



Municipality of Tweed

2022 Budget

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21. Budget Reconciliation, O.Reg. 284/09

Municipality of Tweed

2022 Budget Meeting Agenda – Part 2

December 14, 2021 at 9:00 a.m.

- | | |
|--|---------------------------------|
| 1. Call to Order | 9:00 |
| 2. Tweed Public Library Board – Library Board Chair and Library CEO (tab 12) | 9:00-9:10 (10 minutes) |
| 3. Protection Services Detailed Budget (tab 8) | 9:10-9:40 (30 minutes) |
| 4. General Government Detailed Budget (tab 7) | 9:40-10:10 (30 minutes) |
| 5. Break | 10:10-10:20 (10 minutes) |
| 6. Recreation Services Detailed Budget (tab 12) | 10:20-10:50 (30 minutes) |
| 7. Planning Services Detailed Budget (tab 13) | 10:50-11:20 (30 minutes) |
| 8. Transportation Services Detailed Budget (tab 9) | 11:20-11:50 (30 minutes) |
| 9. Lunch | 11:50-12:20 (30 minutes) |
| 10. Sewer and Water Detailed Budget (tab 10) | 12:20-12:50 (30 minutes) |
| 11. Other Environmental Services Detailed Budget (tab 11) | 12:50-1:20 (30 minutes) |
| 12. Review of Capital Budget Summary (tab 14) | 1:20-1:30 (10 minutes) |
| 13. User Fee By-law (tab 19) | 1:30-2:00 (30 minutes) |
| 14. Break | 2:00-2:10 (10 minutes) |
| 15. Projected 2022 Reserves and Reserve Funds (tab 20) | 2:10-2:25 (15 minutes) |
| 16. Budget Reconciliation, O. Reg. 284/09 (tab 21) | 2:25-2:35 (10 minutes) |
| 17. Budget Summary and Tax Impacts (tab 3) | 2:35-2:45 (10 minutes) |
| 18. Adjournment | 2:45 |

**Municipality of Tweed
2022 Budget Summary**

Department	Revenues	Operating Expens	Capital Expens	Net Tax Requirements
Taxation	-			-
Grants	105 2,103,700.00			(2,103,700.00)
Administration	110 1,307,078.30	1,639,946.00	92,707.67	425,575.37
Asset Management Plan	315 41,850.00	52,300.00		10,450.00
Health & Dental	900 87,500.00	94,500.00		7,000.00
Fire	210 152,892.14	400,975.00	109,892.14	357,975.00
Joint Fire	215	141,525.00		141,525.00
Police	220	1,062,144.00		1,062,144.00
Animal Control	230 6,000.00	16,900.00		10,900.00
Livestock Valuation	235 450.00	900.00		450.00
Building Dept	240	-		-
By-Law	250 500.00	500.00		-
Joint By-Law	255	30,000.00		30,000.00
Conservation	270	72,519.00		72,519.00
Roads	310 1,647,002.34	2,749,929.00	1,928,385.00	3,031,311.66
Streetlights	320 28,430.00	28,430.00		-
Aggregates	330 30,990.00	2,400.00	13,590.00	(15,000.00)
Sewer	410 488,646.00	471,979.00	16,667.00	-
Water	420 1,584,781.51	454,373.00	1,130,408.51	-
Garbage Collection	430 38,829.00	38,829.00		-
Garbage Disposal	440 348,700.00	585,417.00	28,100.00	264,817.00
Recycling	450 -	89,000.00		89,000.00
Environmental Control Programs	460 -	-	-	-
Parks	510 288,450.00	382,973.00	399,500.00	494,023.00
Actinolite	512 -	7,240.00	3,000.00	10,240.00
Marlbank	514 -	6,315.00	3,000.00	9,315.00
Queensborough	516 357,000.00	6,610.00	357,000.00	6,610.00
Thomasburg	518 -	6,910.00	3,000.00	9,910.00
Arena	520 292,823.00	499,838.00	209,150.00	416,165.00
Tweed Oil Kings	521 56,500.00	42,880.00		(13,620.00)
Splashpad	525 1,250.00	2,200.00	23,500.00	24,450.00
Library	530 -	161,630.00	-	161,630.00
Soccer Pitch	550 -	-	-	-
Pool	555 -	89,200.00	-	89,200.00
Parkland	630 43,154.19			(43,154.19)
Youth Centre	710	-		-
Community Development	120 8,000.00	273,654.00		265,654.00
BR&E	125 -	-	10,000.00	10,000.00
Fly Fishing Tournament	126 4,500.00	4,500.00		-
Youth Advisory Committee	130 -	(5,000.00)	-	(5,000.00)
Tile Drainage	280 -	-		-
Rezoning	610 12,000.00	11,810.00		(190.00)
Minor Variance	620 2,400.00	2,407.00		7.00
	8,933,426.48	9,425,733.00	4,327,900.32	4,820,206.84

**Municipality of Tweed
2022 Budget Summary**

2021 Taxation Levy		4,227,851.06
Increase/(Decrease)		<u>592,355.78</u>
Change	Difference from 2% increase	<u>(507,798.76) 14.01%</u>
Expenses		9,425,733.00
Transfers to reserves		(1,323,030.00)
Change in Landfill		19,257.00
Amortization		2,237,025.00
Non TCA non-operating expenses		855,412.81
Loss on disposal of TCA		<u>155,094.50</u>
PSAB Expenses		<u>11,369,492.31</u>
Reserves		2,971,588.52
Reserve Funds		<u>1,547,836.69</u>
		<u>39.75% 4,519,425.21</u>
	Difference from 50% minimum	<u>1,165,320.95</u>
Example Property Assessment - residential dwelling		250,000.00
Municipal Portion Tax Increase Estimate (excluding streetlight or collection fees)		<u>225.75</u>

Municipality of Tweed Performance Measures

Performance Measures - Grants (105)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total grants revenues	2,776,708.98	2,123,258.98	2,134,300.00	2,103,700.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Grant per property	584.32	445.31	446.32	439.83
Remove one-time items described below -	125.70 -	4.62	-	-
Normalized grant per property	458.62	440.69	446.32	439.83

In 2019, the Municipality received a one-time unconditional modernization grant for \$597,300. This increased the grant per property by \$125.70.

In 2020, the Municipality received a one-time conditional modernization grant for \$21,994.40. This increased the grant per property by \$4.62.

**Municipality of Tweed
Operating Budget - 2022**

Account Name	2019			2020			2021			2022 Proposed Budget	Change from 2021	Explanation of Change
	2019 Budget	2019 Actual	Difference	2020 Budget	2020 Actual	Difference	2021 Budget	2021 Actual YTD	2021 Difference			
GRANT Others	13,000.00	58,118.98	(45,118.98)	21,000.00	664.58	20,335.42	1,000.00	5,000.00	(4,000.00)	1,000.00	-	
GRANT One-Time Provincial Pymt	597,390.00	597,390.00	-	50,000.00	21,994.40	28,005.60	17,000.00	-	17,000.00	-	(17,000.00)	Prior year budgeted for potential accessibility funding for accessible washroom upgrades in Administration - uncertain if will be available
GRANT Ontario Mun. Partnership Fund	2,084,600.00	2,121,200.00	(36,600.00)	2,100,600.00	2,100,600.00	-	2,129,300.00	2,129,300.00	-	2,102,700.00	(26,600.00)	
	2,694,990.00	2,776,708.98	(81,718.98)	2,171,600.00	2,123,258.98	48,341.02	2,147,300.00	2,134,300.00	13,000.00	2,103,700.00	(43,600.00)	

2022 Allocation Notice**Municipality of Tweed**

1231

County of Hastings

In 2022, the Province is providing the Municipality of Tweed with \$2,102,700 in funding through the OMPF, which is the equivalent of \$651 per household.

A Total 2022 OMPF	\$2,102,700
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1. Assessment Equalization Grant Component	\$1,017,700
2. Northern Communities Grant Component	-
3. Rural Communities Grant Component	\$423,300
4. Northern and Rural Fiscal Circumstances Grant Component	\$654,300
5. Transitional Assistance	\$7,400

B Key OMPF Data Inputs

1. Households	3,231
2. Total Weighted Assessment per Household	\$194,387
3. Rural and Small Community Measure (RSCM)	100.0%
4. Farm Area Measure (FAM)	n/a
5. Northern and Rural Municipal Fiscal Circumstances Index (MFCI)	8.5
6. 2022 Guaranteed Level of Support	98.75%
7. 2021 OMPF	\$2,129,300

Note: See line item descriptions on the following page.

2022 Allocation Notice**Municipality of Tweed**

1231

County of Hastings

2022 OMPF Allocation Notice - Line Item Descriptions

A	Sum of 2022 OMPF grant components and Transitional Assistance, which are described in the 2022 OMPF Technical Guide. This document can be accessed on the Ministry of Finance's website at: https://www.fin.gov.on.ca/en/budget/ompf/2022
A5	If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to year-over-year funding changes.
B1	Based on the 2021 returned roll from the Municipal Property Assessment Corporation (MPAC).
B2	Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.
B3	Represents the proportion of a municipality's population residing in rural areas and/or small communities. For additional information, see the 2022 OMPF Technical Guide, Appendix A.
B4	Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2022 OMPF Technical Guide, Appendix B.
B5	Measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. For additional information, see the 2022 OMPF Technical Guide, Appendix D.
B6	Represents the guaranteed level of support the municipality will receive through the 2022 OMPF. For additional information, see the 2022 OMPF Technical Guide.
B7	2021 OMPF Allocation Notice (Line A).

Note: Grant components and Transitional Assistance are rounded up to multiples of \$100.

Municipality of Tweed Performance Measures

Performance Measures - Administration (110)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total administration expenses	2,327,448.70	1,414,309.75	1,198,478.24	1,639,946.00
Total hours office open to public	1,956	1,988	1,776	1,968
Total cost per hour	1,189.90	711.42	674.82	833.31
Remove one-time items described below -	241.54	-	-	-
Normalized administration costs per hour	948.36	711.42	674.82	833.31
Total revenues	483,276.33	755,172.47	1,004,204.74	1,224,450.00
Total revenue per hour	247.07	379.87	565.43	622.18
Net operating tax impact per hour	701.29	331.56	109.39	211.13

Note that the expenses are operating only.

Note that the hours office open to public includes the COVID days where our doors were closed to the public but staff were on site answering phones and providing services at the doors.

previous years. This included \$472,442 of amounts from 2018 and prior. Impacted cost per hour by \$241.54.

**Municipality of Tweed
Operating Budget - 2022**

Revenues	Account	Account Name	2019			2020			2021			2022 Proposed Budget	Change from 2021	Explanation of Change	
			Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual YTD	Difference				
	01-110-40145	ADMIN Solar Panel Revenue	6,000.00	6,479.85	(479.85)	6,000.00	5,908.81	91.19	6,000.00	4,753.65	1,246.35	6,000.00	-	Additional properties for consideration this year. 9 properties (though 1 is dependant on Council assessment) with MPAC values totalling \$418,900. Budget for all proceeds to go into reserves. Additional 19 for consideration as well with total MPAC value of \$484,400.	
	01-110-40155	ADMIN Sale of Municipal Property	-	-	-	-	-	-	100,000.00	282,317.77	(182,317.77)	365,200.00	265,200.00		
	01-110-40202	ADMIN Penalty and Interest - Taxes	125,000.00	118,031.02	6,968.98	118,000.00	103,571.40	14,428.60	110,000.00	88,998.82	21,001.18	100,000.00	(10,000.00)	As we are working on collection of outstanding taxes and reducing the amounts outstanding, penalty and interest revenues will decrease Regular years earning more than \$20,000, increasing to expected regular operations	
	01-110-40206	ADMIN Rentals - Halls	15,000.00	22,752.95	(7,752.95)	16,500.00	14,916.05	1,583.95	12,000.00	19,510.50	(7,510.50)	20,000.00	8,000.00		
	01-110-40208	ADMIN Fines / Lottery Licences	3,500.00	3,920.36	(420.36)	3,500.00	2,153.35	1,346.65	3,500.00	1,555.00	1,945.00	3,500.00	-		
	01-110-40210	ADMIN Marriage/Death Licences	4,200.00	4,868.00	(668.00)	4,200.00	5,120.00	(920.00)	5,000.00	4,690.00	310.00	5,000.00	-		
	01-110-40218	ADMIN Investment Income	45,000.00	97,914.34	(52,914.34)	58,400.00	31,100.99	27,299.01	58,400.00	10,437.21	47,962.79	45,000.00	(13,400.00)	Expectation for cash balances to return close to normal with receipt of grant funding and loan proceeds	
	01-110-40220	ADMIN Tax Certificates	11,000.00	16,725.00	(5,725.00)	12,000.00	15,050.00	(3,050.00)	12,000.00	18,225.00	(6,225.00)	13,000.00	1,000.00	Last few years identified increased property sales, increasing need for tax certificates. Expect this to continue	
	01-110-40221	ADMIN Tax Sale - Payment Out of Court	-	9,090.70	(9,090.70)	-	-	-	-	-	-	-	-	-	
	01-110-40222	ADMIN Miscellaneous Receipts	13,000.00	25,487.06	(12,487.06)	10,000.00	17,786.12	(7,786.12)	10,000.00	17,606.20	(7,606.20)	18,000.00	8,000.00	\$15,000 from BISB plus \$3,000 for other unknown miscellaneous receipts Based on expected total files through each stage of tax sale process	
	01-110-40228	ADMIN Tax Sale Expense Recovery	30,000.00	64,643.78	(34,643.78)	30,000.00	50,233.03	(20,233.03)	30,000.00	52,519.33	(22,519.33)	87,000.00	57,000.00		
	01-110-40400	ADMIN Transfer From Reserves	-	-	-	287,692.61	287,692.61	-	490,800.00	458,212.49	32,587.51	503,000.00	12,200.00	Transfer to balance budget to maximum 2% taxation increase	
	01-110-40600	COVID Funding	-	-	-	-	195,800.00	(195,800.00)	57,950.00	19,169.82	38,780.18	-	(57,950.00)	No additional funding expected	
		ADMIN Modernization Funding	-	-	-	-	-	-	-	-	-	33,750.00	33,750.00	75% of the Modernization Intake 3 grant application submitted	
	01-110-41020	ADMIN Supplementary - Taxation	18,000.00	113,363.27	(95,363.27)	25,000.00	25,840.11	(840.11)	25,000.00	26,208.95	(1,208.95)	25,000.00	-		
			270,700.00	483,276.33	(212,576.33)	571,292.61	755,172.47	(183,879.86)	920,650.00	1,004,204.74	(83,554.74)	1,224,450.00	303,800.00		
Expenses	01-110-51002	ADMIN Members Council - Remuneration	86,000.00	70,134.70	15,865.30	76,300.00	75,999.48	300.52	76,838.00	67,131.02	9,706.98	77,406.00	568.00	Per by-law increases for 2022.	
	01-110-51004	ADMIN Members Council - Benefits	23,000.00	27,626.50	(4,626.50)	28,203.00	25,270.18	2,932.82	31,780.00	22,331.14	9,448.86	36,318.00	4,538.00	Per by-law increases for 2022.	
	01-110-51006	ADMIN Members Council - Mileage	1,000.00	1,268.16	(268.16)	1,300.00	231.12	1,068.88	1,300.00	-	1,300.00	1,300.00	-		
	01-110-51008	ADMIN Members Council - Conventions	14,000.00	8,956.89	5,043.11	14,000.00	7,506.61	6,493.39	2,500.00	1,480.61	1,019.39	12,000.00	9,500.00	Assuming some resumption of regular conferences in 2022 after COVID	
	01-110-52000	ADMIN Salaries and Wages	354,500.00	345,273.59	9,226.41	351,838.00	357,004.09	(5,166.09)	364,910.00	302,649.37	62,260.63	388,709.00	23,799.00	Per by-law increases for 2022 less amount allocated to zoning and minor variance files.	
														Requesting additional 1 day a week for one of the 2 day a week admin positions to help with scanning and sorting documents for destruction or sending to archives	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
01-110-52030	ADMIN Asset Management Expense	-	4,416.38	(4,416.38)	-	-	-	-	-	-	-	-	
01-110-52100	ADMIN CPP	16,500.00	16,663.02	(163.02)	16,520.00	17,395.27	(875.27)	16,811.00	16,322.18	488.82	19,473.00	2,662.00	Per by-law increases for 2022.
01-110-52110	ADMIN EI	6,500.00	6,553.91	(53.91)	6,140.00	6,338.83	(198.83)	5,958.00	5,675.95	282.05	6,844.00	886.00	Per by-law increases for 2022.
01-110-52120	ADMIN Employer Health Tax	11,000.00	11,702.31	(702.31)	11,452.00	8,261.43	3,190.57	8,135.00	6,751.26	1,383.74	8,788.00	653.00	Per by-law increases for 2022.
01-110-52130	ADMIN OMERS	36,500.00	36,094.10	405.90	35,609.00	35,109.55	499.45	38,415.00	28,374.98	10,040.02	41,220.00	2,805.00	Per by-law increases for 2022.
01-110-52140	ADMIN WSIB	13,000.00	13,031.72	(31.72)	14,169.00	12,822.27	1,346.73	14,600.00	10,940.45	3,659.55	15,773.00	1,173.00	Per by-law increases for 2022.
01-110-52150	ADMIN Group Insurance	5,040.00	4,942.44	97.56	3,622.00	4,896.34	(1,274.34)	4,838.00	4,499.17	338.83	4,623.00	(215.00)	Per by-law increases for 2022.
01-110-52160	ADMIN Extended Health care	20,000.00	19,332.28	667.72	24,725.00	20,673.25	4,051.75	29,687.00	22,264.98	7,422.02	26,204.00	(3,483.00)	Per by-law increases for 2022.
01-110-52170	ADMIN RRSP	2,200.00	2,601.08	(401.08)	3,207.00	11,253.29	(8,046.29)	2,611.00	4,742.84	(2,131.84)	2,663.00	52.00	Per by-law increases for 2022.
01-110-52180	ADMIN Dental Plan	9,500.00	11,147.48	(1,647.48)	16,875.00	11,396.80	5,478.20	19,792.00	10,015.92	9,776.08	18,500.00	(1,292.00)	Per by-law increases for 2022.
01-110-52190	ADMIN Mileage	600.00	1,159.66	(559.66)	1,000.00	210.83	789.17	1,000.00	302.30	697.70	1,000.00	-	
01-110-52228	ADMIN-Electronic Sign Internet	650.00	567.69	82.31	650.00	575.69	74.31	650.00	2,145.82	(1,495.82)	650.00	-	
01-110-53120	ADMIN Building Repair and Maintenance	15,000.00	18,703.66	(3,703.66)	15,000.00	17,501.73	(2,501.73)	15,000.00	12,273.01	2,726.99	18,000.00	3,000.00	Consistently above budget for a few years.
01-110-53130	ADMIN Building Hydro	12,000.00	12,102.20	(102.20)	12,250.00	12,248.83	1.17	12,500.00	10,680.78	1,819.22	13,000.00	500.00	2% increase for inflation potential plus increase for increased usage of building with renting out of basement space
01-110-53140	ADMIN Water and Sewer	1,600.00	1,543.00	57.00	1,600.00	1,558.57	41.43	1,600.00	1,176.82	423.18	1,600.00	-	
01-110-53150	ADMIN Building Fuel	7,000.00	6,489.44	510.56	7,000.00	5,679.70	1,320.30	7,000.00	4,021.42	2,978.58	6,500.00	(500.00)	Consistently under budget
01-110-53160	ADMIN Building Janitorial	6,300.00	7,031.92	(731.92)	10,000.00	6,004.66	3,995.34	10,000.00	2,581.18	7,418.82	8,000.00	(2,000.00)	Under budget last few years
01-110-53170	ADMIN Hungerford Hall / Office	1,000.00	1,070.77	(70.77)	1,000.00	727.58	272.42	1,000.00	693.24	306.76	1,000.00	-	
01-110-53190	ADMIN Elzevir Office	2,000.00	4,008.99	(2,008.99)	2,000.00	1,820.91	179.09	2,000.00	4,534.82	(2,534.82)	4,000.00	2,000.00	Averaging above budget for repairs in addition to other operating expenses, increased to accommodate
01-110-53200	ADMIN Misc Expense	2,000.00	(1,542.30)	3,542.30	2,000.00	1,523.55	476.45	2,000.00	570.17	1,429.83	1,000.00	(1,000.00)	
01-110-53202	ADMIN Training	5,800.00	8,474.04	(2,674.04)	8,300.00	4,496.82	3,803.18	5,500.00	8,266.15	(2,766.15)	5,500.00	-	last year included 4 AMCTO courses for the CAO towards the diploma in municipal administration as well as 1 AMCTO course for the Deputy Clerk and some elections training for the Clerk and Deputy Clerk in preparation for 2022. Although over budget in the prior year, the CAO is only taking 2 AMCTO courses this year and therefore, the budget should be more appropriate at this level again.
01-110-53203	ADMIN Festivities/Ceremonies	6,000.00	6,786.51	(786.51)	8,400.00	7,540.98	859.02	7,900.00	2,005.47	5,894.53	7,900.00	-	\$6,700 for Council/Staff/Volunteer Christmas party (\$6,000 dinner for 150 people, \$500 for music and \$200 for decorations) and \$1,200 for other ceremonies or festivities

