THE CORPORATION OF THE TOWNSHIP OF WAINFLEET

SPECIAL MEETING OF COUNCIL AGENDA

MONDAY, MARCH 1, 2021 AT 7:00 P.M.

COUNCIL CHAMBERS

Please be advised that the Council Chambers will be closed to the public to limit the spread of COVID-19. The proceedings of the meeting will streamed live.

C05/21

1. **Call to Order**

2. **Land Acknowledgement Statement**

3. **Disclosure of Pecuniary Interest and the General Nature Thereof**

4. **Staff Reports & Recommendations**

   a) 2021 Capital Budget

5. **Closed Meeting**

6. **Rise & Report**

7. **Adjournment of Meeting**

2021 CAPITAL BUDGET

DRAFT

March 1, 2021

TOWNSHIP OF WAINFLEET
2021 DRAFT CAPITAL BUDGET SUMMARY

					Financing												
Category	#	Dept	Project Description	Expenditures	Tax Levy	Reserves	Development Charges	In Lieu of Parkland	Debentures	Modernization Fund	Gas Tax	OCIF	Grants	Donations	Contribution from other Agency	Future year obligations or deferrals	Carryforward
Information Technology																	
	1	A	IT Update	$ 55,100	$ 55,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	25	L	Integrated Library System Upgrade	$ 20,453	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,453
			Subtotal - Information Technology	$ 75,553	$ 55,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,453
Roads and Bridges																	
	2	PW	Road Resurfacing Program	$ 904,200	$ 15,353	$ 201,045	$ 50,000	$ -	$ -	$ -	$ 193,302	$ -	$ -	$ -	$ -	$ 343,000	$ 101,500
	3	PW	Bridge Repairs	$ 915,500	$ 175,500	$ 690,000	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ -
	4	PW	Lakeshore Roadside Safety	$ 717,740	$ 6,924	$ 175,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 468,521	$ -	$ -	$ -	$ 67,295
	5	PW	Lake Erie Storm Resoration	$ 81,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 81,532
	6	PW	Large Culverts	$ 223,889	$ 31,195	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 92,694
	7	PW	Guiderails	$ 211,000	$ -	$ 85,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 126,000	$ -
	8	PW	Sign Reflectivity Study	$ 18,000	$ 18,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			Subtotal - Roads and Bridges	$ 3,071,861	$ 246,972	$ 1,251,045	$ 50,000	$ -	$ -	$ -	$ 193,302	$ 50,000	$ 468,521	$ -	$ -	$ 469,000	$ 343,021
Fire Services																	
	20	F	PPE (Bunker Gear)	$ 42,000	$ 37,000	$ -	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	21	F	Equipment List	$ 40,000	$ 40,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			Subtotal - Fire Services	$ 82,000	$ 77,000	$ -	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities and Buildings																	
	12	PW	Operations Building repairs	$ 19,000	$ 11,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,000
	13	A	Townhall Repairs	$ 179,650	$ 5,650	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ 24,000
	14	F	Firehall 3 Repairs	$ 50,000	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,000
	15	F	Firehall 4 Repairs	$ 70,000	$ 27,378	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,622
	17	L	Library Repairs	$ 22,000	$ 2,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000
	18	PW	Storm Sewer	$ 46,300	$ 46,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	19	F	Rural Water Supply	$ 10,000	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	16	F	Alarm System Upgrade - Firehalls	$ 12,000	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000
			Subtotal - Facilities and Buildings	$ 408,950	$ 118,328	$ 20,000	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ 120,622
Cemetery & Parks																	
	22	R	Baseball Diamond Backstop Replacements	$ 16,000	$ 4,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,000	$ -	$ -	$ -	$ -
	24	C	Columbarium	$ 111,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 111,000	$ -
	23	R	Recreation complex	$ 1,588,125	$ 42,356	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,164,572	$ -	$ -	$ 381,197	$ -
			Subtotal -Cemetery & Parks	$ 1,715,125	$ 46,356	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,176,572	$ -	$ -	$ 492,197	$ -
Fleet Vehicles and Equipment																	
	9	PW	Operations Fleet	$ 197,500	$ 33,000	$ 164,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	10	PW	Roadside Mower Assembly	$ 86,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 86,000	$ -
	11	F	Fire Fleet	$ 600,000	$ -	$ 160,000	$ -	$ -	$ 390,000	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			Subtotal - Fleet Vehicles and Equipment	$ 883,500	$ 33,000	$ 324,500	$ -	$ -	$ 390,000	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ 86,000	$ -
			2021 TOTAL	**$ 6,236,989**	**$ 576,756**	**$ 1,595,545**	**$ 55,000**	**$ -**	**$ 390,000**	**$ 100,000**	**$ 193,302**	**$ 50,000**	**$ 1,745,093**	**$ -**	**$ -**	**$ 1,047,197**	**$ 484,096**
			2020 Total	$ 9,067,123	$ 447,500	$ 642,500	$ 10,100	$ -	$ 4,749,098	$ 161,098	$ 193,302	$ 50,000	$ 1,189,972	$ -	$ 1,200,000	$ -	$ 423,553
			Variance	$ (2,830,134)	$ 129,256	$ 953,045	$ 44,900	$ -	$ (4,359,098)	$ (61,098)	$ -	$ -	$ 555,121	$ -	$ (1,200,000)	$ 1,047,197	$ 60,543

TOWNSHIP OF WAINFLEET
2021
DRAFT RESERVE AND RESERVE FUNDS

	Balance December 31, 2019	2020 Income	2020 Expenditure	Balance December 31, 2020	2021 Income	2021 Expenditure	Balance December 31, 2021
Reserve							
Working Funds	800,000	-	-	800,000			800,000
Municipal Modernization	571,120		159,698	411,422		100,000	311,422
Insurance	160,000	-	-	160,000			160,000
Infrastructure Levy	1,239,035	786,100	435,000	1,590,135	916,952	790,000	1,717,087
Excavator	-	10,468		10,468			10,468
Public Works (Equipment)	512,174	74,999	51,000	536,173		164,500	371,673
Public Works (Winter Control)	150,000	-	-	150,000			150,000
Emergency Reserve	100,000	-	-	100,000			100,000
Building Permit	72,627	-	-	72,627			72,627
Septic	-	-	-	-			-
Fire	89,004	15,000	20,000	84,004		80,000	4,004
Fire Station	10,000	15,000	-	25,000		20,000	5,000
Fire Apparatus	40,000	40,000	-	80,000		80,000	-
Fire SCBA	40,000	40,000	80,000	-			-
Fire Points	64,661	-	-	64,661			64,661
Fire Donations Specific Purposes	3,936	-	-	3,936			3,936
Library	82,340		9,547	72,793		20,453	52,340
Library Donations Reserve	3,903			3,903			3,903
Election	6,432			6,432			6,432
Capital Roads	-		-	-			-
Planning	100,000	-		100,000			100,000
General Reserve	323,519			323,519			323,519
Recreation Reserve	30,000	-	-	30,000			30,000
Capital WIP	36,590	-	-	36,590			36,590
Tree Settlement	-	-	-	676,000		260,000	416,000
Covid-19 Funding	-	-	-	195,100	39,000		234,100
Airport	1,134			1,134			1,134
Total Reserves	4,436,474	981,567	755,245	5,533,896	955,952	1,514,953	4,974,895
Reserve Funds (Deferred Revenue)							
Development Charges (All Funds)	317,895	54,493	10,100	362,288		55,000	307,288
Main Street Revitalization Funding	23,565	-	-	23,565			23,565
Gas Tax Funding	201,045	-	-	201,045		201,045	-
Parkland	41,869	-	-	41,869			41,869
Total Reserve Funds	584,373	54,493	10,100	628,766	-	256,045	372,721
Total Reserves and Reserve Funds	**5,020,847**	**1,036,060**	**765,345**	**6,162,662**	**955,952**	**1,770,998**	**5,347,616**

