1,376,749		751	
Source Water								
	\$6,721,194	\$7,044,222	-\$5,075,525		-\$1,935,221		\$323,028	4.8%

Administration Capital

HBM 2023 Capital Budget - Administration						
Project Description	Amount	REVENUE				
		Grants	Reserve	Other	Notes	Taxation
Asset Management Plan (AMP) Training	\$3,000		-\$3,000		Admin Reserve	
Telephone System	6,000			-6,000	COVID-19 Recovery Funds	
Council Chamber Audio Visual (AV) System	8,000			-8,000	COVID-19 Recovery Funds	
Email and Microsoft Echange software updating security and capacity	10,000			-10,000	COVID-19 Recovery Funds	
Upgrade and Expanding capabilities and security of our website	30,000		-20,524		Admin Reserve	
				-9,476	COVID-19 Recovery Funds	
Welcome to Havelock Signage					Admin Reserve	
Development Charges Study (2022)	30,000		-30,000		Admin Reserve	
Service Delivery Review	19,000		-19,000		Admin Reserve	
Strategic Plan	25,000		-25,000		Admin Reserve	
Municipal Building Concept Drawing	20,000		-20,000		Admin Reserve	
Computer Hardware Replacement	15,000		-15,000		Admin Reserve	
Total Administration Capital Budget	\$166,000		-\$132,524	-\$33,476		

2023 CAPITAL BUDGET

CAP Form 1

DEPARTMENT: ADMINISTRATION

PROJECT NAME AND DESCRIPTION:

2023 Administration Capital Expenditures

EFFECT ON FUTURE CAPITAL BUDGETS:

Asset Management Plan Training – will result in more detailed tracking of asset inventory and improved replacement planning (financial and operational) more accurate cost allocations between departments, less auditor time devoted to year end

Council Audio Visual System – Current system has aging video screens that do not fully enable viewing for those with visual impairments.

Development Charges Study – HBM is one of a small number of municipalities in the greater Peterborough area that does not have development charges. Development is costly for municipalities and this will help fund growth.

Municipal Building Concept Drawing – A new municipal building that will include administration and public works offices is planned (land has been bought); the next step is developing detailed building plans for review.

Computer Hardware Replacement – According to the Municipal Information Systems Association (MISA), municipalities are a key target to attackers because they have data and criminals want that data to monetize it and leverage it for other attacks.

Unlike a small-to-medium-sized business that might be forced to fold because of an attack, a municipality must continue operations, and a perpetrator conducting a ransomware-based attack is aware of this. Risks to a municipality can result from the following:

- Operating legacy infrastructure and operating systems
- A lack of cybersecurity expertise and investment
- The fact municipalities transact large amounts of money with contractors/vendors

HBM must plan for the cyclical updating of desktop computers, laptops, servers and operating systems (ie. Windows).

EFFECT ON FUTURE OPERATING BUDGETS:

Asset Management Plan Training – more accurate cost allocations between departments, less auditor time devoted to year end

Telephone System – Current system is out of date and does not have the features to handle internal and external communications in an efficient manner.

Welcome to Havelock Signage – Current signs do not fully reflect the breadth of experiences that HBM has to offer visitors and potential residents.

Human Resources Review – HBM is one of several County municipalities that are looking at human resources and whether they are “right sized” in all departments so that proper service is provided and opportunities are recognized and engaged.

Part III - 2023 Divisional Operating and Capital Budget Review

HBM 2023 Capital Budget - Council						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Council Initiatives	\$25,000		-\$25,000		Admin Reserve	
	\$25,000		-\$25,000			

2023 CAPITAL BUDGET

DEPARTMENT: COUNCIL

PROJECT NAME AND DESCRIPTION:

To provide for funding (\$25,000) for initiatives and opportunities that arrive during the term of the current Council. They can include projects related to any Department. Funding can also be used for initiatives that will better the quality for life for current and potential residents.

EFFECT ON FUTURE CAPITAL BUDGETS:

This is envisioned as a yearly commitment to acting on various opportunities that are brought to Havelock-Belmont-Methuen, attention.

Building Capital

HBM 2023 Capital Budget - Building						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Scanner/Printer	\$4,200		\$4,200		Building Reserve	
Toughbook	4,500		4,500		Building Reserve	
	\$8,700		\$8,700			

2023 CAPITAL BUDGET

DEPARTMENT: BUILDING AND BY-LAW

PROJECT NAME AND DESCRIPTION:

Scanner/Printer and Toughbook

EFFECT ON FUTURE CAPITAL BUDGETS:

Less need for filing cabinets and storage space.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

In an effort to provide the best customer service possible, we are proposing the addition of a large scanner/printer with the ability to scan documents up to 24"x36" in size and a Toughbook (durable laptop) for field use.

The building department currently has a large-scale printer that does not have the ability to scan documents. With the implementation of CloudPermit, it would be beneficial to be able to scan large documents. All permits from the Keystone software *have been transferred to Cloudpermit. Those permit applications and documents are in paper form. Once*

the final inspection is completed, we will then have the ability to scan the documents from the permit file to Cloudpermit. This will reduce the need for more filing cabinets and storage as we move forward in an effort to reduce hard copies and go paperless. Once the permit is added to Cloudpermit, we will be able to shred the hard copies.

The addition of a large scanner/printer will also assist in providing a complete service for online permit application submissions. The estimated cost of the scanner/printer provided and recommended by MicroAge is \$4,200.