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
01-110-53204	ADMIN Emergency Management	3,000.00	3,164.50	(164.50)	15,210.00	11,348.09	3,861.91	10,470.00	6,852.29	3,617.71	15,500.00	5,030.00	Includes costs of 4 remaining AEDs to be replaced as well as costs for testing of system not required in 2020 due to COVID. Also, requesting, at the suggestion of the Joint Health & Safety group, for an ergonomics assessment for the administration building this year and plan for ergonomics assessment for the other departments in future years - estimated at \$3,500
01-110-53205	ADMIN Computers & IT	11,000.00	9,764.32	1,235.68	11,000.00	15,281.59	(4,281.59)	14,184.00	12,998.04	1,185.96	14,500.00	316.00	2% increase for inflation potential (regular contract is \$1,161.20 per month = \$14,179.68, additional room provides for potential unknown needs)
01-110-53208	CENTRAL HASTINGS TRANSIT & HOSPICE	5,000.00	5,000.00	-	8,000.00	8,000.00	-	8,000.00	8,000.00	-	8,000.00	-	
01-110-53210	ADMIN Election Expense	2,000.00	1,500.96	499.04	1,500.96	1,500.96	-	1,501.00	1,717.59	(216.59)	20,000.00	18,499.00	Increased for 2022 election costs
01-110-53220	ADMIN Telephone	8,000.00	7,529.22	470.78	8,000.00	7,260.51	739.49	8,000.00	5,438.44	2,561.56	7,500.00	(500.00)	Consistently under budget
01-110-53230	ADMIN Publications and Memberships	6,000.00	5,707.90	292.10	6,000.00	5,958.21	41.79	6,000.00	5,943.31	56.69	6,150.00	150.00	Increase 2% for inflation
01-110-53240	ADMIN Office Supplies	14,000.00	15,529.61	(1,529.61)	14,000.00	14,984.82	(984.82)	14,000.00	16,717.85	(2,717.85)	15,500.00	1,500.00	Consistently above budget for a few years.
01-110-53250	ADMIN Equipment Rental	21,000.00	22,385.08	(1,385.08)	28,000.00	30,520.14	(2,520.14)	27,150.00	28,256.37	(1,106.37)	39,000.00	11,850.00	Increased to accommodate inserter annual fee, electronic document hosting, and Asyst Connect hosting
01-110-53255	ADMIN Advertising	6,000.00	7,774.94	(1,774.94)	6,500.00	5,982.64	517.36	6,500.00	5,111.77	1,388.23	6,000.00	(500.00)	
01-110-53260	ADMIN Postage	18,000.00	16,658.23	1,341.77	18,000.00	16,391.21	1,608.79	18,000.00	16,963.44	1,036.56	17,000.00	(1,000.00)	Consistently under budget and a portion of these costs relating to rezoning and minor variance application files will be separated out to the other departments
01-110-53270	ADMIN Insurance	54,303.00	58,483.56	(4,180.56)	95,007.00	94,134.08	872.92	96,275.00	120,596.75	(24,321.75)	186,925.00	90,650.00	55% increase based on significant increasing trends over last few years
01-110-53280	ADMIN Legal and Professional Fees	30,000.00	15,394.90	14,605.10	30,000.00	21,768.34	8,231.66	25,000.00	15,744.62	9,255.38	22,500.00	(2,500.00)	Consistently under budget
01-110-53287	Modernization expenses	-	-	-	50,000.00	21,994.20	28,005.80	100,000.00	28,201.41	71,798.59	45,000.00	(55,000.00)	One time projects in last two years. This year holds the project applied for under modernization intake 3 (funded 75%)
01-110-53290	ADMIN Bank Charges	3,800.00	5,853.00	(2,053.00)	5,500.00	6,146.52	(646.52)	5,500.00	6,209.37	(709.37)	7,000.00	1,500.00	Consistently above budget in prior years due to budget not being adjusted for additional debit machines
01-110-53310	ADMIN Taxes Written Off	15,000.00	77,981.71	(62,981.71)	15,000.00	27,176.94	(12,176.94)	15,000.00	11,637.53	3,362.47	15,000.00	-	
01-110-53320	ADMIN Tax Sale Expense	35,000.00	3,827.43	31,172.57	35,000.00	35,669.65	(669.65)	35,000.00	34,994.15	5.85	81,000.00	46,000.00	Based on expected total files through each stage of tax sale process
01-110-53325	Surplus Property Expenses	-	-	-	-	-	-	-	15,155.22	(15,155.22)	15,200.00	15,200.00	Expected costs for additional 8 properties for sale, recovered from sale per Surplus Property Policy costing about \$1,900 per property
01-110-53330	ADMIN Audit	25,000.00	35,780.20	(10,780.20)	25,500.00	27,475.20	(1,975.20)	26,000.00	1,528.40	24,471.60	26,500.00	500.00	2% increase for inflation potential
01-110-53340	ADMIN Trail - Municipal Expense	600.00	540.36	59.64	600.00	569.61	30.39	600.00	356.16	243.84	600.00	-	
01-110-53342	ADMIN Grants for Events	12,000.00	12,000.00	-	-	-	-	-	-	-	-	-	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
01-110-53345	ADMIN Plowing Match	750.00	415.31	334.69	750.00	-	750.00	750.00	-	750.00	950.00	200.00	\$250 for mileage, \$200 for corn give away, and \$500 for promotional items
01-110-53347	ADMIN Volunteer Appreciation	4,300.00	3,543.26	756.74	5,500.00	4,586.87	913.13	5,500.00	5,215.06	284.94	5,600.00	100.00	\$4,500 for meal for 300 people, \$200 for dessert, \$350 for awards, \$250 for music, \$100 for beverages, \$150 for décor, and \$50 for miscellaneous
01-110-53350	ADMIN Transfer to Reserves	-	1,372,474.07	(1,372,474.07)	3,400.00	377,871.17	(374,471.17)	123,600.00	276,173.71	(152,573.71)	356,550.00	232,950.00	Based on long term capital budget for 5 years at 50% plus net proceeds on sale of surplus lands
01-110-57010	COVID Salaries - Administration	-	-	-	-	6,604.19	(6,604.19)	-	15,662.46	(15,662.46)	-	-	No longer budgeting for pandemic impacts
01-110-57020	COVID Benefits - Administration	-	-	-	-	1,964.76	(1,964.76)	-	5,248.50	(5,248.50)	-	-	No longer budgeting for pandemic impacts
01-110-57030	COVID Supplies and other costs - Administration	-	-	-	-	17,071.69	(17,071.69)	1,950.00	1,324.75	625.25	-	(1,950.00)	No longer budgeting for pandemic impacts
		933,443.00	2,327,448.70	(1,394,005.70)	1,055,627.96	1,414,309.75	(358,681.79)	1,233,305.00	1,198,478.24	34,826.76	1,639,946.00	406,641.00	
Capital Funding	01-105-40128 GRANT One-Time Provincial Pymt	-	-	-	-	-	-	17,000.00	-	17,000.00	-	(17,000.00)	Prior year budgeted for potential accessibility funding for accessible washroom upgrades in Administration - uncertain if will be available
	01-110-40400 ADMIN Transfer From Reserves	-	46,638.71	(46,638.71)	22,340.41	11,443.66	10,896.75	61,050.00	39,779.44	21,270.56	82,628.30	21,578.30	Capital funded from reserves
		-	46,638.71	(46,638.71)	22,340.41	11,443.66	10,896.75	78,050.00	39,779.44	38,270.56	82,628.30	4,578.30	
Capital	01-110-58000 ADMIN Capital - Paint Admin Bldg	10,000.00	8,636.95	1,363.05	-	-	-	-	-	-	-	-	
	01-110-58010 ADMIN Hungerford Hall-New Awning	10,000.00	814.08	9,185.92	-	3,165.40	(3,165.40)	-	-	-	-	-	
	01-110-58012 Admin Bldg - Washroom Improvements	3,000.00	-	3,000.00	4,000.00	4,329.41	(329.41)	17,000.00	-	17,000.00	17,000.00	-	Prior year planned if funding available, was not available, plan to do this year from municipal building fund
	01-110-58013 ADMIN Thomasburg Hall - Propane Furnace	10,000.00	-	10,000.00	-	-	-	-	-	-	-	-	
	01-110-58014 ADMIN Computers & Software	5,000.00	1,285.15	3,714.85	-	-	-	5,000.00	2,777.77	2,222.23	9,880.00	4,880.00	Annual renewal of \$5,000, \$750 for annual renewal of printers and \$5,000 for renewal of Council iPads with election
	01-110-58024 ADMIN Building - Repair Roof	10,000.00	200.00	9,800.00	10,000.00	-	10,000.00	50,000.00	59,527.67	(9,527.67)	9,527.67	(40,472.33)	Unfunded project from 2021
	01-110-58025 Capital - Building repairs	-	-	-	1,000.00	709.65	290.35	37,500.00	12,094.10	25,405.90	45,000.00	7,500.00	Unfunded project from 2021
	01-110-58026 Capital - Office Furniture	-	-	-	1,016.00	938.93	77.07	2,000.00	600.36	1,399.64	1,800.00	(200.00)	Annual renewal of furniture needs
	01-110-58030 Capital - Dehumidifiers	-	-	-	474.00	504.17	(30.17)	-	-	-	-	-	
	01-110-58032 ADMIN Capital - Folder & Stuffer	-	-	-	-	-	-	13,550.00	10,370.36	3,179.64	-	(13,550.00)	One time purchase need
	01-110-58100 CAPITAL Non-Budget Items	-	44,906.59	(44,906.59)	20,000.00	19,898.68	101.32	10,000.00	9,840.23	159.77	-	(10,000.00)	
	01-110-58132 ADMIN Vehicles and Equipment	-	-	-	-	-	-	-	-	-	9,500.00	9,500.00	
	01-110-60000 AMORTIZATION Administration	-	35,319.21	(35,319.21)	-	31,267.42	(31,267.42)	-	-	-	-	-	
	01-110-60100 Gain/Loss on Disposal of Assets (new 2017)	-	62,835.80	(62,835.80)	-	10,592.81	(10,592.81)	-	-	-	-	-	
	01-110-60200 Change in Unfunded Capital	-	-	-	-	-	-	-	(9,527.67)	9,527.67	-	-	
	01-110-60300 Change in TCA Equity	-	-	-	-	2,398,865.24	(2,398,865.24)	-	-	-	-	-	
		48,000.00	153,997.78	(105,997.78)	36,490.00	2,470,271.71	(2,433,781.71)	135,050.00	85,682.82	49,367.18	92,707.67	(42,342.33)	
Total Administration (Dept 110)		(710,743.00)	(1,951,531.44)	1,240,788.44	(498,484.94)	(3,117,965.33)	2,619,480.39	(369,655.00)	(240,176.88)	(129,478.12)	(425,575.37)	(55,920.37)	

Potential Surplus Properties

Roll Number	Address	Owner Name	Type	Tax Class	Site Access	Phase. CVA	Site Area	
123113201005650	CON 3 PT LOT 2	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	34,000	3.040	RR+EP
123132801502817	CON 6 PT LOT 11 PLAN HSR157 LOT 18 INCLUDING RIGHT OF WAY	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	65,000	0.980	LSR w floodplain
123132801502900	CON 6 PT LOT 12 PLAN HSR200 LOT 1 RIGHT OF WAY - LOT 10	TWEED MUNICIPALITY	Residential Land	E	R - Right-of-Way Access	18,500	0.930	LSR w floodplain
123132801502901	REG COMP PLAN 2327 LOT 52 CON 6 PT LOT 12	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	17,900	0.860	LSR w floodplain
123132801502902	CON 6 PT LOT 12 PLAN HSR200 LOT 3 RIGHT OF WAY - LOT 10	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	63,000	0.830	LSR w floodplain
123132802016935	CON 11 PT LOTS 10 & 11 RP 21R2746 PARTS 1 TO 3	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	43,500	2.020	RR w floodplain
123132802502420	CON 1 PT LOT 32	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	84,000	2.750	ES - EW, RR+EP
123132802505400	MONEYMORE RD	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	66,000	2.000	ES-EW, EP, RR
123132803522500	CON 11 PT LOT 32	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	27,000	3.000	RR

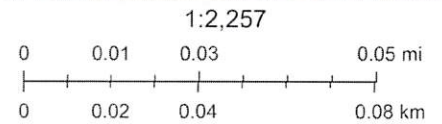
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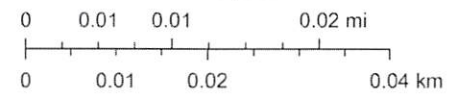


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Civic Addresses

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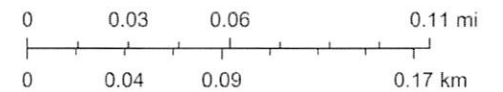


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Civic Addresses

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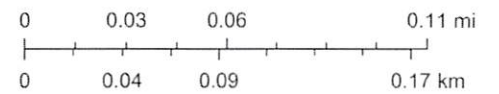


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Civic Addresses

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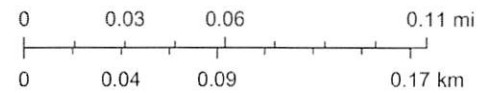


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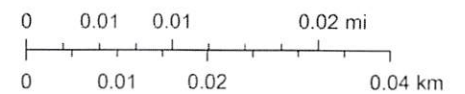


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Civic Addresses

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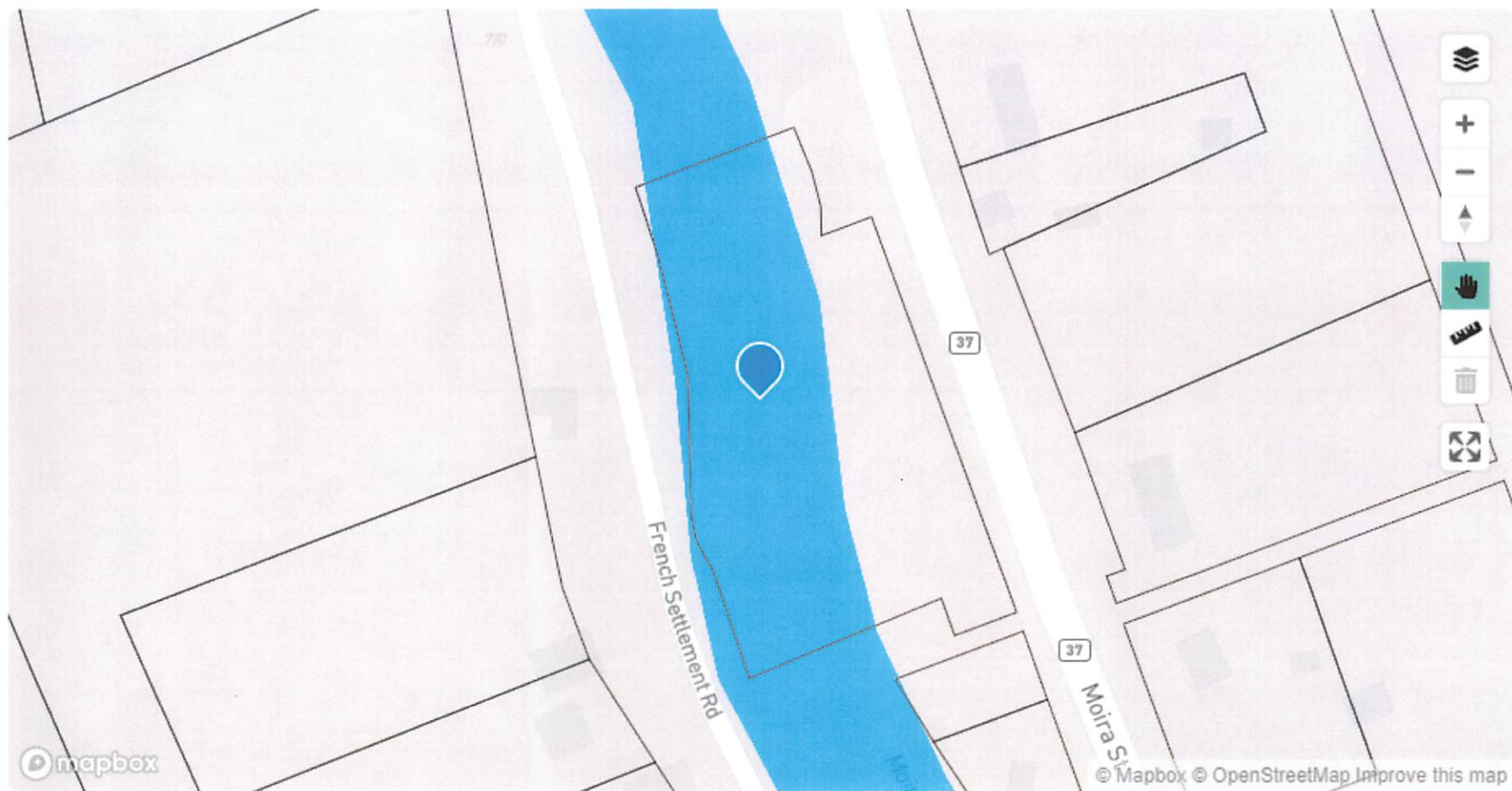


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Property Summary



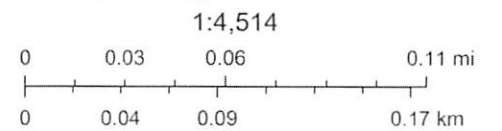
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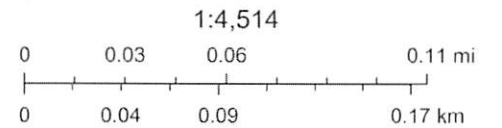
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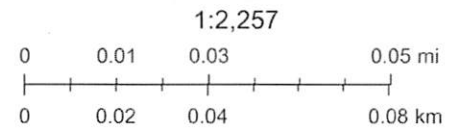
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Potential Surplus Properties

Roll Number	Address	Owner Name	Type	Tax Class	Site Access	Phase. CVA	Site Area	
123113201007322	CON 4 PT LOT 1 PLAN HSR-243 PART 22 SKOOTAMATTA RIVER	TWEED MUNICIPALITY	Residential Land	E	S - Summer or Seasonal Access Only	7,900	0.300	LSR w/ flood plan
123113201011801	BRIDGEWATER PLAN LOT 39 ACTINOLITE	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	7,700	0.230	RI w/ flood plan
123113201013000	CON 4 PT LOTS 70 TO 72 STORE ST ACTIONITE	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	26,000	0.340	RI
123113201504350	PLAN 18 LOTS 4-6	TWEED MUNICIPALITY	Residential Land	E	N - No Access	36,000	0.900	RI
123113201522325	ELZEVIR CON 4 PT LOT 24 RP 21R23045 PART 4	TWEED MUNICIPALITY	Residential Land	E	N - No Access	26,000	0.060	RU
123132801502904	CON 6 PT LOT 12 PLAN HSR200 LOT 5 RIGHT OF WAY - LOT 10	TWEED MUNICIPALITY	Residential Land	E	R - Right-of-Way Access	19,300	0.760	LSR w/ flood plan
123132801502908	CON 6 PT LOT 12 PLAN HSR200 LOT 9 RIGHT OF WAY - LOT 10	TWEED MUNICIPALITY	Residential Land	E	R - Right-of-Way Access	19,000	0.710	LSR w/ flood plan
123132801504100	CON 6 PT LOT 12 RP 21R12061 PART 1	TWEED MUNICIPALITY	Residential Land	E	N - No Access	51,000	0.120	LSR w/ flood plan w/ north MRR
123132802014700	CON 11 PT LOT 4	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	43,500	0.500	RR
123132802509360	PLAN 154 LOT 16 SOUTH JAMES ST	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.200	RI + EP
123132802510301	PLAN 154 LOT 16 NORTH CONCESSION ROAD	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.200	RI + EP
123132802522600	CON 5 PT LOT 31	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	31,500	0.500	RR + north MRR
123132803522750	CON 12 PT LOT 18 RP 21R16038 PARTS 2,3 & 4	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	26,000	0.690	RR
123132803525100	1675 SULPHIDE RD	TWEED MUNICIPALITY	Single family detached	E	Y - Year Round Road Access	49,500	0.060	RR
123132803525860	PLAN 341 LOT 11	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.200	RI
123132803525870	PLAN 341 LOT 12	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.200	RI
123132803525880	PLAN 341 LOT 13	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.200	RI
123132803525890	PLAN 341 LOT 14	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	31,500	0.200	RI
123132804001700	CON 4 PT LOT 31	TWEED MUNICIPALITY	Residential Land	E	Y - Year Round Road Access	25,500	0.100	RR + EP

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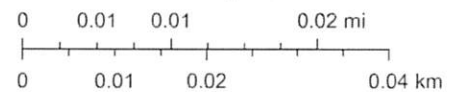


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Civic Addresses

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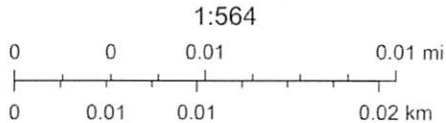
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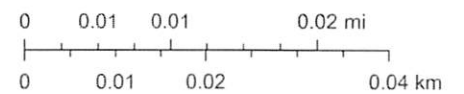


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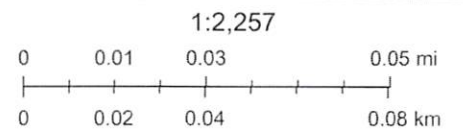
132-015-04350



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Civic Addresses



Hastings County, Province of Ontario, Ontario MNR, Esri Canada, Esri,



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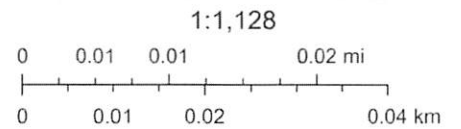
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328-015-02904



10/18/2021, 11:35:28 AM

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328-015-02908

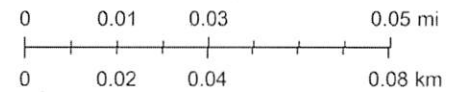


10/18/2021, 11:38:42 AM

Roll Number _Query result_2 Property Information

Civic Addresses

1:2,257



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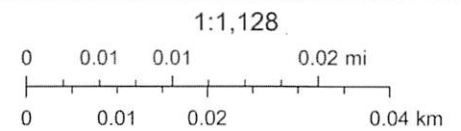
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Civic Addresses



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328-020-14700

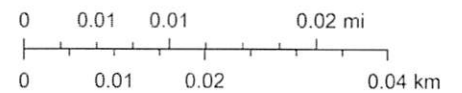


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1:1,128



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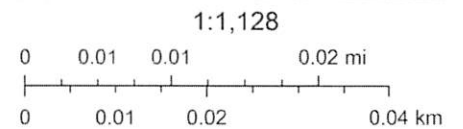
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10/18/2021, 11:47:39 AM

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Civic Addresses



County of Frontenac, Hastings County, Province of Ontario, Ontario MNR,

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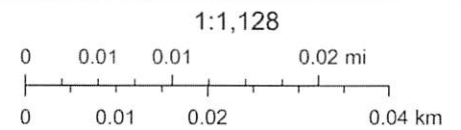
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Roll Number _Query result_2 Property Information

Civic Addresses



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328-025-22600

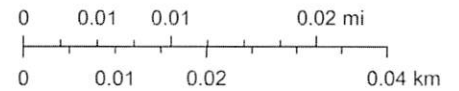


10/18/2021, 11:51:22 AM

Roll Number _Query result_2 Property Information

Civic Addresses

1:1,128



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328-035-22750

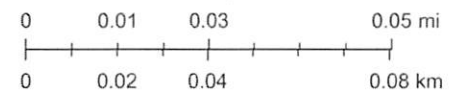


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 Roll Number _Query result_2

 Property Information

1:2,257



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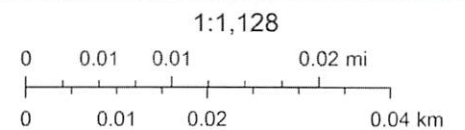
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Civic Addresses



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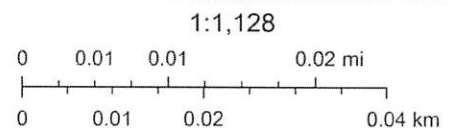
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Roll Number _Query result_2 Property Information

Civic Addresses



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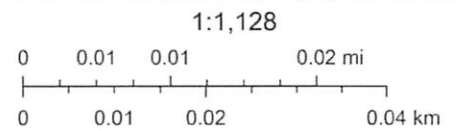
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Roll Number _Query result_2 Property Information

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328-035-25880

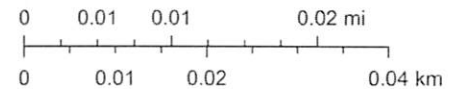


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Roll Number _Query result_2 Property Information

Civic Addresses

1:1,128



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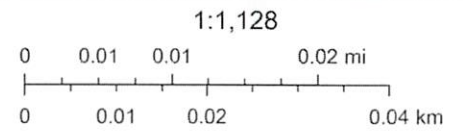
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Civic Addresses



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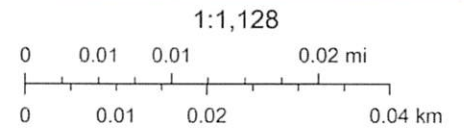
328-040-01700



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 Roll Number _Query result_2  Property Information

Civic Addresses



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Tax Sale Revenues and Expenses

Files	Cost	Tax rate	Factor	Total	Description
25.00	200.00	1.0000	1.00	5,000.00	Administration fee
25.00	400.00	1.0176	1.00	10,176.00	Realtax fee
25.00	50.00	1.0176	1.50	1,908.00	Farm Debt notices
75.00	475.00	1.0176	1.00	36,252.00	Registration part 1
25.00	45.00	1.0176	1.75	2,003.40	Parcel registers
25.00	25.00	1.0176	2.50	1,590.00	Execution searches
25.00	250.00	1.0176	1.00	6,360.00	Registration part 2
75.00	25.00	1.0176	5.00	9,540.00	First notices
10.00	250.00	1.0176	1.00	2,544.00	Registration part 3
30.00	25.00	1.0176	5.00	3,816.00	Final notices
3.00	1,100.00	1.0176	1.00	3,358.08	Tax Sale
3.00	25.00	1.0176	2.50	190.80	Execution searches
9.00	25.00	1.0176	1.00	228.96	Form 5
3.00	550.00	1.0176	1.00	1,679.04	Advertising RealTax
3.00	435.00	1.0000	1.00	1,305.00	Advertising Local Papers and Gazette
3.00	300.00	1.0000	1.00	900.00	Administration fee addition

86,851.28	Revenue
80,951.28	Expense



Municipal Modernization Program Intake 3 – Implementation Stream

Expand Validate

Instructions	A - Organization Information	B - Organization Address Information
C - Application Contact Information	D - Implementation Project Checklist	E - Implementation Project Description
F - Implementation Project Evidence	G - Estimated Cost	H - Anticipated Timeline
M - Declaration and Signing		

Instructions

Please Note: this Expression of Interest form is for the IMPLEMENTATION PROJECT STREAM only. If you wish to apply for a Third-Party Review, please apply under the "Municipal Modernization Program Intake 3 – Third-Party Review Stream".

To apply to the Municipal Modernization Program – IMPLEMENTATION PROJECT STREAM:

- 1.) Complete all required fields of this Expression of Interest including:
 - a. A brief description of the project that clearly outlines the project purpose, objectives, and implementation activities.
 - b. Estimated cost savings and efficiencies supported by evidence. Projects with good evidence to support that savings and efficiencies will be realized are more likely to be approved.
- 2.) Provide a workplan with milestones and dates (**required**: a work plan template is available for download on TPON).
- 3.) Confirm your commitment to providing a final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion.
- 4.) Confirm your commitment to reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes.
- 5.) Ensure that the completed Expression of Interest has been attested to by the appropriate municipal staff.
- 6.) Attach any relevant supporting documents, e.g. third party or staff report to support estimated annual savings or efficiencies, procurement documents, project charters, etc).
- 7.) Submit this Expression of Interest and any additional supporting materials through Transfer Payment Ontario by **October 19, 2021**.

A - Organization Information

This section is not editable and displays information from your Transfer Payment Ontario (TPON) registration. The TPON system is a one-window self-serve registration system for submitting and updating organization profile information. All organizations receiving transfer payments from the Government of Ontario must register in the TPON system. If changes are required in Section A of your application, please make them in the TPON system. Once your information is revised, all future downloaded forms will include the updated information

Organization Name: Municipality of Tweed	Organization Legal Name: THE CORPORATION OF THE MUNICIPALITY OF TWEED
Website URL: www.tweed.ca	CRA Business Number 873290761

B - Organization Address Information

This section is not editable and displays information from your Transfer Payment Ontario (TPON) registration. The TPON system is a one-window self-serve registration system for submitting and updating organization profile information. All organizations receiving transfer payments from the Government of Ontario must register in the TPON system. If changes are required in Section B of your application, please make them in the TPON system. Once your information is revised, all future downloaded forms will include the updated information.

Business Address

Unit Number:	Street Address 1: 255 Metcalf Street/Rue
Street Address 2:	City/Town: Tweed

Province: ON	Postal Code: K0K3J0
Country: Canada	

Mailing Address

Unit Number:	Street Address 1 255 Metcalf Street
Street Address 2 Postal Bag 729	City/ Town Tweed
Province ON	Postal Code K0K3J0
Country Canada	

C - Application Contact Information

Please provide contacts for this application, including whether or not they have signing authority. Contacts with the Applicant role will receive email notifications regarding case submission, reports due, and payments. Contacts with the Payee role will receive notifications regarding payments.

Contacts with signing authority will be prompted to digitally sign this form in Section Z.