Complete Project List - All Submissions

Department	Proj #	Project Description		Expense
Administration	1	IT Maintenance	$	55,100
		Subtotal - Administration	**$**	**55,100**
Roads and Bridges	2	Road Resurfacing Program	$	904,200
	3	Bridge Repairs	$	915,500
	4	Lakeshore Roadside Safety	$	717,740
	5	Lake Erie Storm Resoration	$	81,532
	6	Large Culverts	$	223,889
	7	Guiderails	$	211,000
	8	Sign Reflectivity Study	$	18,000
		Subtotal - Roads and Bridges	**$**	**3,071,861**
Vehicles and Equipment	9	Operations Fleet	$	197,500
	10	Roadside Mower Assembly	$	86,000
	11	Fire Fleet	$	600,000
		Subtotal- Fleet and Equipment	**$**	**883,500**
Facilities and Buildings	12	Operations Building Repairs	$	19,000
	13	Townhall Repairs	$	179,650
	14	Firehall 3 Repairs	$	50,000
	15	Firehall 4 Repairs	$	70,000
	16	Alarm System Upgrade -Fire	$	12,000
	17	Library Repairs	$	22,000
	18	Storm Sewer	$	46,300
	19	Rural Water Supply	$	10,000
		Subtotal- Facilities and Buildings	**$**	**408,950**
Fire Services	20	PPE (bunker gear)	$	42,000
	21	Equipment	$	40,000
		Subtotal- Fire Services	**$**	**82,000**
Recreation	22	Baseball Diamond Backstop Replacements	$	16,000
	23	Recreation complex	$	1,588,125
	24	Columbarium	$	111,000
		Subtotal- Recreation	**$**	**1,715,125**
Library	25	ILS- System Upgrade	$	20,453
		Subtotal - Library	**$**	**20,453**
		2021 Total	**$**	**6,236,989**

Project #1. IT Update

Administration	**IT Update**		**2021**
Expenditures			
	IT Update		$ 55,100
		Total Expenses	$ 55,100
Revenue Sources			
		Total Revenue	$ -
Project Net Total			$ 55,100

DEPARTMENT:	Administration		
PROJECT NAME:	IT Update		
PROJECT COST:	Application Server	$	15,000
	Ipad replacements	$	3,000
	Life Cycle Update - small equipment	$	4,000
	Computer	$	3,000
	Monitors	$	600
	Remote Access -Parts	$	1,000
	Security Consulting	$	10,000
	Storage	$	8,000
	Surveillance	$	6,500
	Wifi	$	2,000
	UPS - Storage Devices	$	2,000
		$	55,100.00

BUSINESS CASE:

Description	The IT Department is responsible for the operation of the Township's technology requirements. This project allows for the continued update and replacement of older systems with newer, more efficient equipment.
Benefits	The Township is continuing to upgrade IT services to stay in line with current technology. The Township will also see improvements in employee productivity though increased equipment performance and minimization of equipment outages.
Costs	Initial cost of replacement and ongoing maintenance of equipment.
Risk	The potential that equipment malfunctions and is not available for staff to perform their duties. Time lost by staff waiting for equipment to be repaired.
Savings	The new equipment will allow us to see savings due to increases in employee productivity.
Alternatives Considered	
Value Measurement	Increase in efficiencies.

Operations	**Road Rehabilitation**		**2021**
Expenditures			
	Various Road Asphalt Patching		$ 50,000.00
	Moore Road North	#1 class 6 for recommended degrade to gravel 8 AAD	$ 50,000.00
	Young Road North	#11 Class 6 in Ten Year improvement plan 8 AADT	$ 94,700.00
	Maplewood	#1 class 5 In Ten Year improvement plan 57 AADT	$ 213,000.00
	Napoleon	#2 class 5 in Ten Year Improvement Plan 157 AADT	$ 120,000.00
	Lee St	#3 class 5 in Ten Year improvement plan 157 AADT	$ 98,000
	Woodland	#4 class 5 in Ten Year improvement plan 57 AADT	$ 153,500
	Church Rd	#5 class 5 in Ten Year improvement plan 113 AADT	$ 125,000
		Total Expenses	$ 904,200
Revenue Sources			
	Defer to 2022		$ (343,000)
	Dreserves/ Development Charges		$ (251,045)
	Gas Tax		$ (193,302)
	Carryover from 2020		(101,500)
		Total Revenue	$ (888,847)
Project Net Total			$ 15,353

DEPARTMENT:	Operations		
PROJECT NAME:	Road Rehabilitation		
PROJECT COST:	Road Rehabilitation		$ 904,200
			-
		Total	$ 904,200

BUSINESS CASE:

Description

Staff are experiencing an increase in heavy vehicle traffic on our roadways and have identified various location that require a base repair or asphalt resurfacing patch to restore the road surface. Moore Road North and Young road are both surface-treated roads that have surpased their useful life and have deteriorated beyond repair. Staff are proposing to add granular material, pulverize and add dust supressant and thus turning the sections back into a stone road. During the preparation process of these roads staff and Mayor received several calls regarding the decrease in level of service to these 2 roads. The drainage department completed the municipal drain project late in the season due to Hydro One request in order to change the hydro poles that were leaning along the drain. Staff did not have time at the end of the season due to temperature to prepare a report to council for reconsideration regarding the surface preference in case council may want to choose to resurface the road with Double Surface Treatment rather than reverting it to a gravel surface. Anticipated cost difference between Gravel finished project to a Double Surface Treated project will be approximetely $30,000. There are several roads listed in the road needs study that identified roads recommended for degrading from surface treated to gravel surface. Moore Road North is listed as # 1 priority for conversion and Young Road is listed as #11 in the resurfacing category but the estimated cost of $181,000 for the traffic count of 8 vehicles may not justify the expenditure. The remainder of the roads listed were ranked in the roads needs study as #1 through #5 in the ten year capital improvement plan. (Note: AADT = Annual Average Daily Traffic; the average number of vehicles using the roadway on a given day)

Benefits	Lower maintanance costs and improved condition index and ride comfort.
Costs	The cost associated with each project will be pending results of a tendering process.
Risk	The Roads have been identified as requiring reconstruction and will continue to deteriorate over time. Costs associated with this type of reconstruction increase yearly including materials and labour.
Savings	Ongoing maintanance and improvements.
Alternatives Consider	Council may choose to phase in the projects and should consider the potential amalgamation of school boards and the location they choose for the new school.
Value Measurement	

Operations	**Bridge Work**		**2021**
Expenditures			
	Bridge Works	$	915,500.00
	Total Expenses	$	915,500
Revenue Sources			
	Reserves	$	(690,000)
	OCIF		(50,000)
	Total Revenue	$	(740,000)
Project Net Total		$	175,500

DEPARTMENT:	Operations		
PROJECT NAME:	Bridge Work		
PROJECT COST:	Gents Road Bridge Replacement (Double Culvert) est 15% increase	$	690,000.00
	Quarry Road Bridge	$	40,000.00
	Malawany Bridge	$	15,000.00
	Buliung Road Bridge	$	81,250
	Misener Road Bridge	$	81,250.00
	Engineering and Contract Administration	$	8,000.00
	TOTAL	$	915,500.00

BUSINESS CASE:

Corporate Plan

The Bridge Report and Road Needs Study both support the replacement of the aging bridge.