The additional Toughbook is for an inspector to carry with them on field inspections. With the online permit applications, it allows the inspector to access the file on site and enter inspection notes on site as well. All parties included in the application will receive an email notifying them of the inspection results (passed, failed or incomplete) inclusive of any notes associated with the inspection. The estimated cost of the Toughbook provided by MicroAge is approximately \$4,500 plus a monthly data charge. The scanner would be shared by the building and planning departments and could be used by all other department

Facilities Capital

HBM 2023 Capital Budget - Cordova Library						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Replace Rear Exit Door - Double	\$4,500		-\$4,500		Facilities Reserve	
Gazebo - Repair/Replacement	\$15,000		-\$15,000		Facilities Reserve	
	\$19,500		-\$19,500			

HBM 2023 Capital Budget - Town Hall						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Roof Replacement - Balcony Height	\$10,000		-\$10,000		Facilities Reserve	
Engineered Architect Feasibility Study	20,000		-20,000		Facilities Reserve	
Air Conditioning	7,000		-7,000		Facilities Reserve	
Replace Accessible Ramp	50,000		-50,000		Facilities Reserve	
	\$87,000		-\$87,000			

HBM 2023 Capital Budget - Facilities Accessibility Initiatives						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Accessibility Initiatives	\$10,000		-\$10,000		Facilities Reserve	
	\$10,000		-\$10,000			

DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Replace Rear Exit Door

EFFECT ON FUTURE CAPITAL BUDGETS:

There is no effect on the capital budget, increasing cost of replacing exit doors at a later date is anticipated to be higher.

EFFECT ON FUTURE OPERATING BUDGETS:

Replacement of the doors will reduce the amount of staff time repairing and replacement hardware for example.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

There are two metal exit doors on the west elevation (rear of the building), one single door and one double which are in poor condition. They are warped and do not close properly. Staff have made efforts to repair, however replacement is recommended.

Replacing the exit doors will improve public safety, security and will assist in recovering heating and cooling loss by reducing air leaks and breaches.



2023 CAPITAL BUDGET CORDOVA LIBRARY

CAP Form 1

DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Replace / Repair Gazebo

EFFECT ON FUTURE CAPITAL BUDGETS:

There is no effect on future capital budgets and this is not currently part of the current asset management plan.

EFFECT ON FUTURE OPERATING BUDGETS:

There is no immediate effect on future operating budgets and this structure is not currently part of the parks, recreation and facilities responsibilities to maintain. However, our staff have made repairs to make the structure safer and assist the community. Currently there is no budget allocated for this park amenity, if Council wishes to support the repair or replacement considerations would be made for future capital and operating budget developments.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Replacing the gazebo will improve public safety and provide an outdoor structure for the community to enjoy.

The Cordova Recreation Association has communicated that they would like to see Council's support in the repair or replacement of the structure.



2023 CAPITAL BUDGET TOWN HALL

DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Increase Balcony Height

EFFECT ON FUTURE CAPITAL BUDGETS:

The increasing of balcony height has been previously approved by Council in 2022.

EFFECT ON FUTURE OPERATING BUDGETS:

Increasing the height of the balcony will ensure there are no additional expenses to be included in the operating budget for the repair or maintenance for this specific item. Once the project is complete, there will be no requirement for any work to be done for several years.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The increase to the balcony height is to improve public safety. This project also addresses the recommendations provided in the Facility Condition Assessment report adopted in 2018. This project also addresses the recommendations set out in the 10-year parks and recreation master plan to make community facilities more accessible and improve existing programable space.

Additional funds have been added to this year's budget to cover the detailed drawings provided by the engineer and the funds to cover the cost for a contractor to complete the work, or

alternatively, purchase materials if it's decided to complete this project using our internal parks, recreation and facilities staff. This will be determined by the complexity of the engineered drawings. Funds have been allocated accordingly to complete the project.



DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Engineered / Architectural Feasibility Study

EFFECT ON FUTURE CAPITAL BUDGETS:

Upon completion and review of the feasibility study, staff would use the information provided and take a diverse approach in developing capital budgets for this facility.

EFFECT ON FUTURE OPERATING BUDGETS:

There would be no immediate impact. Similar to capital budgets, the information in the study would be applied when drafting the operations budget.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The awarded engineering / architectural firm would perform a feasibility study to provide Council with information including the potential attractions, historical importance and the demonstrated need. They also would develop a comprehensive review of existing studies that have been completed in the past and provide a summary of recommendations including a multi-year project plan and cost structure to aid Council in the decision making of the building and its intended targeted purpose for which it will serve for the community.

This project addresses the recommendations in the 10-year parks and recreation master plan to review existing facilities inventory and explore alternative options for arts, recreation & culture, as well, accessible programmable space requirements.



DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Air Conditioning

EFFECT ON FUTURE CAPITAL BUDGETS:

This mechanical item would be added to the capital budget plan for replacement once it exceeds its serviceable life expectancy.

EFFECT ON FUTURE OPERATING BUDGETS:

With the installation of the air conditioning unit, there would be increases added for operating expenses such as; electrical consumption, regular services and filter replacements.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

At the request of the Mid-Weak Jammers, install air conditioning in the main part of the building upstairs so that its more comfortable in the warmer months. If Council chooses to support this request, the Jammers have offered to provide financial contributions. This unit does not include the basement or OPP Office, the additional cost to install for the additional areas of the building would be \$6,000.00.



DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Accessible Ramp Replacement.

EFFECT ON FUTURE CAPITAL BUDGETS:

The replacement of the accessible ramp has been previously approved by Council in 2022.

EFFECT ON FUTURE OPERATING BUDGETS:

The replacement of the accessible ramp will ensure there are no additional expenses for the repair or maintenance. Once the new project is complete, there will be no requirement for any work to be done for several years.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

There was a wood ramp that was added on the west side of the building to provide access for wheelchair to the side entry/exit door. As the ground is lower on the west side of the building, concrete columns were used to support this ramp. Rusted straps were noted at some wood joists and unsafe for public use. In November of 2020 a building closure was issued due to its unsafe condition. In order to reopen the building, the accessible ramp was required to be replaced based on engineer's recommendations and the building departments order.

The Town Hall requires the accessible ramp to be replaced to allow full use and capacity of the building and provide accessible access to the public. This is also a requirement under the Accessibly Ontario Disabilities Act (AODA). Additional funds have been added to this year's budget based on the construction detail provided by the engineer. The successful tender submission received in 2023 demonstrated the need to add funds to cover the cost of the replacement of the accessible ramp. Funds have been allocated accordingly to complete the project. This project addresses the recommendations in the 10-year parks and recreation master plan to make community facilities more accessible and improve existing programable space.