		Add	Remove
Salutation: * Mrs.	First Name: * Gloria	Last Name: * Raybone	
Primary: <input checked="" type="checkbox"/>	Role: * Applicant	Email Address: * cao-treasurer@tweed.ca	
Title: CAO/Treasurer	Department: Corporate Services/Finance	Phone Number (Work): * (613) 478-2535	
Phone Number (Mobile): (613) 848-8873	Fax Number: (613) 478-6457	Signing Authority <input checked="" type="checkbox"/>	

D - Implementation Project Checklist

Have you attached required supporting documentation that demonstrates evidence of savings your municipality anticipates will be realized through the project? (for example, a third-party report undertaken through intake 1 or 2 of the Municipal Modernization Program, a third-party report undertaken outside of the program or another evidence-based review with a goal of finding efficiencies). **NOTE: THIS IS A PROGRAM ELIGIBILITY REQUIREMENT. ***

Yes

I confirm that the municipality has fully spent or allocated its one-time March 2019 municipal modernization funding. *

Have you included a work plan to support the implementation project? (If yes, please attach a copy to this Expression of Interest form)

Note: this IS a program eligibility requirement. *

Yes

We will commit to providing a final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion. **Note: this IS a program eligibility requirement. ***

Yes

Will commit to reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes. **Note: this IS a program eligibility requirement. ***

Yes

Have you included a resolution of council demonstrating support for the implementation project? (If yes, please attach a copy to this Expression of Interest form)

Note: this IS NOT a program eligibility requirement. *

Yes

Is this a joint project with other municipalities? (If yes, please list the other participating municipalities below) Note: This IS NOT a program eligibility requirement. *

No

Names of other participating municipalities (if applicable):

E - Implementation Project Description

1.) Provide a concise title for your implementation project. Include the name of your municipality in your project title. For example: Town of Example Fire Service Modernization. (200 Character Limit) *

Municipality of Tweed On-line Payment and Fillable Form Project

2a.) Provide a brief rationale as to why this project is being pursued. (1500 Character Limit) *

Currently, all forms are downloaded, filled out manually and then brought in or mailed to the office along with payment. This increases the time and process for residents obtaining services. Several times a month we are asked if payments can be done on-line or by credit card. We implemented e-transfer in 2021 which is helping but does not appear to be sufficient and the public is still asking for on-line or credit card payments. Currently about 30% of receipts are cash and cheque which take longer for staff to process than electronic payments. Providing on-line payments and fillable forms will improve service to residents and create administrative efficiencies.

2b.) How will cost savings will be achieved? (1500 Character Limit) *

Cost savings will be achieved through reduced administrative staff time to process cash and cheque deposits by converting them into on-line payments as well as reducing time matching payments to forms. There may also be some cost savings with on-line fillable forms as these forms can be submitted directly to the correct reviewers and staff without needing to go through administrative staff as well.

3.) Provide a brief description of your proposed project. Include activities that will need to be done to achieve project outcomes and objectives. (1500 Character Limit) *

Project will include working with a company to integrate our current forms on our website into fillable forms that are submitted on-line. This submission will then proceed directly to the correct departmental staff. The project will also include working with a company to integrate into this process on-line payments. Once system set up and working, will then need to complete advertising and promotion of the new payment option in order for residents to be aware.

4.) Provide a summary of expected impacts your proposed implementation project will have that are: (1500 Character Limit)

a) internal facing. *

Administrative staff time will be reduced with not needing to handle as much cash or cheques and fewer applications.

Departments will obtain applications and submissions faster with on-line submissions.

Funds collected at lower risk of loss, theft, or fraud.

b) community/external facing. *

Shortened application processing.

Ease of payment by offering more options, especially for those who are not local to the municipal office.

Provide services already being requested by residents.

Provide alternative methods of submission of documents and payments in a no-contact fashion due to COVID (more requesting this).

5.) Which of the following categories does the proposed project fall under? (select all that apply)

Form with checkboxes for Digital Modernization, Service Integration, Streamlined Development Approvals, Shared services/alternative delivery models, and Other.

If Other, please specify

F - Implementation Project Evidence

6) What sources or studies have been used to support and validate your implementation project. Select the best response below and provide a

Form with checkboxes for Staff report, Third-party review, Study, and Have already started implementing some of the recommendations.

(specify which) *
Internal staff assessment report

Provide study name: *
Efficiency Savings Report - Online Payments - prepared by CAO/Treasurer

Brief description of the selected above: (1500 Character Limit) *
The report reviewed the last two years of payment allocations between types currently offered to residents (cash/cheque, debit, telephone banking (for tax and water/sewer only) and e-transfers) and determined that about 30% of funds received are received as cash and cheques. Interviewed staff and identified processes for each type of receipt and determined the normal processing time. CAO/Treasurer then calculated a full year cost to process each type of receipt. This was then compared against the proposed online option and assumed process with out similar to telephone banking but time requirements similar to debits. Set targets of 50% of cash and cheques to be converted to online website payments within 3 years and what the ending target allocation of cash/cheques to overall receipts should be (16.38%).

Have any of the sources or studies selected above been reported to or approved by your council? *
No

7.) Summarize the expected cost-savings and efficiencies resulting from this proposed project:

a) Estimated annual savings: * \$0.00	b) Estimated annual efficiencies: * \$3,142.16
--	---

Explain how estimated annual savings and annual efficiencies were calculated. (include page reference to supporting document if applicable): (2000 Character Limit) *
The report reviewed the last two years of payment allocations between types currently offered to residents (cash/cheque, debit, telephone banking (for tax and water/sewer only) and e-transfers) and determined that about 30% of funds received are received as cash and cheques. Interviewed staff and identified processes for each type of receipt and determined the normal processing time. CAO/Treasurer then calculated a full year cost to process each type of receipt. This was then compared against the proposed online option and assumed process with out similar to telephone banking but time requirements similar to debits. Set targets of 50% of cash and cheques to be converted to online website payments within 3 years and what the ending target allocation of cash/cheques to overall receipts should be (16.38%). Detailed calculation and report attached with application.

8.) Provide a summary of how you spent the one-time unconditional municipal modernization funding that was given to your municipality in March 2019 . (1500 Character Limit) *
Purchased one time equipment to replace ongoing contract costs (grader packers, boom mower, etc.); switched from oil to propane furnaces at several buildings; converted public works garage lights to LED; hired contractor to arrange new contract for phone costs at a savings (pay 50% of the savings over 2 years); entered into joint service for by-law enforcement officer; upgraded phone system to a VOIP system; upgraded IT software (updated council minutes/meeting software; digital document management software, etc.); purchase of a folder/stuffer machine to reduce manual envelope stuffing by staff; constructed coverall building over winter sand/salt to reduce loss to weather; communications repeater tower for fire department to improve radio signals throughout whole municipality

G - Estimated Cost

Please provide a dollar range estimate (excluding HST) for the project you are proposing. If you have already obtained a quote, put that value in both the low- and high- end estimate fields below.

			Remove
Item Name *	Min Cost *	Max Cost *	
Online fillable form consultant/software	\$10,000.00	\$25,000.00	
			Remove
Item Name *	Min Cost *	Max Cost *	
Online payment system/software	\$5,000.00	\$15,000.00	
			Add
			Remove
Item Name *	Min Cost *	Max Cost *	
Promotion of new payment option	\$500.00	\$5,000.00	

H - Anticipated Timeline

What is the anticipated length of the implementation project? (in months) *
12 months (when including promotion of new payment options)

What is the anticipated start-date of the implementation project? *

01/03/2022

Will the anticipated end-date of the implementation project be achieved by February 28, 2023? *

Yes

If Yes, please provide estimated completion date.

12/31/2022

NOTE that projects must be completed by February 28, 2023. Project costs incurred after this date will not be eligible for provincial funding.

M - Declaration and Signing

Applicants are expected to comply with the Ontario Human Rights Code (the "Code") and all other applicable laws (<http://www.ohrc.on.ca/en/ontario-human-rights-code>). Failure to comply with the letter and spirit of the Code will render the applicant ineligible for a grant and, in the event a grant is made, liable to repay the grant in its entirety at the request of the Ministry. Applicants should be aware that Government of Ontario institutions are bound by the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.31 (<https://www.ontario.ca/laws/statute/90f31>), as amended from time to time, and that any information provided to them in connection with this application may be subject to disclosure in accordance with that Act. Applicants are advised that the names and addresses of organizations receiving grants, the amount of the grant awards, and the purpose for which grants are awarded is information made available to the public.

Declaration

The Applicant hereby certifies as follows:

- (a) the information provided in this application is true, correct and complete in every respect;
- (b) the Applicant understands any funding commitment will be provided by way of an approval letter signed by the responsible Minister and will be subject to any conditions included in such a letter. Conditions of funding may include the requirement for a funding agreement obligating the funding recipient to report on how the funding was spent and other accountability requirements;
- (c) the Applicant has read and understands the information contained in the Application Form;
- (d) the Applicant is aware that the information contained herein can be used for the assessment of grant eligibility and for statistical reporting;
- (e) the applicant understands that it is expected to comply with the Ontario Human Rights Code and all other applicable laws;
- (f) the Applicant understands that the information contained in this application or submitted to the Ministry in connection with the grant is subject to disclosure under the Freedom of Information and Protection of Privacy Act;
- (g) the Applicant is not in default of the terms and conditions of any grant, loan or transfer payment agreement with any ministry or agency of the Government of Ontario;
- (h) I am an authorized signing officer for the Applicant.

Applicant

Mrs. Gloria Raybone
 CAO/Treasurer
 (w): (613) 478-2535
 (c): (613) 848-8873
 Email: cao-treasurer@tweed.ca

Sign Document

By clicking the "I Agree" button, I Agree with the Declaration and Statement Above

I Agree

I Disagree

Signature Gloria Raybone

Date/Time 19/10/2021 12:03:47

Please validate your application by clicking the Validate button before submitting the form back to Transfer Payment Ontario.

**Municipality of Tweed
Operating Budget - 2022**

	Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-315-40000	FCM Grant for MAMP Studies	50,000.00	50,000.00	-	-	-	-	50,000.00	15,180.56	34,819.44	41,850.00	(8,150.00)	One time grant for first 18 buildings into AMP
	01-315-40400	Transfer From Reserves	-	-	-	-	34,282.94	(34,282.94)	-	-	-	-	-	
			50,000.00	50,000.00	-	-	34,282.94	(34,282.94)	50,000.00	15,180.56	34,819.44	41,850.00	(8,150.00)	
Expenses	01-315-50000	MAMP Studies-Road, Water, Wastewater	50,000.00	58,725.70	(8,725.70)	-	34,282.94	(34,282.94)	62,500.00	30,016.66	32,483.34	52,300.00	(10,200.00)	Completed stormwater plan in 2021 and started 18 of the 38 buildings, 20 to complete in 2022
			50,000.00	58,725.70	(8,725.70)	-	34,282.94	(34,282.94)	62,500.00	30,016.66	32,483.34	52,300.00	(10,200.00)	
Total Asset Management Plan (Dept 315)			-	(8,725.70)	8,725.70	-	-	-	(12,500.00)	(14,836.10)	2,336.10	(10,450.00)	2,050.00	

Municipality of Tweed Performance Measures

Performance Measures - Dental (900)

	2019	2020	2021	2022
	Actual	Actual	Actual to Nov 19th	Budget
Total health and dental costs	47,574.29	41,364.48	32,459.50	94,500.00
Total staff with dental benefits	33	38	38	35
Total cost per eligible staff	1,441.65	1,088.54	854.20	2,700.00
Total revenues	48,561.45	43,213.57	30,949.70	87,500.00
Revenue per eligible staff	1,471.56	1,137.20	814.47	2,500.00
Net operating tax impact per staff	- 29.91	- 48.66	39.73	200.00

Note that the net cost is the PST owing on these benefits provided that are paid directly to CRA. The costs shown above are total claims paid during the year.

**Municipality of Tweed
Operating Budget - 2022**

	Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-900-40222	HEALTH & WELFARE (Dental) Revenues	-	48,561.45	(48,561.45)	-	43,213.57	(43,213.57)	-	30,949.70	(30,949.70)	87,500.00	87,500.00	Net between these in essence becomes the PST owing on the dental claims. Not previously budgeted.
			-	48,561.45	(48,561.45)	-	43,213.57	(43,213.57)	-	30,949.70	(30,949.70)	87,500.00	87,500.00	
Expenses	01-900-53200	HEALTH & WELFARE (Dental) - Expenses	-	47,574.29	(47,574.29)	-	41,364.48	(41,364.48)	-	32,459.50	(32,459.50)	94,500.00	94,500.00	Net between these in essence becomes the PST owing on the dental claims. Not previously budgeted.
			-	47,574.29	(47,574.29)	-	41,364.48	(41,364.48)	-	32,459.50	(32,459.50)	94,500.00	94,500.00	
Total Health and Dental (Dept 900)			-	47,574.29	(47,574.29)	-	41,364.48	(41,364.48)	-	32,459.50	(32,459.50)	94,500.00	94,500.00	
			-	987.16	(987.16)	-	1,849.09	(1,849.09)	-	(1,509.80)	1,509.80	(7,000.00)	(7,000.00)	

Municipality of Tweed Performance Measures

Performance Measures - Fire (210 & 215)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total fire expenses	419,655.85	453,513.49	260,095.17	542,500.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Cost per property	88.31	95.12	54.39	113.42
Remove one-time items described below	-	-	25.72	-
Normalized cost per property	88.31	95.12	80.11	113.42
Total revenues	69,352.23	21,764.96	41,419.79	43,000.00
Revenue per property	14.59	4.56	8.66	8.99
Net operating tax impact per property	73.72	90.55	71.45	104.43

Note that the expenses are operating only.

In 2021, the Municipality has still not yet paid out any of the expected costs to volunteer firefighters for the credits earned from training and attending calls. Budget about \$90,000 or \$18.82 per property.

In 2021, the Municipality has not yet paid out all of their share of the joint fire service agreement and owes approximately \$33,000 more, or \$6.90 per property.

Municipality of Tweed
Operating Budget - 2022

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021 Budget	Explanation of Change
01-210-40127	Other Grants	-	-	-	-	-	-	-	6,000.00	(6,000.00)	-	-	
01-210-40157	Fire - Donations	-	-	-	-	-	-	-	13,363.00	(13,363.00)	-	-	
01-210-40400	Transfer From Reserves	-	-	-	-	1,780.00	(1,780.00)	-	-	-	18,000.00	18,000.00	Unused training budget from 2021 carried forward
01-210-40410	FIRE Revenues	25,000.00	69,352.23	(44,352.23)	25,000.00	19,984.96	5,015.04	25,000.00	22,056.79	2,943.21	25,000.00	25,000.00	
01-210-40600	FIRE COVID Funding	25,000.00	69,352.23	(44,352.23)	25,000.00	21,764.96	3,235.04	29,000.00	41,419.79	(12,419.79)	43,000.00	(4,000.00)	
01-210-52000	FIRE Salaries and Wages	-	(1,043.00)	1,043.00	-	-	-	-	-	-	-	-	
01-210-52015	FIRE Wages - Firefighters	45,000.00	70,876.29	(25,876.29)	87,500.00	77,178.82	10,321.18	90,000.00	-	90,000.00	100,000.00	10,000.00	Extra training 8 new fire fighters
01-210-52016	FIRE Wages - Fire Training	30,000.00	9,178.42	20,821.58	-	-	-	-	-	-	-	-	
01-210-52017	FIRE Wages - Fire Standby	2,500.00	-	2,500.00	-	-	-	-	-	-	-	-	
01-210-52120	FIRE Wages - Fire Standby	1,598.14	1,598.14	-	1,600.00	1,600.00	-	1,600.00	1,557.57	42.43	1,800.00	200.00	
01-210-52140	FIRE Employer Health Tax	4,124.44	4,124.44	-	5,000.00	3,763.64	1,236.36	5,000.00	3,506.22	1,493.78	5,000.00	500.00	
01-210-52150	FIRE Group Insurance	3,000.00	3,777.46	(777.46)	4,000.00	3,679.49	320.51	4,500.00	2,798.13	1,701.87	5,000.00	500.00	
01-210-52185	FIRE Accident and Sickness	6,500.00	4,072.33	2,427.67	6,500.00	6,609.60	(109.60)	6,800.00	6,323.37	476.63	6,800.00	-	
01-210-52210	FIRE Clothing Allowance	5,000.00	5,228.82	(228.82)	5,000.00	4,154.95	845.05	5,000.00	2,649.02	2,350.98	5,000.00	5,000.00	Trucks getting older - increased maintenance costs
01-210-52416	FIRE Unit 1 - Pumper R&M	4,000.00	1,763.32	2,236.68	4,000.00	5,200.40	(1,200.40)	4,000.00	11,148.52	(7,148.52)	5,000.00	1,000.00	
01-210-52417	FIRE Unit 2 - Tanker R&M	3,000.00	2,176.51	823.49	3,000.00	1,645.24	1,354.76	3,000.00	503.69	2,496.31	5,000.00	2,000.00	
01-210-52418	FIRE Unit 3 - Van R&M	3,000.00	2,981.98	18.02	3,000.00	1,622.02	1,377.98	3,000.00	2,469.01	530.99	5,000.00	2,000.00	
01-210-52419	FIRE Unit 4 - Tanker R&M	3,000.00	1,664.85	1,335.15	3,500.00	2,178.40	1,321.60	3,500.00	1,914.92	1,585.08	4,000.00	500.00	
01-210-52420	FIRE Unit 5 - 1/2 Ton R&M	2,000.00	1,879.81	120.19	2,500.00	1,492.12	1,007.88	2,500.00	1,706.87	793.13	2,500.00	-	Due for replacement
01-210-52421	FIRE Inspection Test/R&M	12,000.00	10,167.12	1,832.88	12,000.00	10,578.68	1,421.32	12,000.00	11,630.46	169.54	14,500.00	2,500.00	Increase in testing
01-210-52510	FIRE Hydro/Water Sewer	4,000.00	3,887.18	112.82	3,500.00	3,780.92	(280.92)	3,500.00	2,762.60	737.40	3,800.00	300.00	
01-210-52515	FIRE Firehall Fuel	3,500.00	2,987.13	512.87	3,500.00	3,233.84	266.16	3,500.00	1,725.55	1,774.45	4,000.00	500.00	
01-210-52525	FIRE Training	15,000.00	15,214.61	(214.61)	20,000.00	10,699.99	9,300.01	20,000.00	1,501.25	18,498.75	38,000.00	18,000.00	\$18,000 to be funded from the unused training budget of 2021. Unable to send for training in 2021
01-210-52535	FIRE Communications	7,500.00	4,472.22	3,027.78	7,500.00	4,855.08	2,644.92	7,500.00	5,661.81	1,838.19	7,500.00	-	
01-210-52540	FIRE Dispatch	12,600.00	11,785.80	814.20	12,600.00	12,390.20	209.80	15,800.00	17,527.60	(1,727.60)	21,900.00	6,100.00	Increase due to NG 911 fee
01-210-52545	FIRE Vehicle Gas	6,500.00	3,080.71	3,419.29	6,500.00	2,350.21	4,149.79	6,500.00	3,981.47	2,518.53	6,500.00	-	New door locks push button and new door bays
01-210-52555	FIRE Building R&M	4,000.00	6,139.69	(2,139.69)	4,000.00	3,075.75	924.25	4,000.00	292.03	3,707.97	5,000.00	1,000.00	
01-210-52565	FIRE Prevention	3,000.00	2,104.31	895.69	3,000.00	1,490.39	1,509.61	3,000.00	2,082.49	917.51	3,000.00	-	
01-210-52566	FIRE Misc/Automatic Aid	5,500.00	5,166.02	333.98	5,000.00	2,233.47	3,266.53	6,000.00	2,247.00	3,753.00	6,000.00	-	
01-210-52700	FIRE Supplies	14,000.00	8,327.69	5,672.31	14,286.00	12,059.59	2,226.41	14,000.00	4,714.75	9,285.25	15,000.00	1,000.00	Increased costs of equipment
01-210-52705	FIRE Medical Supplies	3,000.00	2,001.95	998.05	3,000.00	1,363.42	1,636.58	3,000.00	1,299.62	1,700.38	4,000.00	1,000.00	Increased costs of equipment
01-210-52706	FIRE Food for Firefighters	-	-	-	2,000.00	760.36	1,239.64	2,000.00	1,021.21	978.79	2,000.00	-	
01-210-53203	FIRE Festivities	1,800.00	1,659.39	140.61	1,800.00	1,717.45	82.55	1,800.00	-	1,800.00	2,000.00	200.00	
01-210-53270	FIRE Insurance	11,790.00	11,788.64	1.36	14,584.00	14,796.52	(212.52)	15,000.00	20,319.80	(5,319.80)	31,500.00	16,500.00	55% increase based on significant increasing trends over last few years
01-210-53280	FIRE Personal Protective Equip	15,000.00	15,388.80	(388.80)	17,644.63	15,284.27	2,360.36	17,000.00	855.41	16,144.59	18,000.00	1,000.00	8 new fire fighters coveralls
01-210-53285	FIRE Radio/Pagers/R&M	4,000.00	3,200.72	799.28	4,000.00	2,066.79	1,933.21	4,000.00	1,821.35	2,178.65	6,000.00	2,000.00	A number of pagers need replaced
01-210-53286	FIRE Mileage	1,000.00	1,096.65	(96.65)	1,500.00	280.53	1,219.47	1,500.00	-	1,500.00	1,500.00	-	
01-210-53350	Transfer to Reserves	-	82,644.63	(82,644.63)	100,000.00	100,000.00	-	44,000.00	44,000.00	-	61,675.00	17,675.00	Based on long term capital budget for 5 year needs at 50%
01-210-57030	COVID Supplies and other costs - Fire	-	-	-	-	6,266.46	(6,266.46)	4,000.00	1,398.45	2,601.55	4,000.00	-	
01-210-40400	Transfer From Reserves	236,190.00	299,392.63	(63,202.63)	362,514.53	316,808.60	45,706.03	317,000.00	159,620.17	157,379.83	400,975.00	83,975.00	
		-	814.08	(814.08)	72,930.63	14,100.88	58,829.75	86,391.94	85,771.74	620.20	109,892.14	23,500.20	See capital budget
		-	814.08	(814.08)	72,930.63	14,100.88	58,829.75	86,391.94	85,771.74	620.20	109,892.14	23,500.20	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
01-210-58000	FIRE CAPITAL - Hall Renovations	-	-	-	-	5,006.50	(5,006.50)	-	-	-	45,000.00	45,000.00	See capital budget
01-210-58002	Miscellaneous Capital	-	-	-	-	2,506.35	(2,506.35)	-	-	-	-	-	
01-210-58010	FIRE Communications Repeater on Tower	20,000.00	273.19	19,726.81	20,000.00	-	20,000.00	20,000.00	19,379.80	620.20	-	(20,000.00)	
01-210-58011	FIRE Reface Front of Fire Hall	22,000.00	814.08	21,185.92	50,000.00	-	50,000.00	80,000.00	84,892.14	(4,892.14)	-	(80,000.00)	
01-210-58012	FIRE Replace Drainage Grates	1,800.00	1,277.10	522.90	-	-	-	-	-	-	-	-	
01-210-58013	FIRE Re-Gravel Driveway to Hall	2,000.00	-	2,000.00	-	-	-	-	-	-	-	-	
01-210-58014	FIRE Replace Airpack Bottles	5,500.00	(672.01)	6,172.01	-	-	-	-	-	-	-	-	
01-210-58015	FIRE Masks for Airpacks and Straps	2,800.00	2,672.01	127.99	-	-	-	-	-	-	-	-	
01-210-58016	FIRE Grass Fire Skid Unit for Unit #5	16,500.00	-	16,500.00	-	-	-	-	-	-	-	-	
01-210-58017	FIRE Gas Detectors & CO2 Bump Station	3,800.00	3,201.72	598.28	-	-	-	-	-	-	-	-	
01-210-58028	Capital - Off road vehicle	-	-	-	22,500.00	-	22,500.00	-	-	-	-	-	
01-210-58032	Capital - High volume hose replacement	-	-	-	7,500.00	-	7,500.00	-	-	-	-	-	
01-210-58034	Capital - Air packs and bottle replacement	-	-	-	18,000.00	-	18,000.00	-	-	-	-	-	
01-210-58035	Capital - Heat alarm detector	-	-	-	5,000.00	3,678.62	1,321.38	-	-	-	-	-	
01-210-58132	Capital - Equipment Vehicles	-	-	-	-	-	-	-	5,202.98	(5,202.98)	60,000.00	60,000.00	See capital budget
01-210-60000	AMORTIZATION Fire	-	95,556.58	(95,556.58)	-	99,321.35	(99,321.35)	-	-	-	-	-	
01-210-60200	Change in Unfunded Capital	-	-	-	-	-	-	-	(4,892.14)	4,892.14	4,892.14	4,892.14	Firehall refacing
		74,400.00	103,122.67	(28,722.67)	123,000.00	110,512.82	12,487.18	100,000.00	104,582.78	(4,582.78)	109,892.14	9,892.14	
Dept 210)		(285,590.00)	(332,348.99)	46,758.99	(387,584.00)	(391,455.58)	3,871.58	(301,608.06)	(137,011.42)	(164,596.64)	(357,975.00)	(56,366.94)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Expenses 01-215-50000	JOINT FIRE SERVICE BOARD	126,400.00	120,263.22	6,136.78	128,000.00	136,704.89	(8,704.89)	133,900.00	100,475.00	33,425.00	141,525.00	7,625.00	50% of estimated JFSB budget for 2022
Total Joint Fire (Dept 215)		(126,400.00)	(120,263.22)	(6,136.78)	(128,000.00)	(136,704.89)	8,704.89	(133,900.00)	(100,475.00)	(33,425.00)	(141,525.00)	(7,625.00)	

Municipality of Tweed Performance Measures

Performance Measures - Policing (220)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total policing expenses	1,100,133.00	1,095,739.18	802,327.54	1,062,144.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Cost per property	231.51	229.81	167.78	222.07
Remove one-time items described below	-	-	56.26	-
Normalized cost per property	231.51	229.81	224.04	222.07

In 2021, the Municipality has not yet paid out all months of the police service agreement and owes approximately \$269,000 more, or \$56.26 per property.