Description

Gents Road bridge structure is in desperate need of replacement and the road surface is in poor condition. The Roads Needs study has ranked this as the top priority for repair. The bridge has been reviewed several times for replacement and if not replaced, staff will have to review for restricted use and weight capacity which will be detrimental to the public and businesses utilizing this access. During a public meeting, input was received and an overwhelming majority of constituents have agreed that a twin culvert is the preferred method of replacement. This alternative was confirmed by Council following consideration of Report PWSR-11/2019 on September 10, 2019.

The four bridges above have been identified in our bi-annual bridge inspection as having issues due to water infiltration which is causing rusting of the center girder, or erosion at the footings.Quarry Road Bridge requires scour protection (placement of large rocks) at the base of the footings to stop erosion.

Malawany Bridge requires scour protection at the base of the footings to stop erosion.

Builing and Misener Bridges are the 2 fiberglass bridges installed in the Township. Both bridges are suffering from water infiltration through the top deck and casing premature rusting of the girders. They will require the removal of the road surface, waterproofing, removal of substandard guiderail, reinstatement of road surface and guiderail.

Benefits

The project will extend the life of the bridges and premature costly repairs if water infiltration continues.

Costs	The cost of the design and build of the structure and related road rehabilitation as well as ongoing maintenance costs.
Risk	Erosion will continue and reduce the life expectancy of the bridge and in turn cause hundreds of thousands of dollars in damage if the risk is not mitigated.
Savings	Capital costing for materials and labour is projected to increase yearly.
Alternatives Considered	Extensive study on alternate methods including replacing with Culverts and total removal and replacement have been reviewed and due to poor soil conditions, options are limited. The life span for culverts is only 20 years compared to a potential of 50 plus years for a bridge structure. The additional cost of a bridge structure compared to life cycle is minimal. For the additional bridge work, Staff considered performing the waterproofing only which would save approximetely $38,000 per bridge if the guidrail was to remain and be replaced at a future date.

Project #4.Lakeshore Road Retaining Wall

Operations	**Lakeshore Roadside Safety Retaining Wall Phase 2**		**2021**
Expenditures			
	Lakeshore Roadside Safety Retaining Wall Phase 2	$	638,921
	Phase 1		78,819
	Total Expenses	$	717,740
Revenue Sources			
	Carryforward 2020	$	(67,295)
	Reserves/Development Charges	$	(175,000)
	Grant funding		(468,521)
	Total Revenue	$	(710,816)
Project Net Total	Total phase 1 & 2	$	6,924

DEPARTMENT:	Operations		
PROJECT NAME:	Lakeshore Roadside Safety Retaining Wall Phase 2		
PROJECT COST:	Phase #1 Still in progress	$	73,819
	Phase #2		
	Construction cost estimate	$	638,921
	Legal for easements	$	5,000
	TOTAL	$	717,740
			-
	Total	$	717,740

BUSINESS CASE:

Description	This project is to implement Phase 2 of the lakeshore project it will involve replacement of existing catch basins; replacement of 2 outlets to the municipal drains; installation of roadside erosion protection walls; installation of drainage curbs to eliminate any further erosion.
Benefits	Protection of further erosion and roadside safety to the motoring public and drainage improvements caused by the water run off of the road onto private property.
Costs	The costs include an environmental study, geological study, installation of storm works and retaining walls as well as restoration of the installed works on private property. Township staff have applied for the Canada Infrastructure Program Green Infrastructure Stream in the hopes of offsetting the cost of the project. We have been successful in receiving $255,568 from the Federal Government and an additional $212,952 from the Provincial Government
Risk	The risk to the motoring public in the case of an accident and potential litigation.
Savings	maintanance costs are increasing due to additional erosion and flooding of the neighbouring properties.

Project #5. Lake Erie Storm Restoration

Operations	**Lake Erie Storm Restoration**		**2021**
Expenditures			
	ROW to lake off Churchill	$	27,080
	Belleview Beach ROW to Lake Erie		54,452
	Total Expenses	$	81,532
Revenue Sources			
	Carry forward from 2020	$	(81,532)
			-
	Total Revenue	$	(81,532)
Project Net Total		$	-

DEPARTMENT:	Operations		
PROJECT NAME:	Lake Erie Storm Restoration		
PROJECT COST:	ROW to lake off Churchill Engineering and agency permit approvals	$	5,000
	ROW to lake off Churchill Construction cost estimate	$	22,080
	Belleview Beach ROW to Lake Erie Engineering and agency permit approvals	$	8,000
	Belleview Beach ROW to Lake Erie construction Cost estimate		46,452
	Total	$	81,532

BUSINESS CASE:

Corporate Plan

Description

The two locations listed above received damage from the Halloween Storm in 2019. Staff have applied for disaster relief funding but have yet to receive approvals.
The ROW off churchill road is a concrete ramp to the lake placed between two neighbouring shorewalls. The ramp suffered damage and is now undermined. The project will include the removal of the ramp, regrading and installation of new ramp.
The Belleview beach ROW will require the Supplement on the east side revetment additional armour stone and repair armourstone wall on west side; supplement armour stone revetment on south east side, repairs ramp including restoration to the top of slope.

Benefits

Repair and restore the shorewall protection from further erosion from lake erie storm surges.

Costs

Staff have applied for funding from the disaaster relief fund but have not received approvals.

Risk

Additional erosion may impact the neighbouring shorewalls and the potential closure of the access.

Savings

The savings will be realized in increased cost and potential further damage in future.

Project #6. Large Culverts

Roads and Bridges	**Large Culverts and Drain Works Projects**		**2021**
Expenditures			
	Large Culverts and Drain Works Projects	$	221,868
			-
	Total Expenses	$	223,889
Revenue Sources			
	Carry over from 2020 (Bridgewater Drain Section 78)	$	(92,694)
	Reserves/ Development Charges		(100,000)
	Total Revenue	$	(192,694)
Project Net Total		$	31,195

DEPARTMENT:	Roads and Bridges		
PROJECT NAME:	Large Culverts and Drain Works Projects		
PROJECT COST:	Indian Creek Section 78, new culvert at Concession 6, Henderson, Gracey Road	$	99,174
	Bridgewater Drain Section 78,	$	92,694
	Henderson Road Culvert Replacement	$	35,000
	Total	$	226,868

BUSINESS CASE:

Description	The Township owns and maintains a large number of culverts which require ongoing maintenance activities to ensure proper storm water management and drainage. The 11.5'x7'x40' arch pipe at Little Forks Drain at Henderson Road required replacement. The Indian Creek and Bridgewater Drain Report updates are also scheduled for construction in 2021.
Benefits	An active restoration and maintenance program that works in conjunction with the road resurfacing program helps to improve storm water infrastructure and the connections between roads and properties for motorists. It also helps to ensure levels of service for storm water management erosion control and drainage.
Costs	The initial cost of installation and maintenance.
Risk	Improper storm water management can lead to road infrastructure distresses.
Savings	None.
Alternatives Considered	1. Do not continue with large culvert program. (Not Recommended)
Value Measurement	Decrease in incidences of flooding and road infrastructure distresses.