2023 CAPITAL BUDGET FACILITIES

DEPARTMENT: FACILITIES

PROJECT NAME AND DESCRIPTION:

Accessibility - Upgrades Repairs / Detailed Study – Facilities & Parks included; HBM Community Centre, Havelock, Cordova & Kasshabog Library, Cordova Mines Recreation Hall, Town Hall, Stone Hall & Township Office.

EFFECT ON FUTURE CAPITAL BUDGETS:

Upon completion and review of the accessibility study, staff would use the information provided in the report for developing capital budgets for each facility. Staff would continue to seek grant and funding opportunities.

EFFECT ON FUTURE OPERATING BUDGETS:

Effects on the operating budget would be determined once the study is complete.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

All public buildings have to be fully barrier-free by 2025. There are several buildings that are non-compliant with the current (Accessibility for Ontarians with Disabilities Act) AODA. Examples of non-compliance; washrooms, barrier-free sink, handrails, door opening widths, not enough leg room under sink, kitchen and service countertop height, doors not equipped

with an automatic opener and barrier-free parking, access to trail networks, parks and open spaces.

A detail accessibility audit prior to 2025 is recommended. An allowance is included for a complete accessibility audit study in the future to determine the estimated cost for required upgrades.



Fire Capital

HBM 2023 Capital Budget - Fire						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Forestry Hose	\$1,500		-\$1,500		Fire Reserve	
Interior Hose	\$2,000		-\$2,000		Fire Reserve	
Defibs - FXR - AED 4 complete units including software	\$12,000		-\$12,000		Fire Reserve	
Rescue Lifting Air Bags	\$8,400		-\$8,400		Fire Reserve	
Master Fire Plan	\$40,000		-\$40,000		Fire Reserve	
Cordova Building Repairs (bay door seals (\$1500) and new lighting (\$3800))	\$5,300		-\$5,300		Fire Reserve	
Main Building Repairs (bay door seals and maintenance - 6 bay boors)	\$3,000		-\$3,000		Fire Reserve	
Rescue Rope	\$2,000		-\$2,000		Fire Reserve	
Thermal imaging camera	\$5,000		-\$5,000		Fire Reserve	
Positive pressure ventilation fan	\$4,800		-\$4,800		Fire Reserve	
Hydrant markers (100 @\$40)	\$4,000		-\$4,000		Fire Reserve	
Bunker Gear (4 @2,500)	\$10,000		-\$10,000		Fire Reserve	
	\$98,000		-\$98,000			

2023 CAPITAL BUDGET

DEPARTMENT: FIRE SERVICES

PROJECT NAME AND DESCRIPTION:

Fire – Capital Equipment Purchases

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The HBM Fire Department must acquire and maintain equipment that will allow the municipality to provide fire protection services including suppression, public fire and life safety education, training, communications, fire prevention, Fire Code inspections and fire cause determination and investigations.

Fire Master Plan was included in 2022 Budget; it was not completed but needs to be done in 2023. Unused amount in Fire Reserve

Library Capital

HBM 2023 Capital Budget - Havelock Library						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Shelving	\$6,500		-\$6,500		Library Reserve	
Computer Hardware	\$3,500		-\$3,500		Library Reserve	
	\$10,000		-\$10,000			

2023 CAPITAL BUDGET

DEPARTMENT: LIBRARIES

PROJECT NAME AND DESCRIPTION:

Shelving and computer hardware

EFFECT ON FUTURE CAPITAL BUDGETS:

**PROJECT DETAIL, JUSTIFICATION AND
REFERENCE MAP (IF APPLICABLE):**

EFFECT ON FUTURE OPERATING BUDGETS:

Parks and Recreation

HBM 2023 Capital Budget - Parks and Recreation						
Project Description	Amount	REVENUE				Taxation
		Grants	Reserve	Other	Notes	
Community Center Upgrade	\$753,088	-\$558,472	-\$194,616		Admin Reserve - (OMPF)	
Replacement of Commercial Zero Turn	25,000		-25,000		Parks Reserve	
Replacement of 2011 3/4 Regular Cab	70,000		-70,000		Parks Reserve	
Mathison Park Signs	15,000		-15,000		Parks Reserve	
Parks Recreation Community Centre Conceptual Plan	75,000		-75,000		Parks Reserve	
West End Park - Basketball Court	10,000		-10,000		Parks Reserve	
Additional Baseball Field (Feasibility + Site Plan)	10,000		-10,000		Admin Reserve - Councillor Initiative	
Purchase Two Benches - Patterson Parkette	6,000		-6,000		Parks Reserve	
Purchase / Increase Floral Displays / Hanging Baskets / Pots Install Additional Electrical Receptacles	12,000		-12,000		Parks Reserve	
	\$976,088	-\$558,472	-\$417,616			

DEPARTMENT: PARKS & RECREATION

PROJECT NAME AND DESCRIPTION:

Havelock-Belmont-Community-Centre – ICIP Grant / Mechanical & Environmental System Upgrades. All projects align with the 10-year parks and recreation master plan. This is a significant advantage to the Township completing this necessary work.

EFFECT ON FUTURE CAPITAL BUDGETS:

All items included in the ICIP grant have exceeded their life expectancy, this funding will provide relief to the Township in terms of reducing costs to maintain these assets.

EFFECT ON FUTURE OPERATING BUDGETS:

With the rising cost of today's products, utilities, and contract services. Staff anticipate the replacement of these mechanical systems will help balance the rate of inflation by improved control over the operating budget through efficiencies such as, hydro consumption and fewer mechanical failures.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Continue to work with Lett Architecture on the building modelling and expansion to create additional programmable space for recreation. Lett will also be bringing forward options for Council's considerations on the construction of new baseball fields and community athletic field complex.

Replace Dehumidifiers Two (2) – MS2600 (on existing stands) The existing dehumidification systems operate with a freon refrigerant which is not available any longer and does not operate as efficiently as the desiccant units.

Replace the existing 50HP Mycom compressor to 75HP. The existing compressor is original to the building and has exceeded its useful expected life. The upgrade will assist with the ice installation process and operate more efficiently in the warmer months creating improved artificial ice surface.