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Expenses 01-220-51300	POLICING OPP	1,106,392.00	1,094,725.79	11,666.21	1,103,745.00	1,090,796.16	12,948.84	1,077,289.00	798,636.94	278,652.06	1,057,144.00	(20,145.00)	Based on OPP 2022 Estimated Billing Statement
01-220-51310	POLICING CPAC	5,000.00	5,407.21	(407.21)	5,000.00	4,943.02	56.98	5,000.00	3,690.60	1,309.40	5,000.00	-	
Total Policing (Dept 220)		1,111,392.00	1,100,133.00	11,259.00	1,108,745.00	1,095,739.18	13,005.82	1,082,289.00	802,327.54	279,961.46	1,062,144.00	(20,145.00)	
		(1,111,392.00)	(1,100,133.00)	(11,259.00)	(1,108,745.00)	(1,095,739.18)	(13,005.82)	(1,082,289.00)	(802,327.54)	(279,961.46)	(1,062,144.00)	20,145.00	

OPP 2022 Annual Billing Statement**Tweed M**

Estimated costs for the period January 1 to December 31, 2022

Please refer to www.opp.ca for 2022 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	3,231		
	Commercial and Industrial	148		
	Total Properties	<u>3,379</u>	172.07	581,430
Calls for Service	(see summaries)			
	Total all municipalities	176,906,037		
	Municipal portion	0.2354%	123.23	416,396
Overtime	(see notes)		9.48	32,042
Prisoner Transportation	(per property cost)		1.71	5,778
Accommodation/Cleaning Services	(per property cost)		4.83	16,321
Total 2022 Estimated Cost			<u>311.32</u>	<u>1,051,967</u>
2020 Year-End Adjustment	(see summary)			5,178
Grand Total Billing for 2022				<u>1,057,144</u>
2022 Monthly Billing Amount				88,095

OPP 2022 Annual Billing Statement

Tweed M

Estimated costs for the period January 1 to December 31, 2022

Notes to Annual Billing Statement

- 1) **Municipal Base Services and Calls for Service Costs** - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2022 billing purposes the allocation of the municipal workload in detachments has been calculated to be 51.3 % Base Services and 48.7 % Calls for Service. The total 2022 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) **Base Services** - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$172.07 estimated for 2022. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) **Calls for Service** - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) **Overtime** - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2017, 2018, 2019 and 2020 has been analyzed and averaged to estimate the 2022 costs. The costs incorporate the 2022 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2022 hours and salary rates and included in the 2024 Annual Billing Statement.
- 5) **Court Security and Prisoner Transportation (CSPT)** - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2022 costs have been estimated based on the average of 2019 and 2020 activity levels. These costs will be reconciled to the actual cost of service required in 2022.

There was no information available about the status of 2022 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.
- 6) **Year-end Adjustment** - The 2020 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

OPP 2022 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1, 2022 to December 31, 2022

Salaries and Benefits	Positions	Base	Total Base Services and Calls for Service		Base Services	Calls for Service
	FTE	%	\$/FTE	\$	\$	\$
Uniform Members	Note 1					
Inspector	25.67	100.0	165,275	4,242,606	4,242,606	-
Staff Sergeant-Detachment Commander	10.22	100.0	149,786	1,530,809	1,530,809	-
Staff Sergeant	34.26	100.0	139,615	4,783,200	4,783,200	-
Sergeant	219.83	51.3	125,157	27,513,174	14,125,173	13,388,001
Constable	1,662.49	51.3	106,938	177,782,764	91,275,557	86,507,207
Part-Time Constable	9.01	51.3	85,283	768,400	394,860	373,540
Total Uniform Salaries	1,961.48		-	216,620,953	116,352,206	100,268,748
Statutory Holiday Payout			4,030	7,868,939	4,177,554	3,691,385
Shift Premiums			1,076	2,034,976	1,044,780	990,197
Uniform Benefits - Inspector			28.75%	1,219,749	1,219,749	-
Uniform Benefits - Full-Time Salaries			31.51%	66,678,295	35,201,315	31,476,980
Uniform Benefits - Part-Time Salaries			15.15%	116,413	59,821	56,591
Total Uniform Salaries & Benefits				294,539,325	158,055,424	136,483,901
Detachment Civilian Members	Note 1					
Detachment Administrative Clerk	173.94	51.3	66,976	11,649,837	5,980,973.12	5,668,864
Detachment Operations Clerk	1.81	51.3	63,711	115,316	59,251	56,065
Detachment Clerk - Typist	0.32	51.3	57,766	18,485	9,243	9,243
Court Officer - Administration	19.81	51.3	67,788	1,342,878	689,403	653,475
Crimestoppers Co-ordinator	0.80	51.3	63,385	50,708	25,988	24,720
Total Detachment Civilian Salaries	196.68			13,177,224	6,764,857	6,412,367
Civilian Benefits - Full-Time Salaries			32.17%	4,239,113	2,176,254	2,062,859
Total Detachment Civilian Salaries & Benefits				17,416,337	8,941,111	8,475,226
Support Costs - Salaries and Benefits	Note 2					
Communication Operators			6,832	13,400,831	7,113,342	6,287,490
Prisoner Guards			2,016	3,954,344	2,099,019	1,855,325
Operational Support			5,154	10,109,468	5,366,242	4,743,226
RHQ Municipal Support			2,720	5,335,226	2,832,010	2,503,216
Telephone Support			119	233,416	123,900	109,516
Office Automation Support			673	1,320,076	700,714	619,362
Mobile and Portable Radio Support			312	614,793	326,293	288,500
Total Support Staff Salaries and Benefits Costs				34,968,154	18,561,519	16,406,634
Total Salaries & Benefits				346,923,815	185,558,055	161,365,761
Other Direct Operating Expenses	Note 2					
Communication Centre			178	349,143	185,330	163,813
Operational Support			802	1,573,107	835,026	738,081
RHQ Municipal Support			118	231,455	122,859	108,595
Telephone			1,615	3,167,790	1,681,506	1,486,285
Mobile Radio Equipment Repairs & Maintenance			39	76,849	40,787	36,063
Office Automation - Uniform			2,545	4,991,967	2,649,803	2,342,164
Office Automation - Civilian			1,778	349,697	179,525	170,172
Vehicle Usage			8,750	17,162,950	9,110,325	8,052,625
Detachment Supplies & Equipment			456	894,435	474,778	419,657
Uniform & Equipment			2,178	4,291,727	2,277,774	2,013,953
Uniform & Equipment - Court Officer			920	18,225	9,356	8,869
Total Other Direct Operating Expenses				33,107,345	17,567,069	15,540,276
Total 2022 Municipal Base Services and Calls for Service Cost				\$ 380,031,161	\$ 203,125,124	\$ 176,906,037
Total OPP-Policed Municipal Properties					1,180,469	
Base Services Cost per Property					\$ 172.07	

OPP 2022 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1, 2022 to December 31, 2022

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2017 through 2020. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 91.56 FTEs with a cost of \$16,000,469 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2022 salaries incorporate the 2022 general salary rate increases set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements, (uniform staff - 1.85%, civilian staff - 1.0%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2021-22). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 51.3% Base Services : 48.7% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2021 Municipal Policing Cost-Recovery Formula.

OPP 2022 Calls for Service Billing Summary

Tweed M

Estimated costs for the period January 1 to December 31, 2022

Calls for Service Billing Workgroups	Calls for Service Count					2022 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2022 Estimated Calls for Service Cost
	2017	2018	2019	2020	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	2	1	1	2	2	7.0	11	0.0006%	1,067
Drugs	2	2	2	2	2	55.1	110	0.0063%	11,204
Operational	408	402	359	403	393	3.7	1,454	0.0836%	147,834
Operational 2	156	178	169	109	153	1.3	199	0.0114%	20,222
Other Criminal Code Violation	21	21	35	25	26	7.7	196	0.0113%	19,962
Property Crime Violations	127	97	113	105	111	6.5	718	0.0413%	73,023
Statutes & Acts	68	87	71	88	79	3.4	267	0.0153%	27,135
Traffic	93	102	86	84	91	3.5	319	0.0184%	32,470
Violent Criminal Code	54	54	41	55	51	16.1	821	0.0472%	83,479
Total	931	944	877	873	906		4,096	0.2354%	\$416,396
Provincial Totals	Note 4	377,853	398,860	439,328	360,967	394,252	1,740,049	100.0%	\$176,906,037

Notes to Calls for Service Billing Summary

- 1) Displayed without decimal places, exact numbers used in calculations
- 2) Displayed to four decimal places, nine decimal places used in calculations
- 3) Total costs rounded to zero decimals
- 4) Provincial Totals exclude data for both amalgamations (post 2018) and dissolutions

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OPP 2022 Calls for Service Details
Tweed M
For the calendar years 2017 to 2020

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Grand Total	931	944	877	873	906.25
Drug Possession	2	1	1	2	1.50
DRUG Operation - Master Code	0	1	0	0	0.25
Drug Related Occurrence	1	0	0	2	0.75
Possession - Cocaine	0	0	1	0	0.25
Possession - Methamphetamine (Crystal Meth)	1	0	0	0	0.25
Drugs	2	2	2	2	2.00
Drug Operation - Commercial Grow Indoor	0	0	1	0	0.25
Drug Operation - Residential Grow Indoor	0	0	0	1	0.25
Drug Operation - Rural Grow	0	0	0	1	0.25
Production - Cannabis (Marihuana) (Cultivation)	1	0	0	0	0.25
Production - Other Controlled Drugs & Substances	0	1	0	0	0.25
Trafficking - Cannabis	1	1	0	0	0.50
Trafficking - Opioid (other than heroin)	0	0	1	0	0.25
Operational	408	402	359	403	393.00
Alarm - Master Code	4	3	0	0	1.75
Alarm - Others	2	6	4	0	3.00
Animal - Bear Complaint	1	1	0	0	0.50
Animal - Bite	0	1	1	1	0.75
Animal - Dog Owners Liability Act	1	2	1	3	1.75
Animal - Injured	1	0	2	4	1.75
Animal - Left in Vehicle	0	1	0	0	0.25
Animal - Master Code	1	1	2	0	1.00
Animal - Other	5	7	4	1	4.25
Animal - Rabid	0	0	0	1	0.25
Animal - Stray	2	0	5	3	2.50
Assist Fire Department	0	1	0	3	1.00
Assist Public	116	119	106	82	105.75
Compassionate Message	1	0	0	0	0.25
Distressed / Overdue Motorist	0	0	0	1	0.25
Domestic Disturbance	43	39	40	32	38.50
False Fire Alarm - Vehicle	1	0	1	0	0.50
Family Dispute	32	44	30	60	41.50
Fire - Building	0	1	1	1	0.75
Fire - Other	1	3	0	0	1.00
Fire - Vehicle	2	2	3	2	2.25
Firearms (Discharge) By-Law	0	3	0	2	1.25
Fireworks By-Law	0	0	1	0	0.25
Found - Bicycles	2	0	0	0	0.50
Found - Household Property	1	0	0	0	0.25
Found - License Plate	0	1	0	0	0.25
Found - Others	3	3	2	1	2.25
Found - Personal Accessories	3	2	4	0	2.25
Found - Radio, TV, Sound-Reprod. Equip.	1	0	0	0	0.25
Found - Sporting Goods, Hobby Equip.	1	0	0	0	0.25

OPP 2022 Calls for Service Details
Tweed M
For the calendar years 2017 to 2020

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Found Property - Master Code	0	2	2	12	4.00
Insecure Condition - Building	0	4	2	2	2.00
Insecure Condition - Master Code	0	0	1	2	0.75
Lost - Bicycles	1	0	0	0	0.25
Lost - Household Property	0	1	0	0	0.25
Lost - Jewellery	1	0	0	0	0.25
Lost - License Plate	1	1	2	0	1.00
Lost - Others	1	2	1	0	1.00
Lost - Personal Accessories	3	1	8	1	3.25
Lost Property - Master Code	2	2	2	1	1.75
Medical Assistance - Master Code	0	1	0	0	0.25
Medical Assistance - Other	0	3	1	0	1.00
Missing Person - Master Code	0	0	0	1	0.25
Missing Person 12 & older	7	7	2	1	4.25
Missing Person Located 12 & older	5	5	1	1	3.00
Missing Person Located Under 12	0	1	0	0	0.25
Missing Person under 12	2	1	2	0	1.25
Neighbour Dispute	43	37	52	54	46.50
Noise By-Law	0	1	0	1	0.50
Noise Complaint - Animal	2	0	0	1	0.75
Noise Complaint - Business	1	0	0	0	0.25
Noise Complaint - Master Code	0	1	1	12	3.50
Noise Complaint - Others	2	2	4	7	3.75
Noise Complaint - Residence	15	7	5	0	6.75
Other Municipal By-Laws	3	6	3	2	3.50
Phone - Master Code	0	1	0	0	0.25
Phone - Nuisance - No Charges Laid	9	5	8	3	6.25
Phone - Other - No Charges Laid	6	4	1	2	3.25
Phone - Text-related incident	1	0	1	0	0.50
Sudden Death - Accidental	0	0	0	2	0.50
Sudden Death - Master Code	0	0	2	0	0.50
Sudden Death - Natural Causes	8	8	10	11	9.25
Sudden Death - Others	2	2	1	1	1.50
Sudden Death - Suicide	0	0	0	1	0.25
Suspicious Person	16	19	14	30	19.75
Suspicious vehicle	12	10	7	21	12.50
Traffic By-Law	1	0	1	0	0.50
Trouble with Youth	25	17	10	20	18.00
Unwanted Persons	13	8	6	13	10.00
Vehicle Recovered - All Terrain Vehicles	2	0	0	0	0.50
Vehicle Recovered - Automobile	0	1	0	4	1.25
Vehicle Recovered - Trucks	0	2	1	0	0.75
Overdose/Suspected Overdose -Opioid Related	0	0	1	0	0.25
Operational 2	156	178	169	109	153.00
911 call - Dropped Cell	2	4	54	20	20.00

OPP 2022 Calls for Service Details
Tweed M
For the calendar years 2017 to 2020

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
911 call / 911 hang up	62	85	67	11	56.25
911 hang up - Pocket Dial	10	7	7	0	6.00
False Alarm - Accidental Trip	14	8	6	0	7.00
False Alarm - Cancelled	6	12	4	0	5.50
False Alarm - Malfunction	22	4	7	0	8.25
False Alarm - Others	22	17	8	42	22.25
False Holdup Alarm - Accidental Trip	0	0	1	4	1.25
False Holdup Alarm - Malfunction	0	1	0	0	0.25
Keep the Peace	18	40	15	32	26.25
Other Criminal Code Violations	21	21	35	25	25.50
Bail Violations - Fail To Comply	6	9	16	7	9.50
Bail Violations - Others	1	0	2	1	1.00
Bail Violations - Recognizance	1	1	0	0	0.50
Breach of Firearms regulation - Unsafe Storage	1	0	0	0	0.25
Breach of Probation	6	3	4	4	4.25
Common nuisance	0	0	1	0	0.25
Contraband Tobacco	0	0	1	0	0.25
Counterfeit Money - Master Code	0	0	1	0	0.25
Counterfeit Money - Others	0	0	1	0	0.25
Disturb the Peace	2	2	3	6	3.25
Indecent acts - Other	0	0	0	1	0.25
Offensive Weapons - Careless use of firearms	2	2	1	0	1.25
Offensive Weapons - Explosives	0	0	0	1	0.25
Offensive Weapons - Other Offensive Weapons	0	0	1	0	0.25
Offensive Weapons - Other Weapons Offences	0	0	1	2	0.75
Possess Firearm while prohibited	0	1	0	1	0.50
Public Mischief - mislead peace officer	1	2	1	0	1.00
Trespass at Night	0	0	1	1	0.50
Utter Threats to damage property	0	1	0	0	0.25
Utter Threats to Property / Animals	0	0	1	0	0.25
Uttering Counterfeit Money	1	0	0	0	0.25
All Other Criminal Code (includes Part XII.1 CC)	0	0	0	1	0.25
Property Crime Violations	127	97	113	105	110.50
Arson - Auto	0	0	0	1	0.25
Break & Enter	19	11	15	15	15.00
Break & Enter - Firearms	0	3	1	0	1.00
Fraud - False Pretence Under \$5,000	1	1	0	1	0.75
Fraud - Forgery & Uttering	1	1	0	0	0.50
Fraud - Fraud through mails	1	2	2	1	1.50
Fraud - Master Code	1	3	1	1	1.50
Fraud - Money/property/security Over \$5,000	3	1	2	0	1.50
Fraud - Money/property/security Under \$5,000	9	4	10	7	7.50
Fraud - Other	7	10	13	8	9.50
Fraud - Steal/Forge/Poss./Use Credit Card	1	1	0	1	0.75
Identity Fraud	2	0	1	3	1.50

OPP 2022 Calls for Service Details
Tweed M
For the calendar years 2017 to 2020

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
Identity Theft	0	0	0	1	0.25
Interfere with lawful use, enjoyment of property	2	1	1	3	1.75
Mischief - Master Code	31	19	33	23	26.50
Mischief Graffiti - Non-Gang Related	1	5	0	0	1.50
Personation with Intent (fraud)	2	1	0	0	0.75
Property Damage	3	3	2	0	2.00
Theft from Motor Vehicles Under \$5,000	6	2	3	5	4.00
Theft of - All Terrain Vehicles	1	2	1	2	1.50
Theft of - Automobile	3	1	1	1	1.50
Theft of - Motorcycles	0	0	1	0	0.25
Theft of - Other Motor Vehicles	0	1	0	0	0.25
Theft of - Snow Vehicles	0	0	0	1	0.25
Theft of - Trucks	0	1	1	1	0.75
Theft of Motor Vehicle	1	0	0	7	2.00
Theft Over \$5,000 - Boat (Vessel)	1	0	0	0	0.25
Theft Over \$5,000 - Master Code	0	0	0	1	0.25
Theft Over \$5,000 - Other Theft	1	0	1	2	1.00
Theft Under \$5,000 - Bicycles	0	0	0	1	0.25
Theft Under \$5,000 - Boat (Vessel)	2	2	0	0	1.00
Theft Under \$5,000 - Boat Motor	1	1	0	1	0.75
Theft Under \$5,000 - Building	0	0	0	1	0.25
Theft Under \$5,000 - Farm Equipment	0	0	1	0	0.25
Theft Under \$5,000 - Gasoline Drive-off	1	4	3	0	2.00
Theft Under \$5,000 - Master Code	5	4	2	1	3.00
Theft Under \$5,000 - Other Theft	19	11	17	15	15.50
Theft Under \$5,000 - Trailers	0	0	1	1	0.50
Theft Under \$5,000 Shoplifting	2	2	0	0	1.00
Statutes & Acts	68	87	71	88	78.50
Custody Dispute	2	3	1	0	1.50
Family Law Act - Custody/Access order	0	0	1	0	0.25
Family Law Act - Other	0	0	0	1	0.25
Landlord / Tenant	17	31	24	25	24.25
Mental Health Act	11	12	13	28	16.00
Mental Health Act - Attempt Suicide	4	2	1	2	2.25
Mental Health Act - No contact with Police	4	3	3	3	3.25
Mental Health Act - Placed on Form	4	6	0	2	3.00
Mental Health Act - Threat of Suicide	9	10	8	9	9.00
Mental Health Act - Voluntary Transport	7	3	2	1	3.25
Trespass To Property Act	10	17	18	17	15.50
Traffic	93	102	86	84	91.25
MVC - Fatal (Motor Vehicle Collision)	1	0	0	0	0.25
MVC - Others (Motor Vehicle Collision)	1	2	0	1	1.00
MVC - Personal Injury (Motor Vehicle Collision)	8	1	6	11	6.50
MVC - Prop. Dam. Failed to Remain (Motor Vehicle Collision)	0	4	5	2	2.75
MVC - Prop. Dam. Non Reportable (Motor Vehicle Collision)	29	41	30	22	30.50

OPP 2022 Calls for Service Details

Tweed M

For the calendar years 2017 to 2020

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2017	2018	2019	2020	
MVC - Prop. Dam. Reportable (Motor Vehicle Collision)	54	50	43	46	48.25
MVC (Motor Vehicle Collision) - Master Code	0	4	1	2	1.75
Road Rage	0	0	1	0	0.25
Violent Criminal Code	54	54	41	55	51.00
Assault - Level 1	23	17	16	24	20.00
Assault With Weapon or Causing Bodily Harm - Level 2	3	3	2	7	3.75
Criminal Harassment	8	9	8	9	8.50
Extortion	0	0	0	1	0.25
Forcible confinement	1	2	1	0	1.00
Indecent / Harassing Communications	0	1	1	2	1.00
Invitation to Sexual Touching	1	0	0	0	0.25
Murder 1st Degree	1	0	0	0	0.25
Robbery - With Threat of Violence	0	0	1	0	0.25
Sexual Assault	6	10	3	3	5.50
Sexual Interference	1	0	0	0	0.25
Utter Threats - Master Code	0	2	2	0	1.00
Utter Threats to Person	10	10	6	9	8.75
Voyeurism	0	0	1	0	0.25

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OPP 2020 Reconciled Year-End Summary
Tweed M
Reconciled cost for the period January 1 to December 31, 2020

			<u>Cost per Property \$</u>	<u>Total Cost \$</u>
Base Service	Property Counts			
	Household	3,222		
	Commercial and Industrial	<u>152</u>		
	Total Properties	<u><u>3,374</u></u>	184.61	622,876
Calls for Service				
	Total all municipalities	164,063,561		
	Municipal portion	0.2588%	125.83	424,557
Overtime			9.39	31,674
Prisoner Transportation	(per property cost)		1.26	4,251
Accommodation/Cleaning Services	(per property cost)		<u>4.84</u>	<u>16,330</u>
Total 2020 Reconciled Costs			<u><u>325.93</u></u>	<u>1,099,688</u>
2020 Billed Amount				<u>1,094,510</u>
2020 Year-End-Adjustment				<u><u>5,178</u></u>

Note

The Year-End Adjustment above is included as an adjustment on the 2022 Billing Statement.
This amount is incorporated into the monthly invoice amount for 2022.