Operations	**Guiderail Replacement**		**2021**
Expenditures			
	Lakeshore Road East of Station Road (already replaced due to November Storm)	$	43,000
	Phillips Road @ Railway approach	$	42,000
	Hewitt Road @ Railway approaches	$	67,000
	Lakeshore road East of Bessey.	$	43,000
	Feeder Road East (needs to be extended)	$	16,000
			-
	Total Expenses	$	211,000
Revenue Sources			
	Reserves/Development Charges	$	(85,000)
	Defer to 2022 Budget		(126,000)
	Total Revenue	$	(211,000)
Project Net Total		$	-

DEPARTMENT:	Operations		
PROJECT NAME:	Guiderail Replacement		
PROJECT COST:	Guiderail Replacement	$	211,000
			-
	Total	$	211,000

BUSINESS CASE:

Description	The locations for guiderail replacement above were identified in the Roadside safety study as the highest risk locations. The Township currently utilizes various types of guiderail including guide cable, single beam and three beam styles. The guidecable systems are becoming obsolete for installation during new construction. Lakeshore road East of Station was Three cable and was in poor condition and suffered severe damage during the November Storm and emergency replacement was performed due to safety reason for the motoring public. Phillips road is currently steel beam with wood posts and tapered down end treatments. The end treatments no longer meets standards and the posts are in poor condition. Hewitt Road is currently steel beam with wood posts and tapered down end treatments. The end treatments no longer meets standards and the posts are in poor condition. Lakeshore Road East of Bessie is currently a mixture of steel beam attached to cement blocks, three cable and steel beam with wood posts and improper transitions. Feeder Road is currently steel beam with steel posts and end treatments but is installed improperly with the new standards and needs to be lengthened by 20 meters.
Benefits	Provide the Township with safer guiderail system at the various roadside hazards.
Costs	Total costs include installation and engineering.
Risk	The Township is exposed to potential roadside hazards to the driving public and potential litigation.
Alternatives Considered	Staff have considered repairing existing systems but it would not be cost efficient and still would not meet the current standards.

Project #8. Sign Reflectivity

Operations	**Sign Reflectivity Study**		**2021**
Expenditures			
	Sign Reflectivity Study	$	18,000
			-
		Total Expenses	$ 18,000
Revenue Sources			
	Project funding (other than Capital Levy)		
			-
		Total Revenue	$ -
Project Net Total		$	18,000

DEPARTMENT:	Operations		
PROJECT NAME:	Sign Reflectivity Study		
PROJECT COST:	Total costs associated with the data collection and reporting.	$	18,000
			-
		Total	$ 18,000

BUSINESS CASE:

Description	The Township is required under the Minimum Maintanance Standard to comply with proper reflectivity of roadside regulatory signage and an inspection is required to be performed yearly. The current visual method for inspections performed requires the inspection at night: an individual above the age of 50 years of age, using Low Beam headlights, at the distance required for the sign to be seen. Staff have fortunately been utilizing the night patrol staff to perform these tasks. The Township is additionally responsible to prepare a sign inventory which should include the type of sign, physical location using GPS coordinates, sign condition, and most recent inspection date. Staff are proposing that a firm be hired to utilize an electronic reading device known as a reflectometer to perform an inventory of all signage in the Township road network. The project will include recording the physical location, type of sign, size of sign, condition and a bar code application to identify the information so staff can utilize an electronic recording for a maintanance program.
Benefits	This program will bring the township into compliance with the minimum maintance standards and will be able to continue using the visual method for inspection with better record data for litigation purposes.
Costs	The cost will include the full cost of the project including the inventory set up.
Risk	The Township does not currently have a proper inventory program required to meet the minimum maintanance standards.
Alternatives Considered	Staff have reviewed the cost of purchasing a reflectometer and utilizing staff or a student to perform the inventory but felt the purchase would not be justified for it's long term use.

Project #9. Operations Fleet

Operations	**Fleet Replacement**		**2021**
Expenditures			
	Backhoe #21		164,500
	Pick up truck #23		33,000
		Total Expenses	$ 197,500
Revenue Sources			
	Reserve/Development Charges		$ (164,500)
			-
		Total Revenue	$ (164,500)
Project Net Total			$ 33,000

DEPARTMENT:	Operations		
PROJECT NAME:	Fleet Replacement		
PROJECT COST:	Backhoe #21		$ 164,500
	Pick up truck #23		33,000
		Total	$ 197,500

BUSINESS CASE:

Description

The current Backhoe #21 is being utilized in the cemetery department. It is a 2007 Case 580 Super M with an extendable stick. At time of preparation, the backhoe had 5988 Hours. It is in poor condition. Loader #21 total engine hours 5988hrs cluster was replaced at 3168 hrs, all pins and bushings worn out on front bucket and rear backhoe. Hyd. Leak on valve body, front axle pins and bushings worn out. Hood is rotten and falling apart in spots, engine oil leak between bell housing and possible rear main seal. The current truck #23 is a 2001 GMC Sierra 1500 2 wheel drive pick up truck with 187746 kilometers. It has surpassed its life expectancy and is now beginning to show signs of additional expenses. The truck has been used originally in the drainage department and then moved to the operations department for use by mechanic to go to jobsites, parts pick up and more recently for washroom and beach maintanance in the recreation department. The truck would require minor body work and new paint.

Benefits

Newer equipment will decrease maintanance costs and repairs.

Risk

Cost expenditures will continue to increase as repairs increase.

Savings

Increasing maintanance and repair costs.

Project #10. Roadside Mower Assembly

Operations	**Roadside Mower Assembly**		**2021**
Expenditures			
	Replacement Boom Mower Attachment, Side and Rear Flail	$	86,000
		Total Expenses $	86,000
Revenue Sources			
	Defer to 2022	$	(86,000)
			-
		Total Revenue $	(86,000)
Project Net Total		$	-

DEPARTMENT:	Operations		
PROJECT NAME:	Roadside Mower Assembly		
PROJECT COST:	Roadside Mower boom arm assembly	$	43,000
	Roadside Mower Side and Rear assembly		43,000
		Total $	86,000

BUSINESS CASE:

Description

This primary roadside mower was purchased in 2012 as a complete unit with tractor and mower assembly. The mower attachments include a boom arm rotary mower for mowing the backside of ditches and a combination side and rear flail used for mowing the front side of ditches. Staff utilize the side and rear flail during the summer months and the boom mower in spring, fall and winter to remove the brush and weeds on the backside of ditches to assist in reducing drift areas throughout the township. The tractor is a M135 Tractor that is in good condition and staff will be keeping the mount assembly, hydraulic pump unit with hydraulic tank and only replacing the attachments. This reduces maintanance costs as well as a complete unit replacement.

The Operations department utilizes 2 tractor mounted mowers during the spring and fall months to maintain the roadside mowing program and staff are recommending that the second unit that is mounted on a 2 wheel drive New Holland tractor be utilized until the final life expectancy or until repair costs begin to escallate and will not be replacing that unit but instead will be seeking a rental unit to be utilized only when required. The Flail mower needs all pins and bushings, main pin has been repaired several times including mount. Entire outer skin is thin and needs to be replaced on side flail. Rear flail also getting thin on outer skin, roller flat on sides that contact road.

The Boom mower pins have been repaired, main pin and mounts have been replaced and boom has had several major cracks that have had to be re-enforced. Mower head has had several major repairs on it incl. all new right outer side and new skid shoes made up.

Benefits

Lower maintanance costs and repairs and improved up-time.

Risk

The replacement will free up mechanic time and repair cost due to the aging mower unit.

Savings

Savings will be realized on maintanance and repair costs and the eventual removal of the second unit that will be leased at the end of its life cycle.

Alternatives Considered

Staff will be reviewing the availability of demonstrator mower head assemblies that may be available at time of replacement. Staff have also reviewed the possibility of a rental unit or lease option.