Replace the existing refrigeration plant controller to a modern interface allowing remote access the plant information and establishing ice scheduling temperatures to maximize the efficiency of the plant.

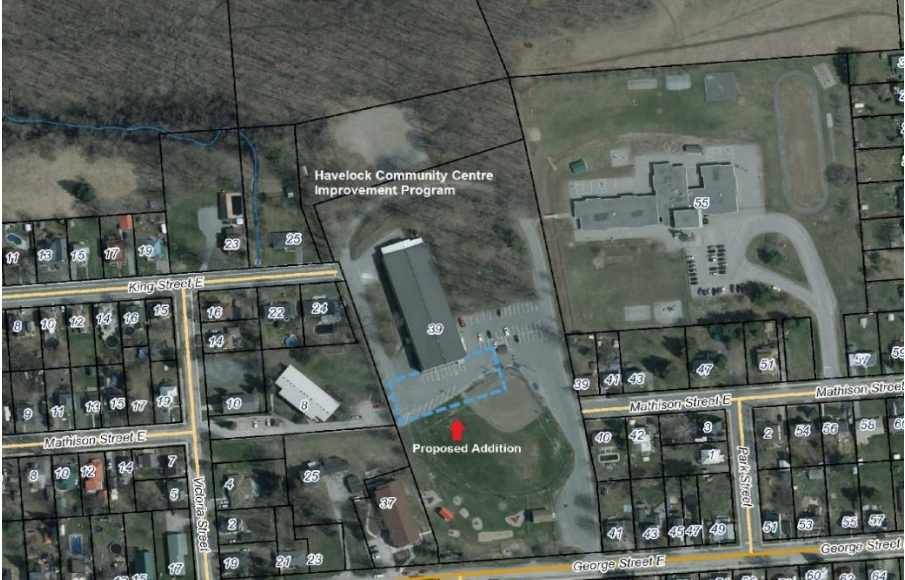
Install reverse osmosis system to improve the water quality of ice water used to make ice and to operate the refrigeration plant.

Install water softener for the front / lobby of the community centre to improve the quality of water for cleaning, hand washing, showering and concession equipment.

Replace metal grates entering ice surface and snow pit inside heated storage area, this work will require an engineer drawing and will improve safety of staff and facility users during events.

Replace Condenser Water Pump / Tank / New Water Pipe & Drain to be sized according to evaporative condenser specifications.

Community-Centre – ICIP Grant / Mechanical & Environmental System Upgrades



Arial View of Community Centre



Image of Dehumidifiers

Community-Centre – ICIP Grant / Mechanical & Environmental System Upgrades



Image of Interface Controller



Image of 50 HP Compressor

Community-Centre – ICIP Grant / Mechanical & Environmental System Upgrades



Image of Floor Grates – Ice Surface



Image of Brine Pump & Chiller

2023 CAPITAL BUDGET - PARKS

CAP Form 1

DEPARTMENT: PARKS AND RECREATION

PROJECT NAME AND DESCRIPTION:

Purchase Commercial Zero Turn Mower.

EFFECT ON FUTURE CAPITAL BUDGETS:

The purchase of the commercial zero turn mowing equipment was previously approved by Council in 2022.

EFFECT ON FUTURE OPERATING BUDGETS:

The purchase of the new zero turn mower should avoid any significant repair costs over the next few years. There will be operating costs included in the operations budget to cover maintenance expenses such as; oil, blade and filter changes as part of the preventative maintenance program.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Staff ordered a replacement unit from a local supplier in April 2022. Due to lack of availability, a replacement machine was not available. Staff will continue to procure a new machine in 2023. Allowances have been made for inflation costs.



2023 CAPITAL BUDGET - PARKS

CAP Form 1

DEPARTMENT: PARKS AND RECREATION

PROJECT NAME AND DESCRIPTION:

Replace ¾ Ton Maintenance Truck

EFFECT ON FUTURE CAPITAL BUDGETS:

Staff would update the fleet replacement schedule accordingly.

EFFECT ON FUTURE OPERATING BUDGETS:

Through an itemized vehicle inspection of the ¾ ton truck and in consultation of our current mechanical service provider. An operating budget of \$7,000.00 - \$10,000.00 is required to maintain this vehicle to a safe roadworthy standard. The vehicle currently needs a heating system, tires, brakes, regular service, wheel bearing, universal joint and the minimum amount of body work includes cab corners and repairs to the box rails / corners.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The vehicle is a 2011 Dodge 2500 with 200,000 kilometers. This vehicle was transferred from public works in 2015. This vehicle is essential to the parks, recreation and facilities department to deliver quality service levels to the community. In the winter months it is used in the public works department as a back-up plow truck or vehicle for completing necessary functions of the department. On many occasions, the vehicle has been out of service for extended periods of time waiting for parts / repair work to be completed. Staff are required to use

their personal vehicle on a regular basis. Staff have been recommending the replacement of this vehicle for three (3) years due to its high maintenance costs and receiving poor investment results that come from taxation. Over the past three (3) years, basic and essential maintenance costs to keep the vehicle in service have totalled over \$15,000.00. Combined with projected 2023 expenses, the total repairs costs will be \$22,000.00 - \$25,000.00 over four (4) years of service to the community.

Allowances have been reflected in the budget to purchase a replacement truck.



DEPARTMENT: PARKS AND RECREATION

PROJECT NAME AND DESCRIPTION:

Purchase Benches – Patterson Parkette & Sign.

EFFECT ON FUTURE CAPITAL BUDGETS:

Funds for purchasing two (2) new benches and sign would come from the parks and recreation reserve.

EFFECT ON FUTURE OPERATING BUDGETS:

There would be a small amount of staff time required to install and maintain the benches and park sign.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Staff recently developed the property on the corner Oak & George Streets in 2022 within the Village of Havelock. There is now a beautifully developed parkette recently named in memory of Shirley Patterson (former Councillor) and her family. Due to the high construction costs to complete the landscaping services, there was not enough funds in the budget to purchase benches and complete this project, therefore, staff have included the purchase of two (2) benches and a parkette sign in 2023.