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Municipality of Tweed Performance Measures

Performance Measures - Animal Control (230)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total animal control expenses	15,197.80	18,253.84	14,860.52	16,900.00
Total dog tags/kennel licenses issued	420	291	308	350
Cost per dog tag/license	36.19	62.73	48.25	48.29
Remove one-time items described below	-	-	6.50	-
Normalized cost per dog tag/license	<u>36.19</u>	<u>62.73</u>	<u>54.75</u>	<u>48.29</u>
Total revenues	7,138.00	6,155.00	5,435.00	6,000.00
Revenue per tag/license	<u>17.00</u>	<u>21.15</u>	<u>17.65</u>	<u>17.14</u>
Net operating tax impact per property	<u>19.19</u>	<u>41.58</u>	<u>37.10</u>	<u>31.14</u>

In 2021, the Municipality has to complete the contract by another \$2,000 or \$6.50 per tag/license

**Municipality of Tweed
Operating Budget - 2022**

	Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-230-40500	ANIMAL CONTROL Dog Tags	6,000.00	7,138.00	(1,138.00)	6,000.00	6,155.00	(155.00)	6,000.00	5,435.00	565.00	6,000.00	-	Suggesting permanent dog tags as cost savings measure and hoping to avoid missed dog tag sales in 2023.
			6,000.00	7,138.00	(1,138.00)	6,000.00	6,155.00	(155.00)	6,000.00	5,435.00	565.00	6,000.00	-	
Expenses	01-230-52000	ANIMAL CONTROL Salaries and Wages	9,500.00	8,420.73	1,079.27	9,500.00	7,163.91	2,336.09	6,900.00	5,612.07	1,287.93	6,900.00	-	
	01-230-52190	ANIMAL CONTROL Mileage	1,500.00	1,153.85	346.15	1,500.00	1,468.59	31.41	1,500.00	1,098.11	401.89	1,500.00	-	
	01-230-52700	ANIMAL CONTROL Supplies	550.00	826.25	(276.25)	550.00	381.34	168.66	550.00	113.34	436.66	1,000.00	450.00	Including advertising costs for 2023 permanent dog tags option
	01-230-52710	ANIMAL CONTROL Kennel	2,500.00	4,796.97	(2,296.97)	4,800.00	9,240.00	(4,440.00)	8,985.00	8,037.00	928.00	7,500.00	(1,465.00)	Based on total kennels and kennel inspections
			14,050.00	15,197.80	(1,147.80)	16,350.00	18,253.84	(1,903.84)	17,915.00	14,860.52	3,054.48	16,900.00	(1,015.00)	
Total Animal Control (Dept 230)			(8,050.00)	(8,059.80)	9.80	(10,350.00)	(12,098.84)	1,748.84	(11,915.00)	(9,425.52)	(2,489.48)	(10,900.00)	1,015.00	

Municipality of Tweed Performance Measures

Performance Measures - Livestock Valuation (235)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total livestock valuation expenses	809.46	917.11	1,000.20	900.00
Total claims administered	17	15	16	15
Cost per claim	47.62	61.14	62.51	60.00
Receive flat provincial fee for costs of \$30 per application. Therefore, calculated net excess per claim:	17.62	31.14	32.51	30.00

**Municipality of Tweed
Operating Budget - 2022**

	Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-235-40500	LIVESTOCK VALUATION Admin Fees	450.00	630.00	(180.00)	450.00	480.00	(30.00)	450.00	480.00	(30.00)	450.00	-	\$30 per claim
			450.00	630.00	(180.00)	450.00	480.00	(30.00)	450.00	480.00	(30.00)	450.00	-	
Expenses	01-235-52000	LIVESTOCK EVALUATION Remuneration	500.00	675.00	(175.00)	500.00	721.95	(221.95)	500.00	814.09	(314.09)	700.00	200.00	Average cost per claim of \$48.13 in 2020 and \$39.71 in 2019 and an average cost in 2021 to November 19th of \$50.88. Used average cost of \$48.24 per claim for 2022
	01-235-52190	LIVESTOCK EVALUATION Mileage	150.00	134.46	15.54	150.00	195.16	(45.16)	150.00	186.11	(36.11)	200.00	50.00	
	01-235-52710	LIVESTOCK EVALUATION Misc/Supplies	200.00	-	200.00	200.00	-	200.00	200.00	-	200.00	-	(200.00)	Haven't needed and don't typically provide them with supplies separate from mileage and hourly remuneration
			850.00	809.46	40.54	850.00	917.11	(67.11)	850.00	1,000.20	(150.20)	900.00	50.00	
Total Livestock Valuation (Dept 235)			(400.00)	(179.46)	(220.54)	(400.00)	(437.11)	37.11	(400.00)	(520.20)	120.20	(450.00)	(50.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-240-40160 Forfeited Road Deposits	-	-	-	-	-	-	-	42,055.00	(42,055.00)	-	-	With passing of new by-law in 2021, if final inspection not arranged within 3 years or an extension to that, road deposits are forfeited. No budget established.
Total Building Permit Road Deposits (Dept 240)		-	-	-	-	-	-	-	42,055.00	(42,055.00)	-	-	

Municipality of Tweed Performance Measures

Performance Measures - By-Law Enforcement (250 & 255)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total by-law enforcement expenses	13,803.34	29,240.63	39,214.52	30,500.00
Total hours of services received	346	622	598	624
Cost per hour	39.89	46.99	65.54	48.88
Remove one-time items described below	-	-	27.18	-
Normalized cost per hour	39.89	46.99	38.36	48.88
Total revenues	-	-	115.00	500.00
Revenue per hour	-	-	0.19	0.80
Net operating tax impact per hour	39.89	46.99	38.17	48.08

In 2021, the Municipality had included our share of the purchase of a vehicle of \$16,251.70 or \$27.18 per hour

**Municipality of Tweed
Operating Budget - 2022**

	Account	Account Name	2019			2020			2021			2022 Proposed Budget	Change from 2021	Explanation of Change
			Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual YTD	Difference			
Revenues	01-250-40208	Fines / Parking Tickets	-	-	-	-	-	-	-	115.00	(115.00)	500.00	500.00	
			-	-	-	-	-	-	-	115.00	(115.00)	500.00	500.00	
Expenses	01-250-52000	BYLAW Salaries and Wages	20,000.00	13,803.34	6,196.66	3,600.00	5,120.93	(1,520.93)	-	-	-	-	-	
	01-250-52700	BYLAW Supplies	150.00	-	150.00	100.00	58.70	41.30	500.00	462.82	37.18	500.00	-	Additional trail cameras for inspections
			20,150.00	13,803.34	6,346.66	3,700.00	5,179.63	(1,479.63)	500.00	462.82	37.18	500.00	-	
Total By-Law (Dept 250)			(20,150.00)	(13,803.34)	(6,346.66)	(3,700.00)	(5,179.63)	1,479.63	(500.00)	(347.82)	(152.18)	-	500.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Expenses	01-255-52000 Joint By-Law Contract Costs	-	-	-	26,250.00	24,061.00	2,189.00	30,000.00	38,751.70	(8,751.70)	30,000.00	-	2021 was higher due to the truck that was required to be purchased
Total Joint By-Law (Dept 255)		-	-	-	(26,250.00)	(24,061.00)	(2,189.00)	(30,000.00)	(38,751.70)	8,751.70	(30,000.00)	-	

Municipality of Tweed Performance Measures

Performance Measures - Conservation Authority (270)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total conservation expenses	69,051.00	68,602.00	69,128.00	72,519.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Cost per property	14.53	14.39	14.46	15.16

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Expenses 01-270-51000	CONSERVATION AUTHORITY Levy	64,851.00	69,051.00	(4,200.00)	68,602.00	68,602.00	-	69,128.00	69,128.00	-	72,519.00	3,391.00	Per draft budget provided from Quinto on Oct 22, 2021
Total Conservation (Dept 270)		(64,851.00)	(69,051.00)	4,200.00	(68,602.00)	(68,602.00)	-	(69,128.00)	(69,128.00)	-	(72,519.00)	(3,391.00)	



Quinte
CONSERVATION
clean world. safe homes. healthy life.

613-968-3434 Belleville
613-354-3312 Napanee
RR2, 2061 Old Hwy 2,
Belleville, ON. K8N 4Z2

8.31

22 October 2021

Ms. Gloria Raybone, CAO
Municipality of Tweed
Postal Bag 729, 255 Metcalf Street
Tweed, Ontario
K0K 3J0

RE: 2022 QUINTE CONSERVATION BUDGET

Dear Ms. Raybone,

At the October 21st Board Meeting, the Executive of Quinte Conservation approved a preliminary 2022 budget (Motion QC-21-108). The purpose of this letter is to communicate early with our municipal partners regarding the 2022 budget forecast. We will be taking into consideration all municipal comments prior to our November meeting where the 2022 Budget will be officially presented for the weighted vote. The details for your municipality are enclosed.

Recent changes to the Conservation Authorities Act (CAA) including the posting of three new regulations will have impacts to our operations. Over the next 2 years there will be considerable change made to our program and service delivery, interactions with our municipal partners and budgeting process. My colleagues from the Eastern Ontario conservation authorities have been meeting regularly to discuss implementation strategies for the proposed changes. Due to that late release of the new regulations, we will be keeping changes to a minimum for 2022. Our priority will be maintaining a consistent and seamless transition throughout the region so that our watershed residents are not negatively impacted.

The 2022 proposed budget has an increase to the municipal levy of \$69,461.37 and an option for a \$25,000 reserve build (budget summary attached). We have incorporated and increased many other revenue streams for the 2022 proposed budget. Predicted increases in visitor revenue, increased planning and regulations fees and inclusion of revenue from carbon sales have assisted in maintaining our annual budget below the Cost-of-Living-Allowance (COLA) (posted in August at 4.1%). The operating budget will be shared among our 18 municipalities in accordance with the levy distribution (see attached General Levy distribution). We are proposing to continue with the special levy to support conservation area upgrades and watershed management (attached) to allow for 2022 Water and Erosion Control Infrastructure (WECI) applications to proceed.

Quinte Conservation (QC) will be preparing a management plan to account for all our assets (water management structures, landholdings, buildings, staff, equipment, etc.). This initiative started in 2021 and will be presented to the board for approval in 2022, and implementation in 2023. Requirements set in the new regulations will require a complete inventory and management plan for each parcel of land owned by QC, development of Core Watershed-based Resource Management Strategies, Transition plans, inventory of programs and services, multiple agreements with our municipal partners and several other deliverables on a relatively short timeframe.

Our strategic plan developed in 2021 has laid out an important path for our organization for the next 10 years. Implementation of the plan will be an important step in 2022. Our key drivers are accelerating advocacy, boosting well-being, advancing environmental science, and strengthening brand recognition.

QC continues to invest in our aging water management infrastructure. Our 10-Year Capital Maintenance Plan prepared by D.M. Wills Associates outlined several projects that require attention. Staff will continue to work with Ministry of Natural Resources and Forestry (MNRF) and Conservation Ontario to ensure we access WECl funding. We have reached out to all our municipal partners and identified the need for building reserve accounts for future investments into our water control structures. As part of this outreach, we have made recommendations regarding the annual amounts to build these reserve accounts. Building our reserve accounts for our water control infrastructure will allow QC to prepare for the larger priority projects within the capital asset management plan.

QC staff will continue to provide a level of excellence in our programs and services that our watershed residents deserve. The recent compensation review outlined some requirements to ensure we maintain a high standard of retention and investment into our staff. Our five program areas identified as the foundation of our organization and link directly to the core mandate of Quinte Conservation include:

- Water management for the protection of life and property from the damages of flooding;
- Water management for the protection of water quality and quantity;
- Watershed planning;
- Land management;
- Conservation stewardship

We must continue to deliver watershed-based programs and services to the benefit of our residents, municipalities and partnering agencies. We have heard from many residents and groups that see conservation authority programming as a vital piece in protecting the environment. We need to invest in additional enforcement staff to deal with those that do not value the importance of our natural environment. Having additional staff resources for the enforcement of Section 29 of the CAA and ability to lay charges for misuse of Conservation Authority owned/managed land is a priority. There continues to be destruction of wetlands, alterations to shorelines and development in areas that have negative impacts on the environment. Improving and enhancing our capabilities for enforcement under section 28 of the CAA is a priority. We have gone through several years of “soft selling” the importance of environmental features and proper use of conservation areas. Unfortunately, this message is not being adhered to by all and there is a significant need to better patrol our region.

Covid-19 will continue to persist into 2022 causing disruption and challenges to our workforce and workplace. A recent poll of the executive committee regarding future board meetings will require some creative planning and ability to offer hybrid meeting for the next several months. Changes to our office will be required to ensure the health and safety of our employees. Having the ability to allow access to the building for the public will be an important step in 2022 but limitations will be required as to where and how the public access. QC will do what is necessary to ensure that we continue to meet service standards, accountability and transparency initiatives set forth in 2021 by Conservation Ontario.

The proposed increase is required to cover costs related to cost of living, watershed resident's demands for faster reviews, improved services, investment into our conservation area destinations and a small reserve build. We also want to ensure we continue to deliver our programs and services to the public at a level that meets/exceeds their expectations. The Executive Board received the 2022 proposed budget with a levy of \$1,915,744. That number would be disbursed amongst the watershed's 18 member municipalities in accordance with the Conservation Authorities Act.

The Municipality of Tweed proposed general levy for 2022 operations is:

- \$64,561 (an increase of \$2,273)

The capital levy portion of the budget, regarding Watershed Management and Conservation Areas, has been received at \$100,000 each. For the Municipality of Tweed, the proposed portion of the cost is:

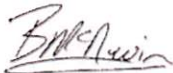
- \$3,370 (Watershed Management, decrease of \$50)
- \$3,370 (Conservation Area Major Upgrades, decrease of \$50)

It is our priority as an organization to continue to focus our efforts on our core mandated programs and services.

If you have any questions about the proposed budget, please contact me at ext. 103 or Tammy Smith at ext. 116.

I am available to attend a meeting at your office to go over the proposed budget, our programs/services, or to answer any questions you may have.

Sincerely,



Bradley A. McNevin
Chief Administrative Officer
(613) 968-3434 or (613) 354-3312 ext. 103
bmcnevin@quinteconservation.ca

cc. - Mr. James Flieler (Quinte Conservation Chair, Moira Region Advisory Board Chair)

Quinte Conservation Preliminary 2022 Budget

Summary Sheet

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Watershed Science, Monitoring & Reporting (WSMR) Expenditures			
1a Program Management & Operations	\$ 414,512.00	\$ 527,474.00	\$ 112,962.00
1b Watershed Planning & Operations	\$ 414,512.00	\$ 527,474.00	\$ 112,962.00
1c Climate Change	\$ 106,011.05	\$ 110,357.00	\$ 4,345.95
1d Flood Forecasting	\$ 144,362.00	\$ 140,400.00	\$ (3,962.00)
1e GIS Services	\$ 67,889.84	\$ 70,672.45	\$ 2,782.61
1f Watershed Data Management & Reporting	\$ 108,345.00	\$ 111,924.00	\$ 3,579.00
1g Water Control Operations	\$ 161,580.25	\$ 166,170.25	\$ 4,590.00
Total WSMR Expenditures	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
Watershed Science, Monitoring & Reporting (WSMR) Revenue			
1h Provincial	\$ 123,312.61	\$ 123,312.61	\$ -
1i Municipal Levy	\$ 970,908.59	\$ 1,053,190.92	\$ 82,282.33
1j Special Levy	\$ 68,804.69	\$ 75,857.17	\$ 7,052.48
1k Other Revenue	\$ 254,186.25	\$ 402,111.00	\$ 147,924.75
Total WSMR Revenue	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
Planning Advisory & Regulatory Services (PARS) Expenditures			
2a Program Management & Operations	\$ 370,817.71	\$ 525,158.00	\$ 154,340.29
2b Program Costs	\$ 27,000.00	\$ 32,550.00	\$ 5,550.00
2c Legal Costs	\$ 16,000.00	\$ 16,000.00	\$ -
Total PARS Expenditures	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
Planning Advisory & Regulatory Services (PARS) Revenue			
2d Provincial	\$ 34,243.50	\$ 34,243.50	\$ -
2e Municipal Levy	\$ 209,574.21	\$ 369,464.50	\$ 159,890.29
2f Special Levy	\$ -	\$ -	\$ -
2g Other Revenue	\$ 170,000.00	\$ 170,000.00	\$ -
Total PARS Revenue	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
Corporate Services (CS) Expenditures			
3a Management & Members	\$ 184,261.78	\$ 201,825.97	\$ 17,564.19
3b Operation of Office	\$ 210,990.88	\$ 219,678.88	\$ 8,688.00
3c Operation of Vehicles and Equipment	\$ 74,338.00	\$ 56,234.00	\$ (18,104.00)
3d Equipment Acquisition	\$ 60,000.00	\$ 60,000.00	\$ -
3e Communications	\$ 41,320.00	\$ 41,320.00	\$ -
Total CS Expenditures	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19
Corporate Services (CS) Revenue			
3f Provincial	\$ 8,561.00	\$ 8,561.00	\$ -
3g Municipal Levy	\$ 385,190.33	\$ 359,462.85	\$ (25,727.48)
3h Special Levy	\$ -	\$ -	\$ -
3i Other Revenue	\$ 177,159.33	\$ 211,035.00	\$ 33,875.67
Total CS Revenue	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19

Summary Sheet

	2021 Preliminary Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Conservation Land Mangement (CLM) Expenditures			
4a Program Management & Operations	\$ 74,569.00	\$ 83,699.00	\$ 9,130.00
4b Property Taxes	\$ 80,000.00	\$ 85,000.00	\$ 5,000.00
4c-m Conservation Area Maintenance	\$ 137,100.00	\$ 117,500.00	\$ (19,600.00)
4n Conservation Area Major Upgrades	\$ 20,980.08	\$ 21,840.00	\$ 859.92
4o Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Total CLM Expenditures	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
Conservation Land Mangement (CLM) Revenue			
4o Provincial	\$ -	\$ -	\$ -
4p Municipal Levy	\$ 162,149.08	\$ 156,391.00	\$ (5,758.08)
4q Special Levy	\$ -	\$ -	\$ -
4r Other Revenue	\$ 153,000.00	\$ 154,148.00	\$ 1,148.00
Total CLM Revenue	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
Stewardship Services (SS) Expenditures			
5a Program Management & Operations	\$ 42,242.49	\$ 46,715.00	\$ 4,472.51
5b Reforestation	\$ 64,218.17	\$ 73,663.00	\$ 9,444.83
5c Conservation Education & Outdoor Program	\$ 15,500.00	\$ 15,500.00	\$ -
Total SS Expenditures	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Stewardship Services (SS) Revenue			
5d Provincial	\$ -	\$ -	\$ -
5e Municipal Levy	\$ 68,460.66	\$ (47,765.00)	\$ (116,225.66)
5f Special Levy	\$ -	\$ -	\$ -
5g Other Revenue	\$ 53,500.00	\$ 183,643.00	\$ 130,143.00
Total SS Revenue	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Quinte Conservation Program Summary for Expenditures			
WSMR	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
PARS	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
CS	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19
CLM	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
SS	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Total Expenditures	\$ 2,839,050.25	\$ 3,253,655.55	\$ 414,605.30
Quinte Conservation Program Summary for Revenue			
WSMR	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
PARS	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
CS	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19
CLM	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
SS	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Total Revenue	\$ 2,839,050.25	\$ 3,253,655.55	\$ 414,605.30
Total Surplus / Deficit	\$ -	\$ -	\$ -
Total Surplus to be carried to 2021	\$ -	\$ -	\$ -
Actual 2021 Municipal Levy	\$ 1,796,283.00		
2021 Reserve Build	\$ 25,000.00		
Total 2021 Actual Levy	\$ 1,821,283.00		
Total Preliminary 2022 Levy	\$ 1,890,744.27		
Increase / Decrease in Levy	\$ 69,461.27	Option 1	
2022 Reserve Build	\$ 25,000.00		
Increase / Decrease in Levy	\$94,461.27	Option 2	

Quinte Conservation
General Levy to Support Operations

	% in CA	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	Difference in CVA in Watershed 2020 over 2021	% Difference in CVA in Watershed 2020 over 2021	CVA Based Apportionment Percentage	2021 Actual Levy	A Option 1 2022 Preliminary Levy	A Option 1 \$ increase	B Option 2 2022 Preliminary Levy	B Option 2 \$ increase
City of Belleville	100	7,623,463,902	7,746,294,840	7,746,294,840	122,830,938	1.61%	38.83	\$ 707,204	\$ 734,176	\$ 26,972	\$ 743,884	\$ 36,680
Centre Hastings	56	301,021,705	546,129,689	305,832,626	4,810,921	1.60%	1.53	\$ 27,866	\$ 28,928	\$ 1,062	\$ 29,311	\$ 1,445
Twp. Of Madoc	100	231,759,040	237,635,200	237,635,200	5,876,160	2.54%	1.19	\$ 21,491	\$ 22,500	\$ 1,009	\$ 22,797	\$ 1,306
Marmora & Lake	22	143,379,718	663,084,867	145,878,671	2,498,953	1.74%	0.73	\$ 13,295	\$ 13,802	\$ 507	\$ 13,985	\$ 690
City of Quinte West	23	1,334,908,532	5,916,769,701	1,360,857,031	25,948,499	1.94%	6.82	\$ 123,847	\$ 128,949	\$ 5,102	\$ 130,654	\$ 6,807
Stirling/Rawdon	17	86,521,583	512,822,785	87,179,873	658,291	0.76%	0.44	\$ 8,014	\$ 8,319	\$ 305	\$ 8,429	\$ 415
Tudor & Cashel	48	81,524,743	171,928,055	82,525,466	1,000,723	1.23%	0.41	\$ 7,649	\$ 7,752	\$ 103	\$ 7,855	\$ 206
Municipality of Tweed	100	670,674,214	673,223,389	673,223,389	2,549,175	0.38%	3.37	\$ 62,288	\$ 63,718	\$ 1,430	\$ 64,561	\$ 2,273
Twp. of Tyendinaga	100	465,009,745	469,641,835	469,641,835	4,632,090	1.00%	2.35	\$ 43,164	\$ 44,432	\$ 1,268	\$ 45,020	\$ 1,856
Addington Highlands	44	237,808,760	543,558,955	239,165,940	1,357,180	0.57%	1.20	\$ 22,038	\$ 22,689	\$ 651	\$ 22,989	\$ 951
Town of Greater Napanee	53	1,230,048,189	2,356,879,419	1,249,146,092	19,097,903	1.55%	6.26	\$ 114,012	\$ 118,361	\$ 4,349	\$ 119,926	\$ 5,914
Twp. of Stone Mills	100	935,052,804	954,012,634	954,012,634	18,959,830	2.03%	4.78	\$ 86,693	\$ 90,378	\$ 3,685	\$ 91,573	\$ 4,880
Twp. of North Frontenac	1	9,370,849	945,481,321	9,454,813	83,964	0.90%	0.05	\$ 911	\$ 945	\$ 34	\$ 958	\$ 47
Twp. of South Frontenac	21	720,093,766	3,482,588,388	731,343,561	11,249,795	1.56%	3.67	\$ 66,841	\$ 69,390	\$ 2,549	\$ 70,308	\$ 3,467
Twp. of Central Frontenac	46	447,313,229	983,608,168	452,459,757	5,146,528	1.15%	2.27	\$ 41,525	\$ 42,920	\$ 1,395	\$ 43,487	\$ 1,962
Town of Deseronto	100	126,570,650	128,389,640	128,389,640	1,818,990	1.44%	0.64	\$ 11,656	\$ 12,101	\$ 445	\$ 12,261	\$ 605
Corp. of Loyalist Twp.	3	69,214,181	2,351,580,060	70,547,402	1,333,221	1.93%	0.36	\$ 6,374	\$ 6,807	\$ 433	\$ 6,897	\$ 523
Prince Edward County	100	4,920,768,174	5,007,296,719	5,007,296,719	86,528,545	1.76%	25.10	\$ 456,415	\$ 474,577	\$ 18,162	\$ 480,852	\$ 24,437
TOTAL QC LEVIES		19,634,503,784		19,950,885,491	316,381,706	1.61%	100.00	\$ 1,821,283	\$ 1,890,744	\$ 69,461	\$ 1,915,744	\$ 94,461

**Quinte Conservation
Capital Levy to Support Conservation Area Upgrades**

	% in CA	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2021 Capital Levy	2022 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,623,463,902	7,746,294,840	7,746,294,840	38.83	38827 \$	38,830 \$	3
Centre Hastings	56	301,021,705	546,129,689	305,832,626	1.53	1530 \$	1,530 \$	-
Twp. Of Madoc	100	231,759,040	237,635,200	237,635,200	1.19	1180 \$	1,190 \$	10
Marmora & Lake	22	143,379,718	663,084,867	145,878,671	0.73	730 \$	730 \$	-
City of Quinte West	23	1,334,908,532	5,916,769,701	1,360,857,031	6.82	6800 \$	6,820 \$	20
Stirling/Rawdon	17	86,521,583	512,822,785	87,179,873	0.44	440 \$	440 \$	-
Tudor & Cashel	48	81,524,743	171,928,055	82,525,466	0.41	420 \$	410 \$	(10)
Municipality of Tweed	100	670,674,214	673,223,389	673,223,389	3.37	3420 \$	3,370 \$	(50)
Twp. of Tyendinaga	100	465,009,745	469,641,835	469,641,835	2.35	2370 \$	2,350 \$	(20)
Addington Highlands	44	237,808,760	543,558,955	239,165,940	1.20	1210 \$	1,200 \$	(10)
Town of Greater Napanee	53	1,230,048,189	2,356,879,419	1,249,146,092	6.26	6260 \$	6,260 \$	-
Twp. of Stone Mills	100	935,052,804	954,012,634	954,012,634	4.78	4760 \$	4,780 \$	20
Twp. of North Frontenac	1	9,370,849	945,481,321	9,454,813	0.05	50 \$	50 \$	-
Twp. of South Frontenac	21	720,093,766	3,482,588,388	731,343,561	3.67	3670 \$	3,670 \$	-
Twp. of Central Frontenac	46	447,313,229	983,608,168	452,459,757	2.27	2280 \$	2,270 \$	(10)
Town of Deseronto	100	126,570,650	128,389,640	128,389,640	0.64	640 \$	640 \$	-
Corp. of Loyalist Twp.	3	69,214,181	2,351,580,060	70,547,402	0.36	350 \$	360 \$	10
Prince Edward County	100	<u>4,920,768,174</u>	5,007,296,719	<u>5,007,296,719</u>	<u>25.10</u>	<u>25060 \$</u>	<u>25,100 \$</u>	<u>40</u>
TOTAL QC LEVIES		19,634,503,784		19,950,885,491	100.00	100000 \$	100,000 \$	3

**Quinte Conservation
Capital Levy to Support Watershed Management**

	% in CA	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2021 Capital Levy	2022 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,623,463,902	7,746,294,840	7,746,294,840	38.83	\$ 38,826.87	\$ 38,830	\$ 3
Centre Hastings	56	301,021,705	546,129,689	305,832,626	1.53	\$ 1,530.00	\$ 1,530	\$ -
Twp. Of Madoc	100	231,759,040	237,635,200	237,635,200	1.19	\$ 1,180.00	\$ 1,190	\$ 10
Marmora & Lake	22	143,379,718	663,084,867	145,878,671	0.73	\$ 730.00	\$ 730	\$ -
City of Quinte West	23	1,334,908,532	5,916,769,701	1,360,857,031	6.82	\$ 6,800.00	\$ 6,820	\$ 20
Stirling/Rawdon	17	86,521,583	512,822,785	87,179,873	0.44	\$ 440.00	\$ 440	\$ -
Tudor & Cashel	48	81,524,743	171,928,055	82,525,466	0.41	\$ 420.00	\$ 410	\$ (10)
Municipality of Tweed	100	670,674,214	673,223,389	673,223,389	3.37	\$ 3,420.00	\$ 3,370	\$ (50)
Twp. of Tyendinaga	100	465,009,745	469,641,835	469,641,835	2.35	\$ 2,370.00	\$ 2,350	\$ (20)
Addington Highlands	44	237,808,760	543,558,955	239,165,940	1.20	\$ 1,210.00	\$ 1,200	\$ (10)
Town of Greater Napanee	53	1,230,048,189	2,356,879,419	1,249,146,092	6.26	\$ 6,260.00	\$ 6,260	\$ -
Twp. of Stone Mills	100	935,052,804	954,012,634	954,012,634	4.78	\$ 4,760.00	\$ 4,780	\$ 20
Twp. of North Frontenac	1	9,370,849	945,481,321	9,454,813	0.05	\$ 50.00	\$ 50	\$ -
Twp. of South Frontenac	21	720,093,766	3,482,588,388	731,343,561	3.67	\$ 3,670.00	\$ 3,670	\$ -
Twp. of Central Frontenac	46	447,313,229	983,608,168	452,459,757	2.27	\$ 2,280.00	\$ 2,270	\$ (10)
Town of Deseronto	100	126,570,650	128,389,640	128,389,640	0.64	\$ 640.00	\$ 640	\$ -
Corp. of Loyallst Twp.	3	69,214,181	2,351,580,060	70,547,402	0.36	\$ 350.00	\$ 360	\$ 10
Prince Edward County	100	<u>4,920,768,174</u>	5,007,296,719	<u>5,007,296,719</u>	<u>25.10</u>	<u>\$ 25,060.00</u>	<u>\$ 25,100</u>	<u>\$ 40</u>
TOTAL QC LEVIES		19,634,503,784		19,950,885,491	100.00	\$ 100,000.00	\$ 100,000	\$ 3



2061 OLD HIGHWAY 2, RR#2, BELLEVILLE, ON, K8N 4Z2
 PHONE: (613) 968-3434 • FAX: (613) 968-8240
www.quinteconservation.ca

8.39

July 23, 2021

Gloria Raybone
 CAO/Clerk Municipality of Tweed
 225 Metcalf Street
 Tweed, Ont
 K0K 3J0

Re: Capital Reserve Account for Water and Erosion Control Projects

Dear Gloria Raybone,

In 2018, Quinte Conservation contracted D.M. Wills Associates Ltd. to complete a Water Control Structure Condition Assessment. The purpose of the assessment focused on determining the priority capital projects for the next 10 years. As part of the work, each structure was inspected, and recommendations were provided. The recommendations focused on how to properly maintain the structure to ensure safe operation, public safety, and longevity.