Fire	**Fleet Replacement**		**2021**
Expenditures			
	Fire Engine (Pumper)		600,000
		Total Expenses	$ 600,000
Revenue Sources			
	Debenture		$ (390,000)
	Reserves		$ (160,000)
	Modernization Fund		(50,000)
		Total Revenue	$ (600,000)
Project Net Total			$ -

DEPARTMENT:	Fire		
PROJECT NAME:	Fleet Replacement		
PROJECT COST:			$ 600,000
			-
		Total	$ 600,000

BUSINESS CASE:

Corporate Plan

Description

Engine 2 is a 1999 International 4900 two door/ two seat, 1250gpm top mount pumper, currently stationed at Station 2. Squad 1 is a 2005 Crew Cab Chevrolet 5500 420gpm medium duty rescue pump. Fire Underwriters (Insurance Grading) has recently revised and lowered the Township's fire protection grading due to these two trucks and Stations not meeting min. standards. This can be corrected once the new station is compete. In the interim, Engine 3 (2003 Kenworth) can be moved to Station 1, placing a recognized pump at that station. At that point Squad 1 can either be removed from service or placed in reserve (currently no reserve in the fleet). Station 3 is the only station that could accomodate a newer apparatus. Given Station Three's response area being the most densly developed, with narrower streets and laneways, and the need to fit in the existing station, the apparatus must meet the following criteria: Max. Length: 30", Max. Height: 10'4" , Max Wheelbase: 190" , Min. Tank Cap. 1000 Gallon, Min. Pump 1250GPM , Combination Rescue/Pump Body, Cab with Seating for 6.

Alternatives Considered

Option 1 - Delay the replacement of the 1999 truck which would push all other truck purchases closer together, maintain lower insurance grading, provide unreliable and unsafe equipment for FFs to operate and increase maintenance costs.
Option 2 - Purchase a truck that does not meet the needs of the community (may be less expensive but may not fit in the station).

Operations	**Operations Building Repairs**		**2021**
Expenditures			
	Public Works Building Repairs	$	19,000
			-
		Total Expenses	$ 19,000
Revenue Sources			
		$	-
	Carry forward from 2020		(8,000)
		Total Revenue	$ (8,000)
Project Net Total		$	11,000

DEPARTMENT:	Operations		
PROJECT NAME:	Operations Building Repairs		
PROJECT COST:	Repair Masonry Foundation	$	19,000
			-
		Total	$ 19,000

BUSINESS CASE:

Corporate Plan

Description The block foundation surrounding the original portion of the Public Works building is showing signs of deterioration from exposure to salt and debris. The project will entail removal of deteriorated blocks, filling in holes and repairing where possible followed by a complete parging layer of morter to seal the foundation from the elements and to close up all entry points from vermon. This project has been delayed from the 2020 budget due to cost estimate overuns and had been moved forward for consideration in 2021.

Benefits The foundation will continue to deteriorate if not repaired.

Costs Cost associated with this repair will continue to escalate over time.

Risk The foundation may deteriorate beyond a simple repair and cause structural damage.

Building	**Town Hall/Council Chambers Roof Replacement and upgrades**		**2021**
Expenditures			
	Town Hall and council chambers roofRoof, Eavestrough and down spots		167,050
	Upgrades		12,600
	Total Expenses	$	179,650
Revenue Sources	Carry forward from 2020		(24,000)
	Reserves/Development Charges	$	(50,000)
	Grant Funding		(100,000)
	Total Revenue	$	(174,000)
Project Net Total		$	5,650

DEPARTMENT:	Building		
PROJECT NAME:	Town Hall/Council Chambers Roof Replacement and upgrades		
PROJECT COST:	Town Hall and council chambers roofRoof, Eavestrough and down spots	$	167,050
	Town Hall accessibility alarm upgrade		3,200
	Council chambers accessibility alarm upgrade		1,000
	Records Management Storage		8,400
			179,650

BUSINESS CASE:

Description

1. The Town Hall roof was installed in 2005 during the second floor renovation project. The roof has been repaired on 2 separate occasions and the latest repair identified that there is a high potential of further failure causing damage to the inside offices. In review of the original roof installation, it has been observed that flashing was installed in a linear fashion rather than "stepping" the flashing. Caulking that was installed to prevent water infiltration is failing and not repairable. The Town Hall Roof Project will include the removal of all flashing and cedar shingles and replacemnent with new flashing ice and water shield, coated metal roofing and the replacement of undersized eavestrough and down spouts. The proposed roofing material carries a 50yr limited warranty and 30yrs on fade and chaulking.
The alarm system upgrade is a result of an accessibility audit performed in 2020. The upgrade is to provide visual alarm throughout the building for individuals suffering from a hearing impairment.
The record Management storage will include the purchase of 18 new file cabinets to replace the old, rusted file cabinets that contain the townships permanent files and will be stored in the new fire proof room in the basement of Town Hall. The purchase will also include 3 heavy duty shelving units to store the multitude of banker box record and will allow access from both sides for easy identification of the records.

Benefits

The roof has already had several repairs, displays wear and is in need of replacement with proper flashing. A proper metal roof is proposed for longer life expectancy

Risk

If roof repairs are not performed, there is a high degree of further damage caused by water infiltration in the building.

Operations	**Fire Hall #3 Building Repairs & Septic System**		**2021**
Expenditures			
	Fire Hall #3 Building Repairs & Septic System	$	50,000
			-
		Total Expenses $	50,000
Revenue Sources			
	Defer to 2022		
	Carry over from 2020		(40,000)
		Total Revenue $	(40,000)
Project Net Total		$	10,000

DEPARTMENT:	Operations		
PROJECT NAME:	Fire Hall #3 Building Repairs & Septic System		
PROJECT COST:	Potable Water Cistern and Treatment System	$	10,000.00
	Bunker Gear & Equipment Storage (C.O. 2020)	$	2,000.00
	CO and Diesel exhaust system (C.O. 2020)	$	7,500.00
	Remove interior galvanized water piping and replace with copper.	$	5,000.00
	Insulate all water piping.	$	2,000.00
	Replace gas fired unit heaters. (C.O. 2020)	$	12,000.00
	Upgrade exterior lighting. (LED) (C.O. 2020)	$	2,500.00
	Upgrade interior lighting. (LED) (C.O. 2020)	$	2,500.00
	Efficiency Automation Controls (C.O. 2020)	$	1,500.00
	General Repairs & Parking Lot Maintenance(C.O. 2020)	$	5,000.00
	Total	$	50,000.00

BUSINESS CASE:

Corporate Plan

Description

Staff have taken the oportunity to review the conditions at the fire halls. Staff have identified the needs for the cistern replacements and to add an additional cistern to provide potable water for budget consideration in 2021. The remaining list of items were identified by Kalos Engineering during a building audit performed in 2015 and have not been submitted for repairs or replacement due to a final decision of fire hall status and construction. Some of these projects are carry over from 2020 that were not completed due to time constraints caused by C-19.

Alternatives Considered

Staff have considered performing some of the identified above for repairs or replacements through the operating budget but have not been able to complete the remaining items listed above

Operations	**Firehall #4 Building Repairs**		**2021**
Expenditures			
		$	70,000
			-
		Total Expenses $	70,000
Revenue Sources			
	Reserves	$	(20,000)
	Carry over funds from 2020		(22,622)
		Total Revenue $	(42,622)
Project Net Total		$	27,378

DEPARTMENT:	Operations		
PROJECT NAME:	Firehall #4 Building Repairs		
PROJECT COST:	Wall Insulation and Steel replacement	$	20,000.00
	Potable Water Cistern and Treatment System	$	10,000.00
	Bunker Gear & Equipment Storage (C.O. 2020)	$	2,000.00
	CO and Diesel exhaust system (C.O. 2020)	$	7,500.00
	Remove interior galvanized water piping and replace with copper.	$	5,000.00
	Insulate all water piping.	$	2,000.00
	Replace gas fired unit heaters. (C.O. 2020)	$	12,000.00
	Upgrade exterior lighting. (LED) (C.O. 2020)	$	2,500.00
	Upgrade interior lighting. (LED) (C.O. 2020)	$	2,500.00
	Efficiency Automation Controls	$	1,500.00
	General Repairs & Parking Lot Maintenance	$	5,000.00
	Total	$	70,000

BUSINESS CASE:

Description

Staff have taken the opportunity to review the conditions at the fire halls. Staff have identified the need for the cisterns this year for replacement as well as providing an additional cistern for potable water for 2021 budget consideration. Additionally the roof was replaced in 2020, due to the gaskets on the screws are now failing causing leakage. Staff are proposing to replace the wall steel and insulation to match the recently replaced roof. The remaining list was identified in a building audit performed in 2015 by Kalos Engineering for replacement or repairs.