Patterson Parkette, Village of Havelock



Roads Capital Budget

HBM 2023 Capital Budget - Roads						
		REVENUE				
	2023 BUDGET	Grants	Reserve	Other	Notes	Taxation
Gravel Haul-Taxation						
Wages						
Materials & Supplies	\$100,000					
Equipment Rental						
TOTAL	\$100,000		-\$100,000		OMPF - Admin Reserve	
Unimin Road						
Consulting						
Contracts	\$200,000					
Equipment Rental						
TOTAL	\$200,000		-\$200,000		OMPF - Admin Reserve	
Connecting Link-OMPF						
Consulting						
Contracts	\$50,000					
Equipment Rental						
TOTAL	\$50,000		-\$50,000		OMPF - Admin Reserve	
King St-Boulevard						
Consulting						
Contracts	\$2,500					
Equipment Rental	\$39,500					
TOTAL	\$42,000		-\$42,000		OCIF	
3rd Line Reconstruction (2.9km)						
Holdbacks						
Wages	\$25,000					
Materials & Supplies	\$62,000					
Consulting						
Contracts	\$587,500		-\$150,000		OCIF	
Equipment Rental	\$130,000		-\$654,500		OMPF - Admin Reserve	
TOTAL	\$804,500		-\$804,500			

Roads Capital Budget

HBM 2023 Capital Budget - Roads						
		REVENUE				
	2023 BUDGET	Grants	Reserve	Other	Notes	Taxation
Burn Dam Bridge						
Wages	\$140,000					
Materials & Supplies						
Equipment Rental						
TOTAL	\$140,000		-\$140,000			Roads Reserve
Fish Hatchery Road						
Wages	\$150,000					
Materials & Supplies						
Equipment Rental						
TOTAL	\$150,000		-\$150,000			OMPF - Admin Reserve
Baker Road Reconstruction (1.2km)						
Contracts			-\$15,000			
Contracts	\$250,000		-\$235,000			
Equipment Rental						
TOTAL	\$250,000		-\$250,000			CCBF/FGT
Peninsula Road						
Contracts	\$80,000		-\$80,000			
Equipment Rental						
TOTAL	\$80,000		-\$80,000			Roads Reserve
Otter Creek Bridge						
Consulting						
Contracts	\$25,000					
Equipment Rental						
TOTAL	\$25,000		-\$25,000			Roads Reserve

HBM 2023 Capital Budget - Roads						
		REVENUE				
2023 BUDGET		Grants	Reserve	Other	Notes	Taxation
North Shore Culvert Replacement						
Consulting						
Contracts	\$80,000		-\$80,000		Roads Reserve	
Equipment Rental						
TOTAL	\$80,000		-\$80,000			

MISCELLANEOUS ROADS CAPITAL EXPENSES						
12" Chipper with Winch					Reserve -Roads Equipment	
Trackless Sidewalk Unit (No attachments)	\$165,000		-\$165,000		Reserve -Roads Equipment	
1/2 Ton Truck					Reserve -Roads Equipment	
Replace 14-46 Tandem	\$200,000		-\$200,000		Reserve -Roads Equipment	
Rubber Tire Excavator					Reserve -Roads Equipment	
Road Speed Study	\$15,000		-\$15,000		Roads Reserve	
Sign Needs Study	\$15,000		-\$15,000		Roads Reserve	
Pressure Washer	\$7,500		-\$7,500		Reserve -Roads Equipment	
Digital Speed Road Sign					Reserve -Roads Equipment	
TOTAL	\$402,500		-\$402,500			

2023 CAPITAL BUDGET

CAP Form 1

DEPARTMENT: ROADS

PROJECT NAME AND DESCRIPTION:

3rd Line Reconstruction

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The 3rd line bridge was replaced in 2017 and the two large culverts were replaced in 2020. The remaining work will entail ditching, replacing cross culverts, entrance culverts if required, adjusting entrances heights and widths, a lift of "A" gravel and adjusting the mailboxes if required. The project was passed in the 2022 budget and it was approved for the new Ultra Thin Asphalt to used for the surface.

EFFECT ON FUTURE OPERATING BUDGETS:

Future operating costs will be lower as the life expectancy of the 3rd line has reached its end. There will be less maintenance required on the road. Example patching pot holes.

2023 CAPITAL BUDGET

CAP Form 1

DEPARTMENT: Roads

PROJECT NAME AND DESCRIPTION:

Baker road reconstruction for 1.2km Please see Attached map for location.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

This section of Baker Road has completely failed and needs to be reconstructed. The process will include pulverizing, placing a geo textile cloth before placing 2" minus for a road base and topping with "A" gravel prior to new surface treatment for finished road surface.

EFFECT ON FUTURE OPERATING BUDGETS:

Will reduce operating and maintenance costs in future budgets.

2023 CAPITAL BUDGET

DEPARTMENT: Roads

PROJECT NAME AND DESCRIPTION:

Intimidator 12XP Brush Bandit

12" drum style

EFFECT ON FUTURE OPERATING BUDGETS:

Will reduce rental costs in the operating budget.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Main reason for purchasing this piece of equipment is the availability when a wind storm hits our area. There are very few wood chippers available to rent and they are a necessity in these upcoming and more increasing weather events.

2023 CAPITAL BUDGET

DEPARTMENT: Roads

PROJECT NAME AND DESCRIPTION:

Replacement of unit #11-44 Trackless sidewalk machine.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

Equipment #11-44 is our sidewalk maintenance machine. According to our amortization policy #37 this piece of equipment has a twelve-year life expectancy and is due for replacement. Staff are recommending replacing only the tractor unit itself as the attachments for the unit are in good condition and one attachment the “rear hopper” for spreading sand and salt was just replaced last year. All of the attachments (broom, snowblower, snow plow blade, rear hopper) will mount on to the new tractor model M7.

EFFECT ON FUTURE OPERATING BUDGETS:

Less operating costs and repair costs.