In order to ascertain the 10-year costs for a given municipality, each dam and their scope of work is broken down by the municipalities that benefit from the structure. For example, if a structure exists to reduce the threat and impact of flooding, each municipality downstream of that structure would be considered a benefitting municipality and they would be required to contribute to the maintenance. The cost percentage is then distributed by taking the summation of the MPAC 2021 Current Value Assessment (CVA) value for the portion of the municipality within the Quinte Conservation watershed (similar to the regular levy calculation).

At the Quinte Conservation Executive Board meeting held on June 17th, a report and motion (QC-021-079) approved staff to contact each of our municipal partners regarding the 10-year plan and cost estimate. The below calculated costs will allow each municipality to better financially plan for capital maintenance into 2032. Some of the items listed in the 2018 DM Wills report have already been completed and are not included within these estimated costs.

We recognize that many of these values are significant. Quinte Conservation will employ every effort to find additional funding opportunities to lessen the burden to our municipal partners for these future maintenance and repair projects.

Municipality	Funds Required Over 10 Years	No. of Dams	No. of Tasks	Low Importance Tasks	Med Importance Tasks	High Importance Tasks
Municipality of Tweed	\$ 40,579.90	2	10	5	5	0

Municipality of Tweed		
Year	Percent Levied Each Year	10 Yr Municipal Budget
1	3%	\$ 1,217.40
2	5%	\$ 2,029.00
3	7%	\$ 2,840.59
4	9%	\$ 3,652.19
5	11%	\$ 4,463.79
6	13%	\$ 5,275.39
7	13%	\$ 5,275.39
8	13%	\$ 5,275.39
9	13%	\$ 5,275.39
10	13%	\$ 5,275.39
TOTAL	100%	\$ 40,579.90

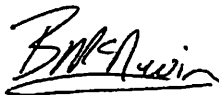
Quinte Conservation has proposed a 10-year plan showing the cost increasing for the initial five years. We recommend payment on a yearly basis and will hold the funds in a reserve account specific to the structure/municipality, starting in 2022.

Please provide Quinte Conservation with a letter and/or resolution confirming you have received this notice by September 30, 2021.

If you have any concerns or would like me to be part of an upcoming municipal council meeting when this item will be discussed, please let me know.

Regards,

Quinte Conservation



Brad McNevin
Chief Administrative Officer

CC: James Flieler, Municipality of Tweed

Municipality of Tweed Performance Measures

Performance Measures - Roads (310)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total roads expenses	2,324,881.02	2,283,537.54	2,682,219.29	2,749,929.00
Total km of roads and bridge decks	411.79	411.79	412.19	412.19
Cost per kilometre	5,645.73	5,545.34	6,507.17	6,671.44
Total revenues	7,113.61	9,726.16	27,389.23	3,450.00
Revenue per kilometre	17.27	23.62	66.45	8.37
Net operating tax impact per km	5,628.46	5,521.72	6,440.72	6,663.07

Note that the expenses are operating only.

**Municipality of Tweed
Operating Budget - 2022**

Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTI	2021 Difference	2022 Proposed	Change from 21	Explanation of Change
Federal Student Grant	-	-	-	-	-	-	-	6,913.50	(6,913.50)	3,450.00	3,450.00	
Roads - Donations	-	-	-	-	2,551.51	(2,551.51)	-	-	-	-	-	
ROADS Receipts	4,000.00	7,113.61	(3,113.61)	4,000.00	7,174.65	(3,174.65)	6,453.00	7,835.31	(1,382.31)	-	(6,453.00)	
ROADS COVID Funding	-	-	-	-	-	-	2,900.00	12,640.42	(9,740.42)	-	(2,900.00)	
	4,000.00	7,113.61	(3,113.61)	4,000.00	9,726.16	(5,726.16)	9,353.00	27,389.23	(18,036.23)	3,450.00	(5,903.00)	
ROADS Salaries and Wages	580,500.00	543,686.21	36,813.79	593,329.00	556,775.44	36,553.56	653,911.00	488,736.30	165,174.70	673,678.00	19,767.00	Per by-law increases for 2022.
ROADS Standby Wages	3,000.00	2,750.00	250.00	3,000.00	3,000.00	-	3,000.00	2,800.00	200.00	3,000.00	-	Per by-law increases for 2022.
ROADS Part - Time Staff Wages	37,000.00	39,211.11	(2,211.11)	44,500.00	59,903.09	(15,403.09)	44,500.00	35,116.30	9,383.70	45,800.00	1,300.00	Per by-law increases for 2022.
ROADS Over Time Wages	30,000.00	33,195.65	(3,195.65)	35,000.00	19,421.25	15,578.75	35,000.00	21,959.82	13,040.18	30,000.00	(5,000.00)	Per by-law increases for 2022.
ROADS CPP	32,000.00	30,211.50	1,788.50	33,621.00	32,966.54	654.46	38,296.00	30,439.55	7,856.45	40,501.00	2,205.00	Per by-law increases for 2022.
ROADS EI	13,000.00	11,614.94	1,385.06	12,445.00	12,247.53	197.47	13,626.00	10,908.70	2,717.30	14,692.00	1,066.00	Per by-law increases for 2022.
ROADS Employer Health Tax	14,500.00	13,695.22	804.78	14,319.00	14,043.34	275.66	15,514.00	11,324.37	4,189.63	15,827.00	313.00	Per by-law increases for 2022.
ROADS OMERS	56,500.00	55,259.93	1,240.07	56,033.00	54,524.69	1,508.31	60,796.00	42,670.24	18,125.76	62,261.00	1,465.00	Per by-law increases for 2022.
ROADS WSIB	23,000.00	22,123.07	876.93	25,700.00	22,757.42	2,942.58	27,844.00	25,286.14	2,557.86	28,406.00	562.00	Per by-law increases for 2022.
ROADS Group Insurance	8,430.00	8,104.10	325.90	5,922.00	8,152.96	(2,230.96)	7,608.00	5,939.86	1,668.14	7,779.00	171.00	Per by-law increases for 2022.
ROADS Extended Health care	45,000.00	42,447.60	2,552.40	44,431.00	38,245.64	6,185.36	48,686.00	35,182.14	13,503.86	46,523.00	(2,163.00)	Per by-law increases for 2022.
ROADS RRSP	3,300.00	3,258.10	41.90	3,200.00	13,547.43	(10,347.43)	4,663.00	4,758.82	(95.82)	4,512.00	(151.00)	Per by-law increases for 2022.
ROADS Dental Plan	21,500.00	17,577.00	3,923.00	27,500.00	13,033.12	14,466.88	30,000.00	12,339.91	17,660.09	30,000.00	-	Per by-law increases for 2022.
ROADS Advertising	500.00	-	500.00	500.00	914.89	(414.89)	500.00	1,562.05	(1,062.05)	1,000.00	500.00	coverage in 2021
ROADS Uniform Rental	5,000.00	5,131.60	(131.60)	5,000.00	5,949.16	(949.16)	5,500.00	3,735.98	1,764.02	4,500.00	(1,000.00)	Change supplier
ROADS Clothing Allowance	3,000.00	3,267.73	(267.73)	3,000.00	3,433.91	(433.91)	3,200.00	2,707.00	493.00	3,200.00	-	
ROADS Boot Allowance	2,200.00	2,200.00	-	2,200.00	2,200.00	-	2,400.00	2,750.00	(350.00)	2,750.00	350.00	
ROADS Bridges and Culverts	12,000.00	12,690.34	(690.34)	12,000.00	16,436.16	(4,436.16)	12,000.00	32,296.02	(20,296.02)	24,000.00	12,000.00	OSIM report
ROADS Brushing and Tree Trimming	4,000.00	3,987.73	12.27	4,000.00	5,337.17	(1,337.17)	4,000.00	1,080.74	2,919.26	4,000.00	-	
Soil and water sampling	-	-	-	-	-	-	-	7,298.17	(7,298.17)	-	-	
ROADS Dust Reduction	105,000.00	107,251.25	(2,251.25)	105,000.00	111,536.03	(6,536.03)	110,000.00	113,280.56	(3,280.56)	115,000.00	5,000.00	Spraying more and costs increased
ROADS Gravel Resurfacing	275,000.00	-	275,000.00	275,000.00	-	275,000.00	275,000.00	306,032.78	(31,032.78)	275,000.00	-	
ROADS Sanding and Salting	275,000.00	298,785.95	(23,785.95)	275,000.00	272,946.62	2,053.38	275,000.00	269,786.94	5,213.06	275,000.00	-	
ROADS Culvert Thawing	35,000.00	2,871.01	32,128.99	2,500.00	3,420.30	(920.30)	2,500.00	99.82	2,400.18	2,500.00	-	
ROADS Hardtop Patching	17,000.00	16,510.59	489.41	17,000.00	20,436.16	(3,436.16)	17,000.00	15,751.79	1,248.21	17,000.00	-	
ROADS Shoulder Maintenance	2,000.00	656.86	1,343.14	2,000.00	1,792.75	207.25	2,000.00	2,720.77	(720.77)	2,000.00	-	
ROADS Signs and 911	7,000.00	5,981.51	1,018.49	7,000.00	6,013.38	986.62	7,000.00	5,991.24	1,008.76	7,000.00	-	
ROADS Line Painting	34,000.00	30,823.05	3,176.95	40,000.00	37,956.87	2,043.13	40,000.00	41,378.55	(1,378.55)	44,000.00	4,000.00	Increase cost
ROADS Standby	36,000.00	45,741.12	(9,741.12)	55,000.00	74,921.81	(19,921.81)	55,000.00	50,371.81	4,628.19	75,000.00	20,000.00	Contract cost increase
ROADS O/S Grass Mowing	-	-	-	30,000.00	26,712.00	3,288.00	30,000.00	-	30,000.00	-	(30,000.00)	
ROADS O/S Rental Ditching	-	-	-	9,570.00	-	9,570.00	-	-	-	-	-	
ROADS O/S Snow Plowing	85,000.00	94,478.59	(9,478.59)	85,000.00	83,786.69	1,213.31	79,403.00	56,100.28	23,302.72	85,000.00	5,597.00	
ROADS O/S Sweeping	30,000.00	25,948.80	4,051.20	30,000.00	30,528.00	(528.00)	30,000.00	32,563.20	(2,563.20)	30,000.00	-	
ROADS O/S Grading	10,000.00	14,597.47	(4,597.47)	2,000.00	5,556.10	(3,556.10)	2,000.00	-	2,000.00	2,000.00	-	
ROADS Garage R&M	6,000.00	10,944.06	(4,944.06)	6,000.00	8,105.41	(2,105.41)	6,000.00	8,187.18	(2,187.18)	8,000.00	2,000.00	Overage last 3 years
ROADS Shop / Works Utilities	15,000.00	17,488.97	(2,488.97)	15,000.00	12,901.97	2,098.03	15,000.00	9,571.80	5,428.20	15,000.00	-	
ROADS Shop / Works Fuel	20,000.00	21,126.87	(1,126.87)	20,000.00	16,584.77	3,415.23	15,000.00	11,371.56	3,628.44	15,000.00	-	
ROADS Shop / Works Supplies	15,000.00	11,373.38	3,626.62	19,239.00	18,416.09	822.91	19,000.00	15,664.33	3,335.67	19,000.00	-	
ROADS Shop / Works Telephone / Radio	11,000.00	11,597.62	(597.62)	11,000.00	11,355.69	(355.69)	11,000.00	10,248.40	751.60	11,000.00	-	
ROADS Gas and Oil	45,000.00	40,346.47	4,653.53	45,000.00	34,249.14	10,750.86	45,000.00	41,761.43	3,238.57	45,000.00	-	
ROADS Diesel Fuel	150,000.00	154,460.91	(4,460.91)	150,000.00	123,262.13	26,737.87	150,000.00	144,684.88	5,315.12	160,000.00	10,000.00	
ROADS Grass Mower (On Tractor #41)	2,000.00	603.11	1,396.89	2,000.00	1,238.51	761.49	2,000.00	8,386.07	(6,386.07)	1,000.00	(1,000.00)	new mower? Capital
ROADS Truck #1 - 2017 Mack	5,000.00	1,820.36	3,179.64	5,000.00	13,756.34	(8,756.34)	8,000.00	19,168.53	(11,168.53)	10,000.00	2,000.00	
ROADS Truck #20 - 2015 Mack	5,000.00	4,199.16	800.84	5,000.00	9,335.94	(4,335.94)	8,000.00	10,075.04	(2,075.04)	10,000.00	2,000.00	
ROADS Truck #30 - 2000 Volvo	-	62.78	(62.78)	-	-	-	-	-	-	6,000.00	6,000.00	

**Municipality of Tweed
Operating Budget - 2022**

Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTI	2021 Difference	2022 Proposed	Change from 21	Explanation of Change
ROADS Truck #60 - 2009 Ford Sterling	10,000.00	19,427.08	(9,427.08)	15,000.00	18,393.77	(3,393.77)	15,000.00	22,226.29	(7,226.29)	15,000.00	-	
ROADS Truck #40 - 2012 Intern	10,000.00	11,389.68	(1,389.68)	15,000.00	24,935.73	(9,935.73)	15,000.00	43,703.48	(28,703.48)	15,000.00	-	
ROADS Truck #2 - 2012 Blue 3/4 Ton	4,000.00	655.98	3,344.02	4,000.00	2,863.56	1,136.44	4,000.00	296.13	3,703.87	3,000.00	(1,000.00)	
ROADS Truck #70 - 2015 Mack	7,000.00	12,207.45	(5,207.45)	7,000.00	13,806.08	(6,806.08)	9,000.00	18,902.79	(9,902.79)	10,000.00	1,000.00	
ROADS Truck #10 - 2011 Intern	10,000.00	17,621.58	(7,621.58)	10,000.00	21,917.81	(11,917.81)	10,000.00	18,784.36	(8,784.36)	15,000.00	5,000.00	
ROADS Truck #4 - 2006 One Ton Blue	4,000.00	2,511.53	1,488.47	4,000.00	2,047.17	1,952.83	4,000.00	3,331.85	668.15	4,000.00	-	
ROADS Truck #3 - 2007 Two Ton Black	6,000.00	2,968.49	3,031.51	4,000.00	5,916.72	(1,916.72)	40.00	6,257.79	(6,217.79)	6,000.00	5,960.00	
ROADS Truck #301 - 2016 Blue Ford 1/2 Ton	3,000.00	1,344.16	1,655.84	3,000.00	1,543.84	1,456.16	3,000.00	1,321.47	1,678.53	3,000.00	-	
ROADS Truck #302 - 2014 Dodge	3,000.00	1,669.44	1,330.56	3,000.00	3,127.23	(127.23)	-	2,332.81	(2,332.81)	3,000.00	3,000.00	new truck? Capital
ROADS Truck #300 - 2008 Blue Ford Pickup	3,000.00	1,877.83	1,122.17	3,000.00	235.80	2,764.20	-	40.20	(40.20)	-	-	
ROADS Truck #5 - 2010 Dodge	3,000.00	3,773.00	(773.00)	3,000.00	989.67	2,010.33	-	149.69	(149.69)	-	-	
ROADS Float - 1994	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-	
ROADS Grader #21 - 2000 740 Volvo	15,000.00	13,733.62	1,266.38	15,000.00	18,300.41	(3,300.41)	15,000.00	54,094.63	(39,094.63)	15,000.00	-	
ROADS Grader - 2019 Cat	-	-	-	5,000.00	5,848.10	(848.10)	5,000.00	6,259.70	(1,259.70)	17,000.00	12,000.00	4 new tires
ROADS Loader #31 - L70 Volvo	3,000.00	13,076.02	(10,076.02)	3,000.00	786.92	2,213.08	3,000.00	5,115.20	(2,115.20)	3,000.00	-	
ROADS Loader #35 - 2013 John Deere	3,000.00	5,339.67	(2,339.67)	13,000.00	5,618.89	7,381.11	18,000.00	13,727.18	4,272.82	5,000.00	(13,000.00)	new tires 2021
ROADS Excavator	8,000.00	8,282.35	(282.35)	8,000.00	11,183.04	(3,183.04)	8,000.00	53,885.20	(45,885.20)	16,000.00	8,000.00	8 new tires
ROADS Tractor #41 - New Holland	3,000.00	101.96	2,898.04	3,000.00	-	3,000.00	3,000.00	4,583.54	(1,583.54)	4,000.00	1,000.00	
ROADS Backhoe #51 - 580	6,000.00	4,871.10	1,128.90	6,000.00	6,924.02	(924.02)	2,000.00	2,863.32	(863.32)	3,000.00	1,000.00	replace 2022 capital
ROADS Sidewalk Plow #54	2,000.00	2,604.62	(604.62)	2,000.00	2,758.53	(758.53)	2,000.00	283.77	1,716.23	2,000.00	-	
ROADS Grader Plow Steel	25,000.00	25,041.96	(41.96)	25,000.00	23,660.79	1,339.21	25,000.00	14,591.60	10,408.40	25,000.00	-	
ROADS Equipment R&M	1,000.00	77.43	922.57	1,000.00	660.67	339.33	1,000.00	48.79	951.21	1,000.00	-	
ROADS Skootamatta Lane Agreement	60,000.00	48,332.06	11,667.94	30,000.00	15,040.00	14,960.00	-	-	-	-	-	
ROADS Truck Licenses	15,000.00	13,553.50	1,446.50	15,000.00	10,028.66	4,971.34	15,000.00	157.93	14,842.07	15,000.00	-	
ROADS GPS System	6,000.00	8,426.67	(2,426.67)	7,000.00	5,343.44	1,656.56	7,000.00	4,829.49	2,170.51	7,000.00	-	
ROADS Sidewalks R&M	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	1,294.77	(294.77)	1,000.00	-	
ROADS Professional Development	2,500.00	2,506.96	(6.96)	-	-	-	-	-	-	-	-	
ROADS Training	3,000.00	518.97	2,481.03	5,500.00	5,649.38	(149.38)	8,500.00	1,470.96	7,029.04	8,500.00	-	
ROADS Insurance	40,420.00	41,342.19	(922.19)	44,646.00	45,773.00	(1,127.00)	45,539.00	51,931.57	(6,392.57)	80,500.00	34,961.00	55% increase based on significant increasing trends over last few years
Transfer to Reserves	-	293,544.00	(293,544.00)	214,106.00	214,106.00	-	381,300.00	381,300.00	-	200,000.00	(181,300.00)	Capital requirements for bridges and roads plus repayment of bag tag reserve fund loans for grader, Napanee Rd and the 2021 Everlife roads. However, due to restricted budget increases, reduced capital set aside for roads and bridges to a portion of needs and skipped 2022 year of repayment
COVID Salaries - Public Works	-	-	-	-	5,505.99	(5,505.99)	-	12,467.17	(12,467.17)	-	-	
COVID Benefits - Public Works	-	-	-	-	1,638.04	(1,638.04)	-	3,878.54	(3,878.54)	-	-	
COVID Supplies and other costs - Public Works	-	-	-	-	1,231.84	(1,231.84)	2,900.00	-	2,900.00	-	(2,900.00)	
	2,337,350.00	2,324,881.02	12,468.98	2,609,261.00	2,283,537.54	325,723.46	2,819,226.00	2,682,219.29	137,006.71	2,749,929.00	(69,297.00)	
ROADS Gas Tax Revenue	366,704.00	525,008.38	(158,304.38)	929,604.00	884,197.10	45,406.90	419,000.00	419,000.00	-	760,000.00	341,000.00	
GRANT Bogart Bridge Construction	-	38,633.46	(38,633.46)	-	-	-	-	-	-	-	-	
ROADS - ICIP - Hawkins Bay Bridge	-	-	-	1,475,774.30	1,255,489.88	220,284.42	-	1,740.20	(1,740.20)	-	-	
ROADS OCIF	131,010.00	131,010.00	-	132,396.00	132,396.00	-	135,000.00	132,396.00	2,604.00	132,396.00	(2,604.00)	

**Municipality of Tweed
Operating Budget - 2022**

Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTI	2021 Difference	2022 Proposed	Change from 2021	Explanation of Change
Transfer From Reserves	-	537,277.64	(537,277.64)	925,659.00	885,423.09	40,235.91	739,692.00	378,104.63	361,587.37	642,656.34	(97,035.66)	
ROADS Loan Proceeds	-	-	-	-	-	-	-	-	-	108,500.00	108,500.00	
	497,714.00	1,231,929.48	(734,215.48)	3,463,433.30	3,157,506.07	305,927.23	1,293,692.00	931,240.83	362,451.17	1,643,552.34	349,860.34	
ROADS 2019 Grader	375,000.00	-	375,000.00	-	-	-	-	-	-	-	-	
ROADS Six Propane Furnaces	25,000.00	-	25,000.00	-	-	-	-	-	-	-	-	
ROADS Tar/Chip Sulphide Road	445,000.00	-	445,000.00	-	-	-	-	-	-	-	-	
ROADS CAPITAL - Marlbank Road	-	-	-	1,062,000.00	-	1,062,000.00	134,150.06	110,725.06	23,425.00	-	(134,150.06)	
ROADS CAPITAL - Hawkins Bay Bridge	1,400,000.00	-	1,400,000.00	1,776,194.30	-	1,776,194.30	-	-	-	-	-	
ROADS Rapids Road Bridge to Culvert	60,000.00	-	60,000.00	-	-	-	-	-	-	-	-	
CAPITAL Rapids Road	-	-	-	86,000.00	-	86,000.00	-	-	-	-	-	
CAPITAL Greatrix Bridge	-	-	-	50,000.00	-	50,000.00	300,000.00	22,670.60	277,329.40	-	(300,000.00)	
ROADS CAPITAL - Napanee Rd	-	-	-	-	-	-	726,820.94	573,197.35	153,623.59	-	(726,820.94)	
ROADS - Spring Street	368,000.00	-	368,000.00	-	-	-	-	-	-	-	-	
CAPITAL Tractor and boom mower	-	-	-	266,000.00	-	266,000.00	-	-	-	-	-	
CAPITAL Stoco Sand Storage Building	-	-	-	252,000.00	-	252,000.00	-	-	-	-	-	
ROADS Capital Roads	-	-	-	-	-	-	225,000.00	261,757.35	(36,757.35)	940,860.00	715,860.00	
ROADS Capital Equipment & Vehicles	-	-	-	-	-	-	35,000.00	32,643.66	2,356.34	553,000.00	518,000.00	
ROADS Bridges	-	-	-	-	-	-	-	-	-	434,525.00	434,525.00	
AMORTIZATION Public Works	-	1,592,854.20	(1,592,854.20)	-	1,339,395.54	(1,339,395.54)	-	-	-	-	-	
Change in Unfunded Capital	-	-	-	-	-	-	-	(36,757.35)	36,757.35	-	-	
	2,673,000.00	1,592,854.20	1,080,145.80	3,492,194.30	1,339,395.54	2,152,798.76	1,420,971.00	964,236.67	456,734.33	1,928,385.00	507,414.00	
	(4,508,636.00)	(2,678,692.13)	(1,829,943.87)	(2,634,022.00)	(455,700.85)	(2,178,321.15)	(2,937,152.00)	(2,687,825.90)	(249,326.10)	(3,031,311.66)	(94,159.66)	

Capital Loans from Bag Tag Reserve Fund

Grader Loan - 4 year \$182,248 includes 2% loan charge

2020	45,562.00		
2023	45,562.00	Still O/S	Skip 2021, Skip 2022
2024	45,562.00	Still O/S	
2025	<u>45,562.00</u>	Still O/S	
	<u>182,248.00</u>		

2021 Everlife Loan - 4 year \$183,600 includes 2% loan charge

2023	45,900.00	Still O/S	Skip 2022
2024	45,900.00	Still O/S	
2025	45,900.00	Still O/S	
2026	<u>45,900.00</u>	Still O/S	
	<u>183,600.00</u>		

Napanee Road Loan - 4 year \$103,520.77 includes 2% loan charge

2023	25,881.00	Still O/S	Skip 2022
2024	25,880.00	Still O/S	
2025	25,880.00	Still O/S	
2026	<u>25,880.00</u>	Still O/S	
	<u>103,521.00</u>		

Total budget impact

2023	117,343.00		Skip 2022
2024	117,342.00		
2025	117,342.00		
2026	<u>71,780.00</u>		
	<u>423,807.00</u>		

Municipality of Tweed Performance Measures

Performance Measures - Streetlights (320)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total streetlight expenses	39,646.62	27,460.16	24,200.32	28,430.00
Total properties subject to fee	871	871	885	885
Cost per property	45.52	31.53	27.34	32.12
Total revenues	41,338.97	40,248.09	25,669.80	28,430.00
Revenue per property	47.46	46.21	29.01	32.12
Net operating tax impact per property -	1.94 -	14.68 -	1.66	-

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed	Change from 21	Explanation of Change
Revenues	01-320-40045 STREETLIGHTS Special Charges	41,350.00	41,338.97	11.03	40,350.00	40,248.09	101.91	25,950.00	25,669.80	280.20	28,430.00	2,480.00	Increased to match expected expenses below
		41,350.00	41,338.97	11.03	40,350.00	40,248.09	101.91	25,950.00	25,669.80	280.20	28,430.00	2,480.00	
Expenses	01-320-54000 STREETLIGHTS Utilities - Tweed	10,000.00	8,528.16	1,471.84	10,000.00	7,528.46	2,471.54	6,500.00	6,185.08	314.92	7,500.00	1,000.00	Based on 2 year average
	01-320-54002 STREETLIGHTS R&M - Tweed	1,000.00	528.02	471.98	1,000.00	599.37	400.63	500.00	1,460.81	(960.81)	750.00	250.00	Based on 2 year average
	01-320-54004 STREETLIGHTS R&M - Actinolite	2,200.00	1,814.75	385.25	2,200.00	1,051.45	1,148.55	1,000.00	756.67	243.33	1,050.00	50.00	Based on 2 year average
	01-320-54006 STREETLIGHTS R&M - Queensborough	900.00	758.93	141.07	900.00	609.04	290.96	500.00	545.17	(45.17)	650.00	150.00	Based on 2 year average
	01-320-54008 STREETLIGHTS R&M - Maribank	2,000.00	2,472.66	(472.66)	2,000.00	1,780.20	219.80	1,500.00	1,465.32	34.68	1,780.00	280.00	Based on 2 year average
	01-320-54010 STREETLIGHTS R&M - Thomasburg	2,000.00	1,705.37	294.63	2,000.00	1,820.60	179.40	1,200.00	1,229.98	(29.98)	1,650.00	450.00	Based on 2 year average
	01-320-54012 STREETLIGHTS R&M - Stoco	250.00	198.53	51.47	250.00	149.28	100.72	250.00	132.03	117.97	150.00	(100.00)	Based on 2 year average
	01-320-54050 STREETLIGHTS Traffic Lights Utilities	15,000.00	14,257.51	742.49	15,000.00	12,598.88	2,401.12	12,000.00	10,262.86	1,737.14	12,800.00	800.00	Based on 2 year average
	01-320-54052 STREETLIGHTS Traffic Lights R&M	7,000.00	9,382.69	(2,382.69)	7,000.00	1,322.88	5,677.12	2,500.00	2,162.40	337.60	2,100.00	(400.00)	Based on 2 year average
		40,350.00	39,846.62	703.38	40,350.00	27,460.16	12,889.84	25,950.00	24,200.32	1,749.68	28,430.00	2,480.00	
Total Streetlights (Dept 320)		1,000.00	1,692.35	(692.35)	-	12,787.93	(12,787.93)	-	1,469.48	(1,469.48)	-	-	

Municipality of Tweed Performance Measures

Performance Measures - Aggregates (330)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total aggregate expenses	33,755.10	80,140.94	33.35	2,400.00
Total km of roads	410.74	410.74	411.14	411.14
Cost per kilometre	82.18	195.11	0.08	5.84
Remove one-time items described below	-	-	184.73	-
Normalized cost per kilometre	82.18	10.38	0.08	5.84
Total revenues	21,363.58	17,179.68	22,220.86	17,400.00
Revenue per kilometre	52.01	41.83	54.05	42.32
Net operating tax impact per km	30.17 -	31.44 -	53.97 -	36.48

In 2020, the Esker Pit project did not go as far as expected and the unspent portion of \$75,947.26 was transferred to reserves as a one-time expense or \$184.73 per kilometre.