Alternatives Considered

Staff have considered performing some of the identified above for repairs or replacements through the operating budget but have not been able to complete the remaining items listed above

Project #16. Fire Hall Alarm

Operations	**Alarm system upgrade**		**2021**
Expenditures			
	Alarm system upgrade	$	12,000
			-
		Total Expenses $	12,000
Revenue Sources			
		$	-
	Carry over from 2020		(6,000)
		Total Revenue $	(6,000)
Project Net Total		$	6,000

DEPARTMENT:	Operations		
PROJECT NAME:	Alarm system upgrade		
PROJECT COST:	Fire Hall #1,2,3&4	$	12,000
			-
		Total $	12,000

BUSINESS CASE:

Corporate Plan

Description Previous upgrades were performed in the Town Hall, Public works, Library and the Arena. Due to the uncertainty of the status of the fire halls at the time they were removed from the upgrade program. The existing units in the fire halls are an older system that only allows for the access of 50 security fobs to enter the facility. With the increase of fire fighters and the need for other staff to gain access for maintanance etc. we are unable to allow full access for all members of fire and operations staff to gain access when required. Additionally, the current system in those facilties is not internet capable. In the future, we would be unable to link the old system to our central program to control access. Staff will be considering a modified installation to station 1 and 2 to enable the additional users without a complete upgrade due to the pending new fire hall construction project.

Benefits All firefighters and staff will have access when required to enter all the facilities.

Costs All associated costs for installation of new controllers, readers and new cabling to ensure the units are internet ready when the service becomes available.

Risk With limited number of access fobs there will be members of the volunteer service that will not be able to have access to retreive the trucks during a emergency call.

Project #17. Library Building

Operations	**Library facility repairs**		**2021**
Expenditures	Washroom Sink Replacement (Carryover from 2020)	$	6,500
	Library Sidewalk , curbs and Patio Repairs (Carryover from 2020)		13,500
	Library Accesibility visual alarm upgrade		2,000
	Total Expenses	$	22,000
Revenue Sources			
	2020 Carryforward	$	(20,000)
	Total Revenue	$	(20,000)
Project Net Total		$	2,000

DEPARTMENT:	Operations		
PROJECT NAME:	Library facility repairs		
PROJECT COST:	Washroom Sink Replacement (Carryover from 2020)	$	6,500
	Library Sidewalk , curbs and Patio Repairs (Carryover from 2020)		13,500
	Library Accesibility alarm upgrade		2,000
		$	22,000

BUSINESS CASE:

Corporate Plan

Description The sink and sidewalk projects are a carryover from last year. These projects were not completed due to the lack of positive drainage from the sidewalk to the parking lot drainage system. Once the arena storm project is completed if approved for the 2021 budget, we will be able to complete these 3 upgrades. The alarm upgrade is to provide a visual alarm in the Library for any patron or staff that may be suffering from a hearing impairment.

Costs The washroom sink replacement and sidewalk projects are a carryover from the 2020 budget.

Project #18. Storm Sewers

Operations	**Arena, Library and Firehall Storm sewer repairs**		**2021**
Expenditures	Repairs to Storm Sewer		46,300
		Total Expenses	$ 46,300
Revenue Sources			
	Project funding (other than Capital Levy)		$ -
			-
		Total Revenue	$ -
Project Net Total			$ 46,300

DEPARTMENT:	Operations		
PROJECT NAME:	Arena, Library and Firehall Storm sewer repairs		
PROJECT COST:	Replacement of Catchbasins and storm pipes		34,000
	Asphalt reinstatement.	$	5,300
	Contingency		7,000
		Total Expenses	$ 46,300

BUSINESS CASE:

Corporate Plan

Description The current catch basins are constructed of Culvert pipes standing on end and are failing due to rust and corrosion. The project will replace the catch basins with proper ones with grates as well as replace the section of collapsing storm culvert pipes on the south side of park street and pond area in the arena parking lot.

Benefits Proper drainage and safety as vehicle traffic passes over catch basins

Risk We currently have one catch basin collapsing and minor erosion and infiltration on a second. Cost increases will continue and eventual failure may result in damage to vehicular traffic.

Alternatives Considered Staff feel that replacing all at once may produce future savings. A fair bit of the existing storm drain pipe will remain and replacement of only the collapsed pipe will take place.

Department	**Rural Water Supply Program**		**2021**
Expenditures			
	Annual Water Supply Installlation & Maintenance in accordance with NFPA 1142- Standard on Water Supplies for Suburban and Rural Fire Fighting	$	10,000
			-
	Total Expenses	$	10,000
Revenue Sources			
			-
	Total Revenue	$	-
Project Net Total		$	10,000

DEPARTMENT:	Fire & Emergency Services		
PROJECT NAME:	Rural Water Supply Program		
PROJECT COST:	Permits	$	1,500
	Excavation		2,500
	Lining & Fill		2,000
	Dry Hydrant Pipe & Hardware		4,000
	Total	$	10,000

BUSINESS CASE:

Description	The Township does not operate a Municpal water supply and distribution system that would provide water for Fire Protection Services. Fire Underwriters Survey (FUS) and the National Fire Protection Association (NFPA) set minimum standards that should be met to provide sufficent water supply in a rural setting. Water supply locations need to accessible and usable all year. Water supply locations can be in the form of dry hydrants on ponds, underground tanks/cisterns, or bridge culvert mounted suction points.
Benefits	Standardized and appropriately located water supply sites, increases public safety, operational efficiencies and firefighter safety, all while reducing property loss, travel time and risk.
Costs	Simple dry hydrant installations on existing watercourses and ponds are least expensive option for establishing additional water supply locations. Large underground tanks and medium sized cisterns provide a fixed but secure amount of water at an increased price.
Risk	The municipality was recommended in both the Master Fire Plan (2013) and the Operational Review (2016) to develop a plan for the implementation and isntallation of rural water supply locations. Continued delay on these recommendations limits the Fire Departments effectivness.
Savings	FUS continues to be updated, as the Township continues to make investments in the Fire Service. Established water supply locations, along with Superior Tanker Shuttle Accreditation may result in lower property insurance premiums for the ratepayers.
Alternatives Considered	Purchase 2 tankers per station or purchase additional fire protection from surrounding municipalities by way of "Automatic Aid/Fire Protection Agreements."