DEPARTMENT: ROADS

PROJECT NAME AND DESCRIPTION:

Purchase of a rubber tire excavator

EFFECT ON FUTURE CAPITAL BUDGETS:

Definitely will lower costs depending on the size of project by reducing the rental equipment needed.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The rubber tire excavator will reduce cost in 3 operating budgets for a total savings of equipment rental of \$76,500.

EFFECT ON FUTURE OPERATING BUDGETS:

The excavator will perform brushing, culvert replacement, ditching, road side mowing and water service repairs. Plus, the additional savings of an estimated \$9,000 per year for the road reconstruction projects. The total savings per year is \$85,500.

Combining operating budgets including Roads, Water and Transfer Stations, the reduced cost per year on these 3 operating budgets will be \$76,500. In 6 years of owning this equipment it will have paid for itself. $\$76,500 \times 6 \text{ years} = \$459,000$. Of a ten-year life expectancy, the last four years the Township would save \$306,000.

Sewer Capital

HBM 2023 Capital Budget - Sewer						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Wastewater Treatment Plant Roof Replacement	\$50,000		-\$50,000		Wastewater Treatment Plant Reserve Fund	
Ontario Clean Water Agency - 2023 Capital and Maintenance Program	\$95,185		-\$95,185		Admin Reserve (OMPF)	
Wastewater Cell Expansion	\$620,000		-\$620,000		Wastewater Treatment Plant Reserve Fund	
George St sanitary sewer replacement	\$350,000		-\$350,000		General Capital Reserve	
	\$1,115,185		-\$1,115,185			

Sewer Capital Projects

No.	Scope of Work	2023	2024	2025	2026	2027	2028	Compliance	Health & Safety	Repair / Maintenance	Lifecycle Replacement	Improvement	Spare Parts Inventory	Approved by Client	Rationale for Project
	Havelock Wastewater														
1	Annual Flow Meter Calibrations	\$891	\$936	\$983	\$1,032	\$1,084	\$1,138	x							Compliance
2	Annual Lifting Device Certification - 11 Units	\$546	\$573	\$602	\$632	\$664	\$697		x						Health & Safety
3	Wet Well Cleaning	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293	\$7,658			x					Annual Preventative Maintenance
4	Annual Diesel Inspections	\$2,271	\$2,385	\$2,504	\$2,629	\$2,761	\$2,899			x					Annual Preventative Maintenance
5	Backflow Preventor Certification	\$558	\$585	\$615	\$645	\$678	\$712	x							Compliance
6	Annual Blower Maintenance : Air Filters / Oil	\$891	\$936	\$983	\$1,032	\$1,084	\$1,138			x					Annual Preventative Maintenance
7	Annual Compressor Maintenance	\$1,260	\$1,323	\$1,389	\$1,459	\$1,532	\$1,608			x					Annual Preventative Maintenance
8	2x PM Kits for Alum Pumps	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216	\$1,276			x					Annual Preventative Maintenance
9	Sludge Hauling	\$17,828	\$18,719	\$19,655	\$20,638	\$21,670	\$22,753	x							Compliance
10	Annual Gas Detector Calibrations & Spare Sensors	\$2,340	\$2,457	\$2,580	\$2,709	\$2,845	\$2,987		x						Health & Safety
11	Spare UV Parts/replacement sensor	\$4,589	\$4,818	\$5,059	\$5,312	\$5,577	\$5,856			x	x		x		Compliance
12	Blower Replacement	\$0	\$12,000	\$0	\$15,000	\$0	\$0			x	x				Lifecycle Replacement
13	Blower Motor Replacement	\$0	\$0	\$0	\$0	\$3,556	\$0			x	x				Lifecycle Replacement
14	SBR Cleaning for Diffuser Maintenance	\$0	\$5,000	\$5,000	\$0	\$0	\$0				x	x			Preventative Maintenance
15	Digester Membrane Replacement	\$6,000	\$0	\$20,000	\$0	\$0	\$6,000				x	x			Lifecycle Replacement
16	Consumables PM Parts	\$3,343	\$3,510	\$3,686	\$3,870	\$4,064	\$4,267				x		x		Preventative Maintenance
17	Replacement Sewage Pump	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000				x				Lifecycle Replacement/Redundancy
18	Victaulic Couplings & Valves	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000			x			x		Lifecycle Replacement
19	SPS Check Valve	\$2,000	\$0	\$2,205	\$0	\$0	\$0				x				Lifecycle Replacement
20	Raw Pump wear ring kit	\$2,000	\$0	\$0	\$0	\$2,431	\$0			x					Preventative Maintenance
21	Auger Brush Replacement	\$2,500	\$0	\$0	\$0	\$0	\$3,191				x				Lifecycle Replacement
22	SBR decanter bushings	\$2,500	\$0	\$0	\$0	\$3,000	\$0				x				Lifecycle Replacement/Redundancy
23	Dyna Sand Filters : Sand Top Up	\$3,500	\$0	\$0	\$3,500	\$0	\$0			x					Preventative Maintenance
24	Pumping Station Spare Pump	\$0	\$60,000	\$0	\$0	\$0	\$0				x		x		Lifecycle Replacement
25	Pumping Station Level Reader	\$3,500	\$0	\$0	\$0	\$0	\$0				x	x			Lifecycle Replacement/Redundancy
26	Pumping Station Generator Replacement	\$65,000	\$0	\$0	\$0	\$0	\$0				x				Lifecycle Replacement - Technician Recommendations
27	Contingency	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	x			x				Cover Unexpected Breakdowns
	Total Estimate - Recommended Capital	\$138,518	\$132,594	\$82,978	\$88,562	\$79,452	\$84,179								

2023 CAPITAL BUDGET

DEPARTMENT: SEWER

PROJECT NAME AND DESCRIPTION:

Wastewater Treatment Plant Cell Expansion - Sewage Treatment Plant (STP) upgrade resulting from the ongoing municipal Class EA process.