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTI	2021 Difference	2022 Proposed	Change from 21	Explanation of Change
Revenues	01-330-40216 PITS & QUARRIES Revenue	-	21,363.58	(21,363.58)	-	14,780.00	(14,780.00)	-	21,887.51	(21,887.51)	15,000.00	15,000.00	estimate based on last 3 years
	01-330-40218 AGGREGATE Investment Income	-	-	-	4,000.00	2,399.68	1,600.32	4,000.00	333.35	3,666.65	2,400.00	(1,600.00)	Based on actual in 2020
		-	21,363.58	(21,363.58)	4,000.00	17,179.68	(13,179.68)	4,000.00	22,220.86	(18,220.86)	17,400.00	13,400.00	
Expenses	01-330-53200 PITS & QUARRIES Expense	1,000.00	1,773.67	(773.67)	1,000.00	1,794.00	(794.00)	-	-	-	-	-	
	01-330-53350 Transfer to Reserves	-	31,981.43	(31,981.43)	4,000.00	78,346.94	(74,346.94)	4,000.00	333.35	3,666.65	2,400.00	(1,600.00)	Interest earned on reserve fund transferred directly into reserve fund
		1,000.00	33,755.10	(32,755.10)	5,000.00	80,140.94	(75,140.94)	4,000.00	333.35	3,666.65	2,400.00	(1,600.00)	
Capital Funding	01-330-40400 Transfer From Reserves	-	12,876.71	(12,876.71)	-	-	-	20,000.00	8,983.46	11,016.54	13,590.00	(6,410.00)	
		-	12,876.71	(12,876.71)	-	-	-	20,000.00	8,983.46	11,016.54	13,590.00	1,000.00	
Capital	01-330-58000 GRAVEL PIT Brook Pit Rehabilitation	-	(0.01)	0.01	-	-	-	-	-	-	-	-	
	01-330-58014 GRAVEL PIT Esker Rd Pit Licence	50,000.00	12,876.71	37,123.29	80,000.00	4,052.74	75,947.26	20,000.00	8,983.46	11,016.54	13,590.00	(6,410.00)	
		50,000.00	12,876.70	37,123.30	80,000.00	4,052.74	75,947.26	20,000.00	8,983.46	11,016.54	13,590.00	(6,410.00)	
Total Pits & Quarries (Dept 330)		(51,000.00)	(12,391.51)	(38,608.49)	(81,000.00)	(67,014.00)	(13,986.00)	-	21,887.51	(21,887.51)	15,000.00	22,410.00	

Municipality of Tweed Performance Measures

Performance Measures - Sewer (410)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total sewer expenses	354,675.88	433,523.33	465,018.23	471,979.00
Total sewer connections	972.00	972.00	972.00	972.00
Cost per connection	364.89	446.01	478.41	485.58
Remove one-time items described below	81.60	-	23.01	-
Normalized cost per connection	446.49	446.01	455.40	485.58
Base Revenue per Rate 1	366.98	370.64	373.42	374.36
Net impact per Rate 1	79.51	75.37	81.98	111.22

Note that the expenses are operating only.

Note that the total sewer connections of 708 were then weighted for units into weighted connections of 972

In 2019, the surplus transferred to reserve for future capital needs was not separating the capital deficit portion out for \$79,314.48 or \$81.60 pe connection.

In 2021, there are contract costs and other expenses still expected to be incurred to December 31st of \$300,000 or \$308.65 per connection

In 2021, there are also one-time biosolid removal costs of \$322,370.03 or \$331.66 per connection

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues	01-410-40035 SANITARY SEWER Levy	440,000.00	433,849.13	6,150.87	445,000.00	446,430.54	(1,430.54)	447,225.00	336,728.84	110,496.16	467,479.00	20,254.00	No proposed rate change. Based on 3rd quarter charges from 2021 x 4 quarters in 2022
	01-410-40204 SANITARY SEWER Penalty Revenue	4,500.00	3,843.77	656.23	4,500.00	5,016.73	(516.73)	4,500.00	4,605.50	(105.50)	4,500.00	-	
	444,500.00	437,692.90	6,807.10	449,500.00	451,447.27	(1,947.27)	451,725.00	341,334.34	110,390.66	471,979.00	20,254.00		
Expenses	01-410-52000 SANITARY SEWER Salaries and Wages	30,600.00	29,316.90	1,283.10	30,600.00	30,600.00	-	30,600.00	30,600.00	-	30,600.00	-	
	01-410-53130 SANITARY SEWER Hydro - River St Pumping Station	20,000.00	18,638.98	1,361.02	20,000.00	15,569.81	4,430.19	20,000.00	10,585.64	9,414.36	17,000.00	(3,000.00)	Based on 3 year average
	01-410-53270 SANITARY SEWER Insurance	5,060.00	5,052.28	7.72	-	-	-	-	-	-	-	-	
	01-410-53300 Short Term Loan - Principal/interest	-	-	-	-	-	-	-	461.02	(461.02)	-	-	Amount for interest paid on the construction financing prior to it being converted to long term
	01-410-53350 Transfer to Reserves	-	192,477.84	(192,477.84)	264,916.00	273,642.22	(8,726.22)	274,521.00	-	274,521.00	145,669.00	(128,852.00)	To meet capital needs, transfer of \$262,450 required. However, transfer recorded is amount to balance department
	01-410-54102 SANITARY SEWER R&M	5,000.00	1,785.58	3,214.42	5,000.00	2,848.57	2,151.43	5,000.00	1,436.61	3,563.39	5,000.00	-	
	01-410-54104 SANITARY SEWER Storm Sewer R&M	1,000.00	2,204.50	(1,204.50)	6,000.00	5,998.75	1.25	-	534.24	(534.24)	6,000.00	6,000.00	
	01-410-54118 SANITARY SEWER Waste Water Contract - OCWA	110,000.00	105,199.80	4,800.20	110,000.00	104,864.04	5,135.96	110,000.00	99,030.69	10,969.31	108,050.00	(1,950.00)	Contract costs per month of \$9,002.79
	01-410-54500 Biosolid removal	-	-	-	-	-	-	-	322,370.03	(322,370.03)	-	-	
	01-410-55000 Reprymt of Long-Term Debt	-	-	-	-	-	-	-	-	-	159,660.00	159,660.00	Estimate of annual payment amounts for long term IO loan based on full \$3.1 million loan with 30 year amortizer interest rates as at November 4, 2021 of 3.14%
	171,660.00	354,675.88	(183,015.88)	436,516.00	433,523.39	2,992.61	440,121.00	465,018.23	(24,897.23)	471,979.00	31,858.00		
Capital Funding	01-410-40128 SANITARY SEWER ICIP Funding	-	-	-	-	-	-	2,066,938.00	2,066,938.04	(0.04)	-	(2,066,938.00)	One time funding project
	01-410-40200 SANTIARY SEWER IO Loan Proceeds	-	-	-	-	-	-	1,033,062.00	987,336.82	45,725.18	-	(1,033,062.00)	
	01-410-40400 Transfer From Reserves	-	-	-	560,000.00	551,463.95	8,536.05	-	322,370.03	(322,370.03)	16,667.00	16,667.00	
	-	-	-	560,000.00	551,463.95	8,536.05	3,100,000.00	3,376,644.89	(276,644.89)	16,667.00	(3,083,333.00)		
Capital	01-410-58000 SANITARY SEWER Alexander St Development	6,000.00	-	6,000.00	-	-	-	-	-	-	-	-	
	01-410-58021 SANITARY SEWER Lagoon Development	100,000.00	-	100,000.00	560,000.00	-	560,000.00	3,100,000.00	3,054,274.86	45,725.14	-	(3,100,000.00)	
	01-410-58022 SANITARY SEWER OCWA	12,524.00	3,702.54	8,821.46	12,984.00	2,878.80	10,105.20	11,604.00	4,098.77	7,505.23	16,667.00	5,063.00	
	01-410-60000 AMORTIZATION Environmental	-	277,368.60	(277,368.60)	-	259,535.19	(259,535.19)	-	-	-	-	-	
	118,524.00	281,071.14	(162,547.14)	572,984.00	262,413.99	310,570.01	3,111,604.00	3,058,373.63	53,230.37	16,667.00	(3,094,937.00)		
Total Sewer (Dept 410)		154,316.00	(198,054.12)	352,370.12	-	306,973.84	(306,973.84)	-	194,587.37	(194,587.37)	-	-	



>> Amortizing Debenture Schedule

Organization Name Municipality of Tweed
Principal Amount \$3,100,000.00
Annual Interest Rate 3.14 %
Loan Term (Year) 30
Debenture Date (mm/dd/yyyy) 12/31/2021
Maturity Date (mm/dd/yyyy) 12/31/2051
Payment Frequency Monthly
Loan Type Amortizing

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
01/31/2022	\$13,304.95	\$5,193.28	\$8,111.67	\$3,094,806.72
02/28/2022	\$13,304.95	\$5,206.87	\$8,098.08	\$3,089,599.85
03/31/2022	\$13,304.95	\$5,220.50	\$8,084.45	\$3,084,379.35
04/30/2022	\$13,304.95	\$5,234.16	\$8,070.79	\$3,079,145.19
05/31/2022	\$13,304.95	\$5,247.85	\$8,057.10	\$3,073,897.34
06/30/2022	\$13,304.95	\$5,261.59	\$8,043.36	\$3,068,635.75
07/31/2022	\$13,304.95	\$5,275.35	\$8,029.60	\$3,063,360.40
08/31/2022	\$13,304.95	\$5,289.16	\$8,015.79	\$3,058,071.24
09/30/2022	\$13,304.95	\$5,303.00	\$8,001.95	\$3,052,768.24
10/31/2022	\$13,304.95	\$5,316.87	\$7,988.08	\$3,047,451.37
11/30/2022	\$13,304.95	\$5,330.79	\$7,974.16	\$3,042,120.58
12/31/2022	\$13,304.95	\$5,344.73	\$7,960.22	\$3,036,775.85
01/31/2023	\$13,304.95	\$5,358.72	\$7,946.23	\$3,031,417.13
02/28/2023	\$13,304.95	\$5,372.74	\$7,932.21	\$3,026,044.39
03/31/2023	\$13,304.95	\$5,386.80	\$7,918.15	\$3,020,657.59
04/30/2023	\$13,304.95	\$5,400.90	\$7,904.05	\$3,015,256.69
05/31/2023	\$13,304.95	\$5,415.03	\$7,889.92	\$3,009,841.66
06/30/2023	\$13,304.95	\$5,429.20	\$7,875.75	\$3,004,412.46
07/31/2023	\$13,304.95	\$5,443.40	\$7,861.55	\$2,998,969.06
08/31/2023	\$13,304.95	\$5,457.65	\$7,847.30	\$2,993,511.41
09/30/2023	\$13,304.95	\$5,471.93	\$7,833.02	\$2,988,039.48
10/31/2023	\$13,304.95	\$5,486.25	\$7,818.70	\$2,982,553.23
11/30/2023	\$13,304.95	\$5,500.60	\$7,804.35	\$2,977,052.63
12/31/2023	\$13,304.95	\$5,515.00	\$7,789.95	\$2,971,537.63
01/31/2024	\$13,304.95	\$5,529.43	\$7,775.52	\$2,966,008.20
02/29/2024	\$13,304.95	\$5,543.90	\$7,761.05	\$2,960,464.30
03/31/2024	\$13,304.95	\$5,558.40	\$7,746.55	\$2,954,905.90
04/30/2024	\$13,304.95	\$5,572.95	\$7,732.00	\$2,949,332.95
05/31/2024	\$13,304.95	\$5,587.53	\$7,717.42	\$2,943,745.42
06/30/2024	\$13,304.95	\$5,602.15	\$7,702.80	\$2,938,143.27
07/31/2024	\$13,304.95	\$5,616.81	\$7,688.14	\$2,932,526.46
08/31/2024	\$13,304.95	\$5,631.51	\$7,673.44	\$2,926,894.95
09/30/2024	\$13,304.95	\$5,646.24	\$7,658.71	\$2,921,248.71
10/31/2024	\$13,304.95	\$5,661.02	\$7,643.93	\$2,915,587.69

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
11/30/2024	\$13,304.95	\$5,675.83	\$7,629.12	\$2,909,911.86
12/31/2024	\$13,304.95	\$5,690.68	\$7,614.27	\$2,904,221.18
01/31/2025	\$13,304.95	\$5,705.57	\$7,599.38	\$2,898,515.61
02/28/2025	\$13,304.95	\$5,720.50	\$7,584.45	\$2,892,795.11
03/31/2025	\$13,304.95	\$5,735.47	\$7,569.48	\$2,887,059.64
04/30/2025	\$13,304.95	\$5,750.48	\$7,554.47	\$2,881,309.16
05/31/2025	\$13,304.95	\$5,765.52	\$7,539.43	\$2,875,543.64
06/30/2025	\$13,304.95	\$5,780.61	\$7,524.34	\$2,869,763.03
07/31/2025	\$13,304.95	\$5,795.74	\$7,509.21	\$2,863,967.29
08/31/2025	\$13,304.95	\$5,810.90	\$7,494.05	\$2,858,156.39
09/30/2025	\$13,304.95	\$5,826.11	\$7,478.84	\$2,852,330.28
10/31/2025	\$13,304.95	\$5,841.35	\$7,463.60	\$2,846,488.93
11/30/2025	\$13,304.95	\$5,856.64	\$7,448.31	\$2,840,632.29
12/31/2025	\$13,304.95	\$5,871.96	\$7,432.99	\$2,834,760.33
01/31/2026	\$13,304.95	\$5,887.33	\$7,417.62	\$2,828,873.00
02/28/2026	\$13,304.95	\$5,902.73	\$7,402.22	\$2,822,970.27
03/31/2026	\$13,304.95	\$5,918.18	\$7,386.77	\$2,817,052.09
04/30/2026	\$13,304.95	\$5,933.66	\$7,371.29	\$2,811,118.43
05/31/2026	\$13,304.95	\$5,949.19	\$7,355.76	\$2,805,169.24
06/30/2026	\$13,304.95	\$5,964.76	\$7,340.19	\$2,799,204.48
07/31/2026	\$13,304.95	\$5,980.36	\$7,324.59	\$2,793,224.12
08/31/2026	\$13,304.95	\$5,996.01	\$7,308.94	\$2,787,228.11
09/30/2026	\$13,304.95	\$6,011.70	\$7,293.25	\$2,781,216.41
10/31/2026	\$13,304.95	\$6,027.43	\$7,277.52	\$2,775,188.98
11/30/2026	\$13,304.95	\$6,043.21	\$7,261.74	\$2,769,145.77
12/31/2026	\$13,304.95	\$6,059.02	\$7,245.93	\$2,763,086.75
01/31/2027	\$13,304.95	\$6,074.87	\$7,230.08	\$2,757,011.88
02/28/2027	\$13,304.95	\$6,090.77	\$7,214.18	\$2,750,921.11
03/31/2027	\$13,304.95	\$6,106.71	\$7,198.24	\$2,744,814.40
04/30/2027	\$13,304.95	\$6,122.69	\$7,182.26	\$2,738,691.71
05/31/2027	\$13,304.95	\$6,138.71	\$7,166.24	\$2,732,553.00
06/30/2027	\$13,304.95	\$6,154.77	\$7,150.18	\$2,726,398.23
07/31/2027	\$13,304.95	\$6,170.87	\$7,134.08	\$2,720,227.36
08/31/2027	\$13,304.95	\$6,187.02	\$7,117.93	\$2,714,040.34
09/30/2027	\$13,304.95	\$6,203.21	\$7,101.74	\$2,707,837.13
10/31/2027	\$13,304.95	\$6,219.44	\$7,085.51	\$2,701,617.69
11/30/2027	\$13,304.95	\$6,235.72	\$7,069.23	\$2,695,381.97
12/31/2027	\$13,304.95	\$6,252.03	\$7,052.92	\$2,689,129.94
01/31/2028	\$13,304.95	\$6,268.39	\$7,036.56	\$2,682,861.55
02/29/2028	\$13,304.95	\$6,284.80	\$7,020.15	\$2,676,576.75
03/31/2028	\$13,304.95	\$6,301.24	\$7,003.71	\$2,670,275.51
04/30/2028	\$13,304.95	\$6,317.73	\$6,987.22	\$2,663,957.78
05/31/2028	\$13,304.95	\$6,334.26	\$6,970.69	\$2,657,623.52
06/30/2028	\$13,304.95	\$6,350.84	\$6,954.11	\$2,651,272.68
07/31/2028	\$13,304.95	\$6,367.45	\$6,937.50	\$2,644,905.23

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
08/31/2028	\$13,304.95	\$6,384.11	\$6,920.84	\$2,638,521.12
09/30/2028	\$13,304.95	\$6,400.82	\$6,904.13	\$2,632,120.30
10/31/2028	\$13,304.95	\$6,417.57	\$6,887.38	\$2,625,702.73
11/30/2028	\$13,304.95	\$6,434.36	\$6,870.59	\$2,619,268.37
12/31/2028	\$13,304.95	\$6,451.20	\$6,853.75	\$2,612,817.17
01/31/2029	\$13,304.95	\$6,468.08	\$6,836.87	\$2,606,349.09
02/28/2029	\$13,304.95	\$6,485.00	\$6,819.95	\$2,599,864.09
03/31/2029	\$13,304.95	\$6,501.97	\$6,802.98	\$2,593,362.12
04/30/2029	\$13,304.95	\$6,518.99	\$6,785.96	\$2,586,843.13
05/31/2029	\$13,304.95	\$6,536.04	\$6,768.91	\$2,580,307.09
06/30/2029	\$13,304.95	\$6,553.15	\$6,751.80	\$2,573,753.94
07/31/2029	\$13,304.95	\$6,570.29	\$6,734.66	\$2,567,183.65
08/31/2029	\$13,304.95	\$6,587.49	\$6,717.46	\$2,560,596.16
09/30/2029	\$13,304.95	\$6,604.72	\$6,700.23	\$2,553,991.44
10/31/2029	\$13,304.95	\$6,622.01	\$6,682.94	\$2,547,369.43
11/30/2029	\$13,304.95	\$6,639.33	\$6,665.62	\$2,540,730.10
12/31/2029	\$13,304.95	\$6,656.71	\$6,648.24	\$2,534,073.39
01/31/2030	\$13,304.95	\$6,674.12	\$6,630.83	\$2,527,399.27
02/28/2030	\$13,304.95	\$6,691.59	\$6,613.36	\$2,520,707.68
03/31/2030	\$13,304.95	\$6,709.10	\$6,595.85	\$2,513,998.58
04/30/2030	\$13,304.95	\$6,726.65	\$6,578.30	\$2,507,271.93
05/31/2030	\$13,304.95	\$6,744.26	\$6,560.69	\$2,500,527.67
06/30/2030	\$13,304.95	\$6,761.90	\$6,543.05	\$2,493,765.77
07/31/2030	\$13,304.95	\$6,779.60	\$6,525.35	\$2,486,986.17
08/31/2030	\$13,304.95	\$6,797.34	\$6,507.61	\$2,480,188.83
09/30/2030	\$13,304.95	\$6,815.12	\$6,489.83	\$2,473,373.71
10/31/2030	\$13,304.95	\$6,832.96	\$6,471.99	\$2,466,540.75
11/30/2030	\$13,304.95	\$6,850.84	\$6,454.11	\$2,459,689.91
12/31/2030	\$13,304.95	\$6,868.76	\$6,436.19	\$2,452,821.15
01/31/2031	\$13,304.95	\$6,886.73	\$6,418.22	\$2,445,934.42
02/28/2031	\$13,304.95	\$6,904.75	\$6,400.20	\$2,439,029.67
03/31/2031	\$13,304.95	\$6,922.82	\$6,382.13	\$2,432,106.85
04/30/2031	\$13,304.95	\$6,940.94	\$6,364.01	\$2,425,165.91
05/31/2031	\$13,304.95	\$6,959.10	\$6,345.85	\$2,418,206.81
06/30/2031	\$13,304.95	\$6,977.31	\$6,327.64	\$2,411,229.50
07/31/2031	\$13,304.95	\$6,995.57	\$6,309.38	\$2,404,233.93
08/31/2031	\$13,304.95	\$7,013.87	\$6,291.08	\$2,397,220.06
09/30/2031	\$13,304.95	\$7,032.22	\$6,272.73	\$2,390,187.84
10/31/2031	\$13,304.95	\$7,050.63	\$6,254.32	\$2,383,137.21
11/30/2031	\$13,304.95	\$7,069.07	\$6,235.88	\$2,376,068.14
12/31/2031	\$13,304.95	\$7,087.57	\$6,217.38	\$2,368,980.57
01/31/2032	\$13,304.95	\$7,106.12	\$6,198.83	\$2,361,874.45
02/29/2032	\$13,304.95	\$7,124.71	\$6,180.24	\$2,354,749.74
03/31/2032	\$13,304.95	\$7,143.35	\$6,161.60	\$2,347,606.39
04/30/2032	\$13,304.95	\$7,162.05	\$6,142.90	\$2,340,444.34