FIRE	**Annual Personal Protective Equipment (PPE) Program**		**2021**
Expenditures			
	Personal Protective Equipment (PPE)	$	42,000
	Total Expenses	$	42,000
Revenue Sources			
	Capital Tax Levy		
	Development Charges- Fire		(5,000)
	Total Revenue	$	(5,000)
Project Net Total		$	37,000

DEPARTMENT:	FIRE		
PROJECT NAME:	Personal Protective Equipment (PPE)		
PROJECT COST:	12 Sets Bunker Gear	$	28,800
	11 sets Dual Certified Wildland/Rescue		15,200
	Total	$	44,000

BUSINESS CASE:

Corporate Plan	Develop a long term financial stragey that povides an affordable and sustainable Fire Service
Description	As part of the Asset review and long term planning for the replacement of Personal Protective Equipment, an inventory was taken of all assets currently being operated by the Fire Service. A service life of 10 Years was placed on the assets following the Ministry of Labour and NFPA Standards, and an "Annual PPE" replacement budget was developed. The 2019 budget included $53,600.00 as an intital phase in of the program. 2020 will inlcude the second phase of the annual program and should result in stabilization of the program. Any additional hires will require an adjustment to the annual program.
Benefits	Developing a Long term strategy for the replacement of Capital PPE provides a "Flat Line" budget process, that ensure consistent service delivery, while ensuring equipment is replaced in a legislative compliant, timely and sustainable fashion.
Costs	Total Capital PPE Assets are approximately valued at $280,000.00. Given an average service life of 10 years (As per MOL Section 21 GN # 4-8 and NFPA 1851) indicates that $28,000.00 should be budgeted annually for the continual replacement of Structural Firefighting PPE. Further, 80-90% of WFES respsonses are not related to Structural Fires. Structural PPE can increase injury due to cardiac and heat stress. "Dual Certified" PPE to NFPA 1951 (Tech. Rescue) & NFPA 1977 (Wildland) provides the necessary protection for the majority of WFES responses, while reducing the wear & tear on Structural PPE and reducing unneccesary stress on WFES Personnel. The addition of 7 recruits and 3 auxilliary members in 2020 precipitate the need for additional PPE purchases. Any funds remaining should be allocated to a PPE reserve to maintain levy stability, should fluctuartions or increases occur.
Risk	Failure to provide sufficent funding for the continual replacement of PPE could result in an increase in Maintenance costs, unforseen catastrophic failure, and increased replacement costs due to individual purchasing. Further, the Corporation could be faced with a large expenditure should it be required to replace a large amount of equipment in one year.
Savings	A long term financial strategy includes partnering with other agencies in a group purchasing agreement (Such as the Niagara Region Joint Purchasing Committee NRJPC) which could result in reduced costs from bulk amounts. Further, it would ensure uniform and consistent equipment between Mutual Aid Partners
Alternatives Considered	1- A Reserve could be established, whereby the $28,000.00 is placed annually and indivual Personal Protective Equipment purchases are requested annually. 2- Do not provide an annual PPE Replacement Budget, resulting in a fluctuating, unpredictable and unsustainable long term financial plan
Value Measurement	

Gear Replacement Schedule					
Responder Age Range Years	18-60	Probationary & Spare Pool	Auxilliary 60+	New Staff Annualization	Annual PPE Replacment Costs
# of Responders	55	55	5	2	
Structural PPE					
Total PPE Assets (Structural)	$ 132,000.00	$ 132,000.00		$ 4,800.00	**$ 268,800.00**
Replacement Schedule (Years)	10	10			
# of PPE Sets Per Year	5	5		2	
Annual Capital (Structural)	**$ 12,000.00**	**$ 12,000.00**	**$ -**	**$ 4,800.00**	**$ 28,800.00**
Dual Cert. PPE					
Total PPE Assets (Dual Cert)	$ 66,000.00		$ 6,000.00		**$ 72,000.00**
Replacement Schedule (Years)	5		5		
# of PPE Sets Per Year	11		1	1	
Annual Capital (Dual Cert.)	**$ 13,200.00**	**$ -**	**$ 1,200.00**	**$ 1,200.00**	**$ 15,600.00**
Annual Capital (TOTAL)					**$44,400.00**
Annual Operational	**$12,650.00**	**$12,650.00**	**$1,200.00**		**$26,500.00**
# of PPE Sets Per Year	5.5	5.5	1.0		**$70,900.00**

Capital	**$ 3,600.00**	**$ 3,600.00**	**$ 1,200.00**
Operational	**$ 2,300.00**	**$ 2,300.00**	**$ 1,200.00**
Total Costs of PPE	**$ 5,900.00**	**$ 5,900.00**	**$ 2,400.00**
Bunker Gear (Structural)	$ 2,400.00	$ 2,400.00	$ -
Dual Cert. PPE	$ 1,200.00	$ 1,200.00	$ 1,200.00
Bunker boots	$ 400.00	$ 400.00	$ -
Helmet	$ 450.00	$ 450.00	
Gloves & Hood	$ 250.00	$ 250.00	$ -
Hardhat	$ 50.00	$ 50.00	$ 50.00
Work gloves	$ 25.00	$ 25.00	$ 25.00
Eye Protection	$ 25.00	$ 25.00	$ 25.00
Work Boots ($150/2 Years)	$ 750.00	$ 750.00	$ 750.00
Hi- Visibilty Parka & Vests	$ 350.00	$ 350.00	$ 350.00

Fire	**Annual Capital Fire Equipment Program**		**2021**
Expenditures			
	Annual Capital Fire Equipment		$ 40,000
		Total Expenses	$ 40,000
Revenue Sources			
	Capital Taxy Levy		
		Total Revenue	$ -
Project Net Total			$ 40,000

DEPARTMENT:	FIRE		
PROJECT NAME:	Annual Capital Fire Equipment		
PROJECT COST:	See attached Asset List		$ 40,000
			-
		Total	$ 40,000

BUSINESS CASE:

Corporate Plan	Develop a long term financial stragey that povides an affordable and sustainable Fire Service
Description	As part of the Asset review and long term planning for the replacement of Equipment, an inventory was taken of all assets currently being operated by the Fire Service. A service life was placed on the assets follwoing the Tangible Capital Assests policy, and an "Annual Capital Equipment" replacement budget was developed. The 2019 budget included $25,000.00 as an intital Phase in of the program. 2021 will inlcude the final phase of the annual program.
Benefits	Developing a Long term strategy for the replacement of Capital Equipment provides a "Flat Line" budget process, that ensure consistent service delivery, while ensuring equipment is replaced in a timely and sustainable fashion.
Costs	Combined Capital Assets (NOT APPARATUS) is valued at approximately $740,000.00. Given an average service life of 16 years indicates that more than $45,000.00 should be budgeted annually for the continual replacement of Fire FIghting Equipment.
Risk	Failure to provide sufficent funding for the continual replacement of Capital Assets could result in an increase in Maintenance costs, unforseen catastrophic failure, and increased replacement costs due to individual purchasing. Further, the Corporation could be faced with a large expenditure should it be required to replace a lot of equipment in one year.
Savings	A long term financial strategy includes partnering with other agencies in a group purchasing agreement which could result in reduced costs from bulk amounts. Further, it would ensure uniform and consistent equipment between Mutual Aid Partners.
Alternatives Considered	1- A Reserve could be established, whereby funds are placed annually and indivual Capital Equipment purchases are requested annually. 2- Do not provide an annual Equipment Replacement Budget, resulting in a fluctuating and unsustainable long term financial plan.
Value Measurement	