PROJECT DETAIL, JUSTIFICATION AND REFERENCE MAP (IF APPLICABLE):

The Township commissioned a Functional Servicing Study in 2018 to identify the servicing requirements related to the mix use development which includes the Long Term Care facility in the south part of the Village. The study established the following:

- There is sufficient capacity in the existing Water treatment plant and system to accommodate the proposed development.
- The Sanitary Treatment Plant is currently operating above 100% capacity. In addition, the study established that two sections of the existing collection system would operate above 100% capacity under the total proposed conditions once operational. Improvements to the STP and portions of the collection system

are required to accommodate the proposed development.

- Some form of on-site storm water management facility is required to accommodate the proposed development.

HBM moved forward with the requisite Class EA to identify a preferred solution and complete an environmental study report. The Class EA process has reached the point of identifying a preferred solution.

CIMA has provided a scenario assuming the work is to be completed in two phases. The costs do not include the costs associated with the required collection system (pipe diameter) improvements upstream of the plant. Estimated construction costs for these improvements will need to be determined to include them in the Development Charge background study.

The first phase would not result in an increase in the plant's rated capacity (1200 m³ per day) but would provide the plant with more flexibility to handle higher flows without exceeding its capacity.

Moving forward in two phases will require budgeting \$620,000 in 2023 to complete the required engineering.

Waste Capital Budget

HBM 2023 Capital Budget - Waste						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
6th Line Kiosk	\$3,000		-\$3,000		Waste Reserve	
6th Line Two Storage Containers	10,000		-10,000		Waste Reserve	
New Stalls for Bins	50,000		-50,000		Waste Reserve	
6th Line Asphalt	16,000		-16,000		General Capital Reserve	
	\$79,000		-\$79,000			

Water Capital Budget

HBM 2023 Capital Budget - Water						
		REVENUE				
Project Description	Amount	Grants	Reserve	Other	Notes	Taxation
Infrastructure Master Plan (George St.)	\$100,000	-\$100,000			Water Reserve	
Ontario Clean Water Agency - 2023 Capital and Maintenance Program	85,579		-85,579		Water Reserve	
George St matching requirement for pending Fed/Prov Grant	1,700,000	-1,276,749	-423,251		Admin Reserve - OMPF	
New Steel Roof at Wells 1 and 4	10,170		-10,170		Water Reserve	
Water Filling Station	230,000		-230,000		General Capital Reserve	
	\$2,125,749	-\$1,376,749	-\$749,000			

Water Capital Budget

No.	Scope of Work	2023	2024	2025	2026	2027	2028	Compliance	DWQMS RA Outcome*	Health & Safety	Repair / Maintenance	Lifecycle Replacement	Improvement	Spare Parts Inventory	Approved by Client	Rationale for Project
	Havelock Water															
1	Annual UV Maintenance	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647	\$3,829	x								Compliance
2	Annual Lifting Device Inspections	\$562	\$590	\$620	\$651	\$683	\$718			x						Health & Safety
3	Annual Flow Meter Calibrations	\$2,256	\$2,368	\$2,487	\$2,611	\$2,742	\$2,879	x								Compliance
4	Annual Diesel Maintenance	\$1,639	\$1,721	\$1,807	\$1,897	\$1,992	\$2,092	x			x					Compliance
5	Annual Backflow Preventor Inspections	\$1,472	\$1,545	\$1,622	\$1,704	\$1,789	\$1,878	x			x					Compliance
6	Munro Sludge Hauling	\$2,264	\$2,377	\$2,496	\$2,621	\$2,752	\$2,890				x					As Needed
7	Chlorine Parts and Maintenance	\$2,810	\$2,951	\$3,098	\$3,253	\$3,416	\$3,587				x					Preventative Maintenance
8	Trojan UV parts	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647	\$3,829				x					Compliance
9	Hallett UV parts	\$3,150	\$3,308	\$3,473	\$3,647	\$3,829	\$4,020				x					Compliance
10	Spare Turbidimeter	\$6,426	\$6,747	\$0	\$0	\$0	\$0					x				Life Cycle Replacement
11	Reference Sensor Calibration	\$0	\$1,000	\$0	\$0	\$1,000	\$0	x								Compliance
12	Well #3 Backwash Tank Milltronics	\$0	\$0	\$0	\$5,500	\$0	\$0						x			Improvement for Well #3 Operation
13	Well #3 Low level Float Switch	\$2,000	\$0	\$0	\$0	\$0	\$0						x			Improvement for Well #3 Operation
14	Well #3 Datalogger	\$8,000	\$0	\$0	\$0	\$0	\$0					x				Replaces SM 3000 unit
15	Well #3 Filter Rebedding	\$0	\$0	\$0	\$0	\$0	\$20,000					x				Life Cycle Replacement
16	Well #3 Chemical Tanks Miltronics	\$0	\$0	\$6,000	\$0	\$0	\$0			x			x			Improvement for Well #3 Operation
17	Spare Daytank and Mixer	\$10,000	\$0	\$0	\$8,000	\$0	\$0					x				Life Cycle Replacement
18	PLC Spare Parts	\$5,000	\$0	\$0	\$0	\$5,000	\$0				x			x		Compliance
19	Spare Chemical Pump	\$6,000	\$0	\$0	\$0	\$7,293	\$0					x				Life Cycle Replacement
20	Well #1&4 Replacement Gate Valve	\$2,000	\$0	\$0	\$0	\$0	\$0					x				Life Cycle Replacement
21	Spare Well #1&4 Variable Frequenct Drive	\$10,000	\$0	\$0	\$0	\$0	\$0					x				Replace existing
22	Repair 2-3 leaking hydrants	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293	\$7,658					x				Preventative Maintenance
23	Contingency	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000				x					Cover Unexpected Breakdowns
	Total Estimate - Recommended Capital	\$85,579	\$45,208	\$44,833	\$53,775	\$55,082	\$63,378				x					



Part IV - Glossary of Budget Terms and Acronyms

Glossary of Budget Terms and Acronyms

Budget Terms

Accrual Accounting

HBM's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing HBM's budget.

Allowance

A provision for an expected loss or reduction in the value of an asset, in order to reduce the reported value of the asset to a value, which reflects its estimated realizable value. Examples of an allowance are Allowance for Doubtful Accounts, and Allowance for Uncollectable Taxes.

Annualized

This is the amount required to bring a program or service allocation to a full year's expenditure cost or revenue realization. This is sometimes referred to when discussing an "in-year" budget addition.

Approved Budget

Council will consider the budget recommendations for approval. Council, in formal session, will approve a budget for the fiscal year and pass the necessary bylaws to adopt the budget and set property tax rates for the fiscal year.

Association of Municipalities of Ontario (AMO)

AMO works with, and for, municipal governments. Traditional activities include intergovernmental relations and policy development, information gathering and disseminating on all issues affecting municipalities.

Assessment

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis for levying property taxes for municipal, and education purposes.

Assessment Cycle

The annual valuation date for property assessment is conducted by MPAC. Assessments used for the 2023 taxation year are based on January 1, 2016 valuations.

Base Budget

The base budget reflects the prior years' approved budget allocation for programs and services with adjustments made to reflect one-time allocations, annualizations, salary and benefits increases, etc.

Budget

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

Capital Budget

A plan of proposed capital expenditures to be incurred. Project expenditures can be those that result in Tangible Capital Assets being

either purchased or constructed, and those which do not – simply referred to as “Other Capital”.

Consumer Price Index (CPI)

The measurement of price changes experienced by consumers in maintaining a constant standard of living. This index is developed and published on a monthly basis by Statistics Canada.

Construction Price Index

The measurement of price changes for construction materials experienced in maintaining a constant standard. This index is developed and published on a monthly basis by Statistics Canada.

Cost Driver

Factors that may significantly impact expenditures in a specific program or service.

Current Taxes

Property taxes that are levied and payment is due within the fiscal year.

Debenture Debt

The payment of interest and repayment of principal to holders of debt instruments, which would be used to finance capital projects.

Debt Cap

Each municipality's amount of annual debt repayment is limited to not more than 25% of its own source revenue fund revenues. This is prescribed by the **Municipal Act** and is subject to Regulation.

Federation of Canadian Municipalities (FCM)

A national organization representing the interests of municipalities, FCM has been the national voice of municipal governments since 1901. It is dedicated to improving the quality of life in communities by promoting strong, effective, and accountable municipal government.

Fiscal Year

The twelve-month accounting period for recording of financial transactions. HBM's fiscal year is January 1 to December 31. The fiscal year for provincial Ministries is April 1 to March 31.

Municipal Property Assessment Corporation (MPAC)

The entity responsible for the property assessment function in Ontario, in accordance with Provincial legislation passed in 1997.

Operating Budget

The budget allocations to provide basic government programs and services in the current fiscal year. Expenses include such items as salaries and wages, materials and supplies, utilities, and insurance.

Payments in Lieu of Taxes (PILs)

The payment to municipalities by other governments of an amount equal to the tax for properties located within the municipality, which are exempt from taxation.

Reserves

Reserves are an allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets.

These are established by Council and may be expanded, based on recommendations from the Treasurer.

Reserve Fund

Assets segregated and restricted to meet the purpose of the reserve fund. They may be: **Obligatory** - created whenever a statute requires revenues received for special purposes to be segregated. e.g., Development Charges Reserve Fund or can be **Discretionary** - created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

Revenue

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants, and interest income.

Taxable Assessment

The Current Value Assessment upon which the tax rates can be applied to generate the required annual tax levy as determined through HBM's annual budget process.

Tax Burden

The amount of taxes each property class generates and is most often described as a percentage of the total tax collected. As an example, for 2023, the residential property class will generate \$6,666,633 (93%) of the total \$7,150,1401 in municipal taxes levied (see page 20).

Tax Levy

The tax levy represents the total amount of revenue to be raised by property taxes for operating and debt service purposes. HBM is also responsible for levying taxes for School Boards and the County of Peterborough.

Tax Rate

The rate levied on each real property according to the assessed property value as established by MPAC and the property class. Tax rates are often expressed as a percentage.

Tax Ratio

A number applied to total taxable current value assessment by class to determine weighted taxable assessment for the class. The total tax levy requirement is then divided by the total weighted taxable assessment to derive the tax rate for the residential class. The residential tax rate is then multiplied by each class's tax ratio to determine the tax rate for the class.

Tax Supported Debt (TS)

Tax supported refers to the portion of long-term debt that is funded from a draw against general property tax revenue.

Weighted Taxable Assessment

Weighted Taxable Assessment is the total of taxable assessment for each class multiplied by the class tax ratio. For 2023, total weighted taxable assessment is \$1,414,060,722 (see page 16).

Acronyms Used in Budget Documents

Abbreviation	Definition
AMO	Association of Municipalities of Ontario
AODA	Accessibility for Ontarians with Disabilities Act, 2005
BET	Business Education Taxes
CBCO	Certified Building Code Official
CPI	Consumer Price Index
CPR	Canadian Pacific Railway
CVA	Current Value Assessment
DC	Development Charges
EA	Environmental Assessment
ECA	Environmental Compliance Approval
EOC	Emergency Operations Centre
FGT	Federal Gas Tax (now known as Canada Community-Building Fund (CCBF))
FTE	Full Time Equivalent
HR	Human Resources
IT	Information Technology
KPRDSB	Kawartha Pineridge District School Board
MMAH	Ministry of Municipal Affairs and Housing
MNR	Ministry of Natural Resources
MOECC	Ministry of the Environment and Climate Change

Part IV - Glossary of Budget Terms and Acronyms

MOH	Ministry of Health
MOL	Ministry of Labour
MOU	Memorandum of Understanding
MPAC	Municipal Property Assessment Corporation
MTO	Ministry of Transportation Ontario
OBCA	Ontario Building Code Act
ODA	Ontarians with Disabilities Act
OHRC	Ontario Human Rights Commission
OHSA	Ontario Health and Safety Act
OMERS	Ontario Municipal Employees Retirement System
OP	Official Plan
PIL	Payment in Lieu of Taxes
RFP	Request for Proposals
RFPQ	Request for Pre-Qualification
RFQ	Request for Quotes
RFT	Request for Tenders
RMS	Records Management System
ROW	Right of Way
TCA	Tangible Capital Asset
TS	Tax Supported Debt