EQUIPMENT					
Description	**Quantity**	**Value**	**Extended**	**Estimated Service Life**	**Annual Costs**
Master Stream	4	$ 6,000.00	$ 24,000.00	20	$ 1,200.00
T.I.C.	5	$ 15,000.00	$ 75,000.00	15	$ 5,000.00
Portable pumps	6	$ 10,000.00	$ 60,000.00	20	$ 3,000.00
AED	6	$ 4,000.00	$ 24,000.00	10	$ 2,400.00
Medical Bags	6	$ 1,500.00	$ 9,000.00	10	$ 900.00
Vent/Rescue Saws	4	$ 1,200.00	$ 4,800.00	15	$ 320.00
Chainsaws	4	$ 1,200.00	$ 4,800.00	15	$ 320.00
Vent Fans	4	$ 5,000.00	$ 20,000.00	15	$ 1,333.33
Generators	5	$ 2,500.00	$ 12,500.00	15	$ 833.33
Heavy Hydraulics	2	$ 60,000.00	$ 120,000.00	15	$ 8,000.00
Extrication Equipment	4	$ 20,000.00	$ 80,000.00	15	$ 5,333.33
Extension Ladders	6	$ 1,500.00	$ 9,000.00	20	$ 450.00
Attic Ladders	4	$ 600.00	$ 2,400.00	20	$ 120.00
Roof Ladders	4	$ 1,000.00	$ 4,000.00	20	$ 200.00
Nozzles	20	$ 1,200.00	$ 24,000.00	20	$ 1,200.00
Gas Meters	5	$ 1,800.00	$ 9,000.00	10	$ 900.00
1 1/2" x 50' Hose	60	$ 500.00	$ 30,000.00	20	$ 1,500.00
2 1/2" x 100' Hose	40	$ 800.00	$ 32,000.00	20	$ 1,600.00
4" x 100' Hose	80	$ 1,200.00	$ 96,000.00	20	$ 4,800.00
Wildfire Hose	60	$ 200.00	$ 12,000.00	20	$ 600.00
Supression Appliances	20	$ 1,200.00	$ 24,000.00	20	$ 1,200.00
Computers	6	$ 3,000.00	$ 18,000.00	10	$ 1,800.00
LDH Appliances	6	$ 5,000.00	$ 30,000.00	20	$ 1,500.00
Mobile Data Terminals	6	$ 1,500.00	$ 9,000.00	5	$ 1,800.00
Foam Eductors	4	$ 1,000.00	$ 4,000.00	20	$ 200.00
			$ 737,500.00	16.40	**$ 44,969.51**
			Total Estimated Equipment Value	**Average Estimated Service Life**	**Annual Estimated Equipment Requirements**

2021 Priorities			
Blitzfire Ground Monitors	2	$ 6,000.00	$ 12,000.00
MDTs	4	$ 1,500.00	$ 6,000.00
Siamese	2	$ 2,500.00	$ 5,000.00
Chain/Vent Saw	2	$ 1,200.00	$ 2,400.00
Vent Fan	1	$ 5,000.00	$ 5,000.00
Station Computers	4	$ 1,200.00	$ 4,800.00
Eductors	4	$ 1,000.00	$ 4,000.00
Inflation Contingency	1	$ 800.00	$ 800.00
			$ 40,000.00

Project #22. Backstop

Recreation	**Backstop Replacements**		**2021**
Expenditures			
	Backstop Replacements	$	16,000
			-
		Total Expenses $	16,000
Revenue Sources			
	Project funding (other than Capital Levy)		
	Canada summer Games contribution		(12,000)
		Total Revenue $	(12,000)
Project Net Total		$	4,000

DEPARTMENT:	Recreation		
PROJECT NAME:	Backstop Replacements		
PROJECT COST:	Replace the posts, fencing and overhang	$	16,000
			-
		Total $	16,000

BUSINESS CASE:

Corporate Plan

Description	Staff have reviewed the faciclities and have identified that the backstops are in need of replacing. The fence is torn and has been repaired several times. The perimeter fencing and line fencing is in good shape and does not require replacement at this time.
Benefits	Extend the life and use of the two baseball diamonds as well as providing the protection required for visitors at the games.
Costs	The Cost includes the removal of the existing fencing and the installation of the new posts and mesh.
Risk	The backstop presently does not meet the requirements established for the ball diamonds and is in disrepair due to age and use.
Savings	Replacement now will increase the life span of our ball diamonds for continued use.
Alternatives Considered	Continued repairs will add up to half the price of replacement.

Project #23. Recreation Complex

Operations	**Recreation Complex**		**2021**
Expenditures			
	Recreation Complex	$	1,588,125
			-
		Total Expenses $	1,588,125
Revenue Sources			
	Grant funding (application made)	$	(1,164,572)
	Future Year Funding		(381,197)
		Total Revenue $	(1,545,769)
Project Net Total		$	42,356

DEPARTMENT:	Operations		
PROJECT NAME:	Recreation Complex		
PROJECT COST:	Tile Drain and Storm Work	$	410,000
	Tennis Court Rehabilitation	$	112,500
	Walking Trail and Pavillion	$	170,000
	Washroom Upgrade	$	63,000
	Facility Lighting Upgrade	$	365,000
	Planning & Professional Fees	$	150,000
	Contingency		317,625
		Total $	1,588,125

BUSINESS CASE:

Corporate Plan

Description	The scope of work will include installation of field drainage tile approximately 16 acres of sports fields, improvements to lane way and parking lot drainage, installation of a walking trail and pavillion, and renovation of the tennis courts, washrooms and fencing.
Benefits	Better drainage, updated accessible washroom facility, better lighting and a healthier community that may use the walking trail for exercise.
Costs	Township staff have applied for a grant application and the project will be phased in over several years. Township portion will have to be incurred for 2021 and subsequent years following
Risk	Assets will continue to deteriorate and potentially close parts of the facility for public access.
Savings	Additional Maintanance costs
Alternatives Considered	A phased in approach may be considered if grant funding application is not successful.

Project #24. Collumbarium

Cemeteries	**New Collumbarium**		**2021**
Expenditures			
	New Collumbarium	$	61,000
	Foundation and site work		50,000
		Total Expenses $	111,000
Revenue Sources			
	Project funding (other than Capital Levy)		
			-
		Total Revenue $	-
Project Net Total		$	111,000

DEPARTMENT:	Cemeteries		
PROJECT NAME:	New Collumbarium		
PROJECT COST:	New Collumbarium	$	61,000
	Foundation and Site Work		50,000
		Total $	111,000

BUSINESS CASE:

Corporate Plan

Description

The Township presently operates one collumbarium located at Oakwood Cemetery. The columbarium contains 72 niches offered for the urnment of cremated remains to the public. There are presently 18 niches remaining available for sale to the public. Staff have reviewed the trends in the industry and have found that over 50 percent of the population are choosing to be cremated rather than participate in a full burial. Members of the industry attribute this to the costs associated with a full internment.

Benefits

This will provide future expansion of the cremation section in our cemetery.

Costs

The cost of the installation will be offset by the purchase price suggested in the new fees bylaw for the purchase of the niches. The total sales revenue will equal $80,880 if sold at the new suggested rate if purchased by residents or additional funds will be available if purchased by non residents.

Risk

If the project does not proceed, the niches remaining in our exisiting columbarioum will eventually be sold and we may not have any further niches available for purchase. Cost associated with the new columbarium will continue to increase. Once a new columbarium is constructed, niches in our existing columbarium may prove to be harder to sell as these remaining niches are primarily north facing.

Alternatives Considered

Continued monitoring of sales of niche's and post pone for future consideration in the 2022 budget deliberations

Department	**Library : Evergreen ILS (Integrated Library System) upgrade**		**2021**
Expenditures	Computer System used for loaning of library materials; and Library catalogue		
		$	20,453
			-
	Total Expenses	$	20,453
Revenue Sources	2020 Carry Forward		(20,453)
			-
	Total Revenue	$	(20,453)
Project Net Total		$	-

DEPARTMENT:	Library		
PROJECT NAME:	Library : Evergreen ILS (Integrated Library System) upgrade		
PROJECT COST:	ILS	$	20,453
			-
	Total	$	20,453

BUSINESS CASE:

Description	Library wishes to upgrades it's operating system ILS to new software and obtaining a new provider. With the purchase of the ILS system the library will be able to join LINC (Libraries In Niagara Cooperative). This will give our library patrons an increase of obtaining materials.
Benefits	The benefit for Library patrons, they will have access to more materials from Libraries in Niagara that are currently in the cooperative. The reports module will be an added benefit as our current reports are non-existent.
Costs	Originally budgeted for in 2020 ($30,000) funded from reserves, project is not completed yet and the unspent funds ($20,453) are carried forward into this year.
Risk	Without the upgrade there is a potential that the current system will malfunction and would not be available for staff to perform their duties. Time Lost by staff waiting for equipment to be repaired. Current procedures would need to be completed manually. With the annual software updates the current system crashes periodically and fixes are not available from software vender.