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
05/31/2032	\$13,304.95	\$7,180.79	\$6,124.16	\$2,333,263.55
06/30/2032	\$13,304.95	\$7,199.58	\$6,105.37	\$2,326,063.97
07/31/2032	\$13,304.95	\$7,218.42	\$6,086.53	\$2,318,845.55
08/31/2032	\$13,304.95	\$7,237.30	\$6,067.65	\$2,311,608.25
09/30/2032	\$13,304.95	\$7,256.24	\$6,048.71	\$2,304,352.01
10/31/2032	\$13,304.95	\$7,275.23	\$6,029.72	\$2,297,076.78
11/30/2032	\$13,304.95	\$7,294.27	\$6,010.68	\$2,289,782.51
12/31/2032	\$13,304.95	\$7,313.35	\$5,991.60	\$2,282,469.16
01/31/2033	\$13,304.95	\$7,332.49	\$5,972.46	\$2,275,136.67
02/28/2033	\$13,304.95	\$7,351.68	\$5,953.27	\$2,267,784.99
03/31/2033	\$13,304.95	\$7,370.91	\$5,934.04	\$2,260,414.08
04/30/2033	\$13,304.95	\$7,390.20	\$5,914.75	\$2,253,023.88
05/31/2033	\$13,304.95	\$7,409.54	\$5,895.41	\$2,245,614.34
06/30/2033	\$13,304.95	\$7,428.93	\$5,876.02	\$2,238,185.41
07/31/2033	\$13,304.95	\$7,448.36	\$5,856.59	\$2,230,737.05
08/31/2033	\$13,304.95	\$7,467.85	\$5,837.10	\$2,223,269.20
09/30/2033	\$13,304.95	\$7,487.40	\$5,817.55	\$2,215,781.80
10/31/2033	\$13,304.95	\$7,506.99	\$5,797.96	\$2,208,274.81
11/30/2033	\$13,304.95	\$7,526.63	\$5,778.32	\$2,200,748.18
12/31/2033	\$13,304.95	\$7,546.33	\$5,758.62	\$2,193,201.85
01/31/2034	\$13,304.95	\$7,566.07	\$5,738.88	\$2,185,635.78
02/28/2034	\$13,304.95	\$7,585.87	\$5,719.08	\$2,178,049.91
03/31/2034	\$13,304.95	\$7,605.72	\$5,699.23	\$2,170,444.19
04/30/2034	\$13,304.95	\$7,625.62	\$5,679.33	\$2,162,818.57
05/31/2034	\$13,304.95	\$7,645.57	\$5,659.38	\$2,155,173.00
06/30/2034	\$13,304.95	\$7,665.58	\$5,639.37	\$2,147,507.42
07/31/2034	\$13,304.95	\$7,685.64	\$5,619.31	\$2,139,821.78
08/31/2034	\$13,304.95	\$7,705.75	\$5,599.20	\$2,132,116.03
09/30/2034	\$13,304.95	\$7,725.91	\$5,579.04	\$2,124,390.12
10/31/2034	\$13,304.95	\$7,746.13	\$5,558.82	\$2,116,643.99
11/30/2034	\$13,304.95	\$7,766.40	\$5,538.55	\$2,108,877.59
12/31/2034	\$13,304.95	\$7,786.72	\$5,518.23	\$2,101,090.87
01/31/2035	\$13,304.95	\$7,807.10	\$5,497.85	\$2,093,283.77
02/28/2035	\$13,304.95	\$7,827.52	\$5,477.43	\$2,085,456.25
03/31/2035	\$13,304.95	\$7,848.01	\$5,456.94	\$2,077,608.24
04/30/2035	\$13,304.95	\$7,868.54	\$5,436.41	\$2,069,739.70
05/31/2035	\$13,304.95	\$7,889.13	\$5,415.82	\$2,061,850.57
06/30/2035	\$13,304.95	\$7,909.77	\$5,395.18	\$2,053,940.80
07/31/2035	\$13,304.95	\$7,930.47	\$5,374.48	\$2,046,010.33
08/31/2035	\$13,304.95	\$7,951.22	\$5,353.73	\$2,038,059.11
09/30/2035	\$13,304.95	\$7,972.03	\$5,332.92	\$2,030,087.08
10/31/2035	\$13,304.95	\$7,992.89	\$5,312.06	\$2,022,094.19
11/30/2035	\$13,304.95	\$8,013.80	\$5,291.15	\$2,014,080.39
12/31/2035	\$13,304.95	\$8,034.77	\$5,270.18	\$2,006,045.62
01/31/2036	\$13,304.95	\$8,055.80	\$5,249.15	\$1,997,989.82

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
02/29/2036	\$13,304.95	\$8,076.88	\$5,228.07	\$1,989,912.94
03/31/2036	\$13,304.95	\$8,098.01	\$5,206.94	\$1,981,814.93
04/30/2036	\$13,304.95	\$8,119.20	\$5,185.75	\$1,973,695.73
05/31/2036	\$13,304.95	\$8,140.45	\$5,164.50	\$1,965,555.28
06/30/2036	\$13,304.95	\$8,161.75	\$5,143.20	\$1,957,393.53
07/31/2036	\$13,304.95	\$8,183.10	\$5,121.85	\$1,949,210.43
08/31/2036	\$13,304.95	\$8,204.52	\$5,100.43	\$1,941,005.91
09/30/2036	\$13,304.95	\$8,225.98	\$5,078.97	\$1,932,779.93
10/31/2036	\$13,304.95	\$8,247.51	\$5,057.44	\$1,924,532.42
11/30/2036	\$13,304.95	\$8,269.09	\$5,035.86	\$1,916,263.33
12/31/2036	\$13,304.95	\$8,290.73	\$5,014.22	\$1,907,972.60
01/31/2037	\$13,304.95	\$8,312.42	\$4,992.53	\$1,899,660.18
02/28/2037	\$13,304.95	\$8,334.17	\$4,970.78	\$1,891,326.01
03/31/2037	\$13,304.95	\$8,355.98	\$4,948.97	\$1,882,970.03
04/30/2037	\$13,304.95	\$8,377.85	\$4,927.10	\$1,874,592.18
05/31/2037	\$13,304.95	\$8,399.77	\$4,905.18	\$1,866,192.41
06/30/2037	\$13,304.95	\$8,421.75	\$4,883.20	\$1,857,770.66
07/31/2037	\$13,304.95	\$8,443.78	\$4,861.17	\$1,849,326.88
08/31/2037	\$13,304.95	\$8,465.88	\$4,839.07	\$1,840,861.00
09/30/2037	\$13,304.95	\$8,488.03	\$4,816.92	\$1,832,372.97
10/31/2037	\$13,304.95	\$8,510.24	\$4,794.71	\$1,823,862.73
11/30/2037	\$13,304.95	\$8,532.51	\$4,772.44	\$1,815,330.22
12/31/2037	\$13,304.95	\$8,554.84	\$4,750.11	\$1,806,775.38
01/31/2038	\$13,304.95	\$8,577.22	\$4,727.73	\$1,798,198.16
02/28/2038	\$13,304.95	\$8,599.66	\$4,705.29	\$1,789,598.50
03/31/2038	\$13,304.95	\$8,622.17	\$4,682.78	\$1,780,976.33
04/30/2038	\$13,304.95	\$8,644.73	\$4,660.22	\$1,772,331.60
05/31/2038	\$13,304.95	\$8,667.35	\$4,637.60	\$1,763,664.25
06/30/2038	\$13,304.95	\$8,690.03	\$4,614.92	\$1,754,974.22
07/31/2038	\$13,304.95	\$8,712.77	\$4,592.18	\$1,746,261.45
08/31/2038	\$13,304.95	\$8,735.57	\$4,569.38	\$1,737,525.88
09/30/2038	\$13,304.95	\$8,758.42	\$4,546.53	\$1,728,767.46
10/31/2038	\$13,304.95	\$8,781.34	\$4,523.61	\$1,719,986.12
11/30/2038	\$13,304.95	\$8,804.32	\$4,500.63	\$1,711,181.80
12/31/2038	\$13,304.95	\$8,827.36	\$4,477.59	\$1,702,354.44
01/31/2039	\$13,304.95	\$8,850.46	\$4,454.49	\$1,693,503.98
02/28/2039	\$13,304.95	\$8,873.61	\$4,431.34	\$1,684,630.37
03/31/2039	\$13,304.95	\$8,896.83	\$4,408.12	\$1,675,733.54
04/30/2039	\$13,304.95	\$8,920.11	\$4,384.84	\$1,666,813.43
05/31/2039	\$13,304.95	\$8,943.45	\$4,361.50	\$1,657,869.98
06/30/2039	\$13,304.95	\$8,966.86	\$4,338.09	\$1,648,903.12
07/31/2039	\$13,304.95	\$8,990.32	\$4,314.63	\$1,639,912.80
08/31/2039	\$13,304.95	\$9,013.84	\$4,291.11	\$1,630,898.96
09/30/2039	\$13,304.95	\$9,037.43	\$4,267.52	\$1,621,861.53
10/31/2039	\$13,304.95	\$9,061.08	\$4,243.87	\$1,612,800.45

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
11/30/2039	\$13,304.95	\$9,084.79	\$4,220.16	\$1,603,715.66
12/31/2039	\$13,304.95	\$9,108.56	\$4,196.39	\$1,594,607.10
01/31/2040	\$13,304.95	\$9,132.39	\$4,172.56	\$1,585,474.71
02/29/2040	\$13,304.95	\$9,156.29	\$4,148.66	\$1,576,318.42
03/31/2040	\$13,304.95	\$9,180.25	\$4,124.70	\$1,567,138.17
04/30/2040	\$13,304.95	\$9,204.27	\$4,100.68	\$1,557,933.90
05/31/2040	\$13,304.95	\$9,228.36	\$4,076.59	\$1,548,705.54
06/30/2040	\$13,304.95	\$9,252.50	\$4,052.45	\$1,539,453.04
07/31/2040	\$13,304.95	\$9,276.71	\$4,028.24	\$1,530,176.33
08/31/2040	\$13,304.95	\$9,300.99	\$4,003.96	\$1,520,875.34
09/30/2040	\$13,304.95	\$9,325.33	\$3,979.62	\$1,511,550.01
10/31/2040	\$13,304.95	\$9,349.73	\$3,955.22	\$1,502,200.28
11/30/2040	\$13,304.95	\$9,374.19	\$3,930.76	\$1,492,826.09
12/31/2040	\$13,304.95	\$9,398.72	\$3,906.23	\$1,483,427.37
01/31/2041	\$13,304.95	\$9,423.32	\$3,881.63	\$1,474,004.05
02/28/2041	\$13,304.95	\$9,447.97	\$3,856.98	\$1,464,556.08
03/31/2041	\$13,304.95	\$9,472.69	\$3,832.26	\$1,455,083.39
04/30/2041	\$13,304.95	\$9,497.48	\$3,807.47	\$1,445,585.91
05/31/2041	\$13,304.95	\$9,522.33	\$3,782.62	\$1,436,063.58
06/30/2041	\$13,304.95	\$9,547.25	\$3,757.70	\$1,426,516.33
07/31/2041	\$13,304.95	\$9,572.23	\$3,732.72	\$1,416,944.10
08/31/2041	\$13,304.95	\$9,597.28	\$3,707.67	\$1,407,346.82
09/30/2041	\$13,304.95	\$9,622.39	\$3,682.56	\$1,397,724.43
10/31/2041	\$13,304.95	\$9,647.57	\$3,657.38	\$1,388,076.86
11/30/2041	\$13,304.95	\$9,672.82	\$3,632.13	\$1,378,404.04
12/31/2041	\$13,304.95	\$9,698.13	\$3,606.82	\$1,368,705.91
01/31/2042	\$13,304.95	\$9,723.50	\$3,581.45	\$1,358,982.41
02/28/2042	\$13,304.95	\$9,748.95	\$3,556.00	\$1,349,233.46
03/31/2042	\$13,304.95	\$9,774.46	\$3,530.49	\$1,339,459.00
04/30/2042	\$13,304.95	\$9,800.03	\$3,504.92	\$1,329,658.97
05/31/2042	\$13,304.95	\$9,825.68	\$3,479.27	\$1,319,833.29
06/30/2042	\$13,304.95	\$9,851.39	\$3,453.56	\$1,309,981.90
07/31/2042	\$13,304.95	\$9,877.16	\$3,427.79	\$1,300,104.74
08/31/2042	\$13,304.95	\$9,903.01	\$3,401.94	\$1,290,201.73
09/30/2042	\$13,304.95	\$9,928.92	\$3,376.03	\$1,280,272.81
10/31/2042	\$13,304.95	\$9,954.90	\$3,350.05	\$1,270,317.91
11/30/2042	\$13,304.95	\$9,980.95	\$3,324.00	\$1,260,336.96
12/31/2042	\$13,304.95	\$10,007.07	\$3,297.88	\$1,250,329.89
01/31/2043	\$13,304.95	\$10,033.25	\$3,271.70	\$1,240,296.64
02/28/2043	\$13,304.95	\$10,059.51	\$3,245.44	\$1,230,237.13
03/31/2043	\$13,304.95	\$10,085.83	\$3,219.12	\$1,220,151.30
04/30/2043	\$13,304.95	\$10,112.22	\$3,192.73	\$1,210,039.08
05/31/2043	\$13,304.95	\$10,138.68	\$3,166.27	\$1,199,900.40
06/30/2043	\$13,304.95	\$10,165.21	\$3,139.74	\$1,189,735.19
07/31/2043	\$13,304.95	\$10,191.81	\$3,113.14	\$1,179,543.38

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
08/31/2043	\$13,304.95	\$10,218.48	\$3,086.47	\$1,169,324.90
09/30/2043	\$13,304.95	\$10,245.22	\$3,059.73	\$1,159,079.68
10/31/2043	\$13,304.95	\$10,272.02	\$3,032.93	\$1,148,807.66
11/30/2043	\$13,304.95	\$10,298.90	\$3,006.05	\$1,138,508.76
12/31/2043	\$13,304.95	\$10,325.85	\$2,979.10	\$1,128,182.91
01/31/2044	\$13,304.95	\$10,352.87	\$2,952.08	\$1,117,830.04
02/29/2044	\$13,304.95	\$10,379.96	\$2,924.99	\$1,107,450.08
03/31/2044	\$13,304.95	\$10,407.12	\$2,897.83	\$1,097,042.96
04/30/2044	\$13,304.95	\$10,434.35	\$2,870.60	\$1,086,608.61
05/31/2044	\$13,304.95	\$10,461.66	\$2,843.29	\$1,076,146.95
06/30/2044	\$13,304.95	\$10,489.03	\$2,815.92	\$1,065,657.92
07/31/2044	\$13,304.95	\$10,516.48	\$2,788.47	\$1,055,141.44
08/31/2044	\$13,304.95	\$10,544.00	\$2,760.95	\$1,044,597.44
09/30/2044	\$13,304.95	\$10,571.59	\$2,733.36	\$1,034,025.85
10/31/2044	\$13,304.95	\$10,599.25	\$2,705.70	\$1,023,426.60
11/30/2044	\$13,304.95	\$10,626.98	\$2,677.97	\$1,012,799.62
12/31/2044	\$13,304.95	\$10,654.79	\$2,650.16	\$1,002,144.83
01/31/2045	\$13,304.95	\$10,682.67	\$2,622.28	\$991,462.16
02/28/2045	\$13,304.95	\$10,710.62	\$2,594.33	\$980,751.54
03/31/2045	\$13,304.95	\$10,738.65	\$2,566.30	\$970,012.89
04/30/2045	\$13,304.95	\$10,766.75	\$2,538.20	\$959,246.14
05/31/2045	\$13,304.95	\$10,794.92	\$2,510.03	\$948,451.22
06/30/2045	\$13,304.95	\$10,823.17	\$2,481.78	\$937,628.05
07/31/2045	\$13,304.95	\$10,851.49	\$2,453.46	\$926,776.56
08/31/2045	\$13,304.95	\$10,879.88	\$2,425.07	\$915,896.68
09/30/2045	\$13,304.95	\$10,908.35	\$2,396.60	\$904,988.33
10/31/2045	\$13,304.95	\$10,936.90	\$2,368.05	\$894,051.43
11/30/2045	\$13,304.95	\$10,965.52	\$2,339.43	\$883,085.91
12/31/2045	\$13,304.95	\$10,994.21	\$2,310.74	\$872,091.70
01/31/2046	\$13,304.95	\$11,022.98	\$2,281.97	\$861,068.72
02/28/2046	\$13,304.95	\$11,051.82	\$2,253.13	\$850,016.90
03/31/2046	\$13,304.95	\$11,080.74	\$2,224.21	\$838,936.16
04/30/2046	\$13,304.95	\$11,109.73	\$2,195.22	\$827,826.43
05/31/2046	\$13,304.95	\$11,138.80	\$2,166.15	\$816,687.63
06/30/2046	\$13,304.95	\$11,167.95	\$2,137.00	\$805,519.68
07/31/2046	\$13,304.95	\$11,197.17	\$2,107.78	\$794,322.51
08/31/2046	\$13,304.95	\$11,226.47	\$2,078.48	\$783,096.04
09/30/2046	\$13,304.95	\$11,255.85	\$2,049.10	\$771,840.19
10/31/2046	\$13,304.95	\$11,285.30	\$2,019.65	\$760,554.89
11/30/2046	\$13,304.95	\$11,314.83	\$1,990.12	\$749,240.06
12/31/2046	\$13,304.95	\$11,344.44	\$1,960.51	\$737,895.62
01/31/2047	\$13,304.95	\$11,374.12	\$1,930.83	\$726,521.50
02/28/2047	\$13,304.95	\$11,403.89	\$1,901.06	\$715,117.61
03/31/2047	\$13,304.95	\$11,433.73	\$1,871.22	\$703,683.88
04/30/2047	\$13,304.95	\$11,463.64	\$1,841.31	\$692,220.24

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
05/31/2047	\$13,304.95	\$11,493.64	\$1,811.31	\$680,726.60
06/30/2047	\$13,304.95	\$11,523.72	\$1,781.23	\$669,202.88
07/31/2047	\$13,304.95	\$11,553.87	\$1,751.08	\$657,649.01
08/31/2047	\$13,304.95	\$11,584.10	\$1,720.85	\$646,064.91
09/30/2047	\$13,304.95	\$11,614.41	\$1,690.54	\$634,450.50
10/31/2047	\$13,304.95	\$11,644.80	\$1,660.15	\$622,805.70
11/30/2047	\$13,304.95	\$11,675.28	\$1,629.67	\$611,130.42
12/31/2047	\$13,304.95	\$11,705.83	\$1,599.12	\$599,424.59
01/31/2048	\$13,304.95	\$11,736.46	\$1,568.49	\$587,688.13
02/29/2048	\$13,304.95	\$11,767.17	\$1,537.78	\$575,920.96
03/31/2048	\$13,304.95	\$11,797.96	\$1,506.99	\$564,123.00
04/30/2048	\$13,304.95	\$11,828.83	\$1,476.12	\$552,294.17
05/31/2048	\$13,304.95	\$11,859.78	\$1,445.17	\$540,434.39
06/30/2048	\$13,304.95	\$11,890.81	\$1,414.14	\$528,543.58
07/31/2048	\$13,304.95	\$11,921.93	\$1,383.02	\$516,621.65
08/31/2048	\$13,304.95	\$11,953.12	\$1,351.83	\$504,668.53
09/30/2048	\$13,304.95	\$11,984.40	\$1,320.55	\$492,684.13
10/31/2048	\$13,304.95	\$12,015.76	\$1,289.19	\$480,668.37
11/30/2048	\$13,304.95	\$12,047.20	\$1,257.75	\$468,621.17
12/31/2048	\$13,304.95	\$12,078.72	\$1,226.23	\$456,542.45
01/31/2049	\$13,304.95	\$12,110.33	\$1,194.62	\$444,432.12
02/28/2049	\$13,304.95	\$12,142.02	\$1,162.93	\$432,290.10
03/31/2049	\$13,304.95	\$12,173.79	\$1,131.16	\$420,116.31
04/30/2049	\$13,304.95	\$12,205.65	\$1,099.30	\$407,910.66
05/31/2049	\$13,304.95	\$12,237.58	\$1,067.37	\$395,673.08
06/30/2049	\$13,304.95	\$12,269.61	\$1,035.34	\$383,403.47
07/31/2049	\$13,304.95	\$12,301.71	\$1,003.24	\$371,101.76
08/31/2049	\$13,304.95	\$12,333.90	\$971.05	\$358,767.86
09/30/2049	\$13,304.95	\$12,366.17	\$938.78	\$346,401.69
10/31/2049	\$13,304.95	\$12,398.53	\$906.42	\$334,003.16
11/30/2049	\$13,304.95	\$12,430.96	\$873.97	\$321,572.18
12/31/2049	\$13,304.95	\$12,463.50	\$841.45	\$309,108.68
01/31/2050	\$13,304.95	\$12,496.12	\$808.83	\$296,612.56
02/28/2050	\$13,304.95	\$12,528.81	\$776.14	\$284,083.75
03/31/2050	\$13,304.95	\$12,561.60	\$743.35	\$271,522.15
04/30/2050	\$13,304.95	\$12,594.47	\$710.48	\$258,927.68
05/31/2050	\$13,304.95	\$12,627.42	\$677.53	\$246,300.26
06/30/2050	\$13,304.95	\$12,660.46	\$644.49	\$233,639.80
07/31/2050	\$13,304.95	\$12,693.59	\$611.36	\$220,946.21
08/31/2050	\$13,304.95	\$12,726.81	\$578.14	\$208,219.40
09/30/2050	\$13,304.95	\$12,760.11	\$544.84	\$195,459.29
10/31/2050	\$13,304.95	\$12,793.50	\$511.45	\$182,665.79
11/30/2050	\$13,304.95	\$12,826.97	\$477.98	\$169,838.82
12/31/2050	\$13,304.95	\$12,860.54	\$444.41	\$156,978.28
01/31/2051	\$13,304.95	\$12,894.19	\$410.76	\$144,084.09

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
02/28/2051	\$13,304.95	\$12,927.93	\$377.02	\$131,156.16
03/31/2051	\$13,304.95	\$12,961.76	\$343.19	\$118,194.40
04/30/2051	\$13,304.95	\$12,995.67	\$309.28	\$105,198.73
05/31/2051	\$13,304.95	\$13,029.68	\$275.27	\$92,169.05
06/30/2051	\$13,304.95	\$13,063.77	\$241.18	\$79,105.28
07/31/2051	\$13,304.95	\$13,097.96	\$206.99	\$66,007.32
08/31/2051	\$13,304.95	\$13,132.23	\$172.72	\$52,875.09
09/30/2051	\$13,304.95	\$13,166.59	\$138.36	\$39,708.50
10/31/2051	\$13,304.95	\$13,201.05	\$103.90	\$26,507.45
11/30/2051	\$13,304.95	\$13,235.59	\$69.36	\$13,271.86
12/31/2051	\$13,306.59	\$13,271.86	\$34.73	\$0.00
	\$4,789,783.64	\$3,100,000.00	\$1,689,783.64	

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 Infrastructure Ontario does not warrant or make any representations regarding the use or the results of the use of the calculator found herein in terms of their correctness, accuracy, timeliness, reliability, or otherwise. Under no circumstances shall Infrastructure Ontario be held liable for any damages, whether direct, incidental, indirect, special, or consequential, and including, without limitation, lost revenues or lost profits, arising from or in connection with your use or reliance on the calculator found herein.
 This calculator is provided for general illustrative purposes only and does not constitute investment advice. To take into account your specific circumstances, you should obtain professional investment, legal and/or tax advice, as appropriate.

Municipality of Tweed Performance Measures

Performance Measures - Water (420)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total water expenses	394,851.73	388,158.04	299,201.39	454,373.00
Total water connections	1,000	1,000	1,000	1,000
Cost per connection	394.85	388.16	299.20	454.37
Remove one-time items described below	-	-	125.00	-
Normalized cost per connection	394.85	388.16	424.20	454.37
Base Revenue per Rate 1	404.66	408.72	411.80	412.84
Net impact per Rate 1	- 9.81	- 20.56	12.40	41.53

Note that the expenses are operating only.

Note that the total water connections of 730 were then weighted for units into weighted connections of
In 2021, there are contract costs and other expenses still expected to be incurred to December 31st of
\$125,000 or \$125.00 per connection

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-420-40036 WATER Levy	425,000.00	411,310.41	13,689.59	430,000.00	424,862.22	5,137.78	432,150.00	322,707.71	109,442.29	450,373.00	18,223.00	No proposed rate change. Based on 3rd quarter charges from 2021 x 4 quarters in 2022
	01-420-40204 WATER Penalty Revenue	4,000.00	4,123.16	(123.16)	4,000.00	5,327.73	(1,327.73)	400.00	4,790.52	(4,390.52)	4,000.00	3,600.00	
	01-420-40222 Miscellaneous Receipts	-	-	-	-	-	-	-	763.36	(763.36)	-	-	
		429,000.00	415,433.57	13,566.43	434,000.00	430,189.95	3,810.05	432,550.00	328,261.59	104,288.41	454,373.00	21,823.00	
Expenses	01-420-52000 WATER Salaries and Wages	64,900.00	62,158.90	2,741.10	64,900.00	64,899.00	1.00	64,900.00	64,899.00	1.00	64,900.00	-	
	01-420-52202 WATER Training	1,000.00	-	1,000.00	5,000.00	-	5,000.00	5,000.00	-	5,000.00	-	(5,000.00)	No licenced operator
	01-420-52816 WATER Property Tax - PIL	-	-	-	2,371.00	2,352.23	18.77	2,371.00	2,295.68	75.32	2,342.00	(29.00)	2% increase for tax levy increase
	01-420-53130 WATER Hydro - Well #2 & #3	30,000.00	29,229.21	770.79	30,000.00	26,038.72	3,961.28	30,000.00	21,648.05	8,351.95	30,000.00	-	
	01-420-53270 WATER Insurance	15,160.00	15,156.83	3.17	-	-	-	-	-	-	-	-	
	01-420-53350 Transfer to Reserves	-	70,983.44	(70,983.44)	71,839.00	100,249.38	(28,410.38)	103,551.00	-	103,551.00	146,031.00	42,480.00	To meet capital needs, transfer of \$185,100 required. However, transfer recorded is amount to balance department
		8,000.00	21,271.37	(13,271.37)	10,000.00	494.97	9,505.03	10,000.00	22,089.43	(12,089.43)	15,000.00	5,000.00	Increase cost
	01-420-54108 WATER Fire Hydrant R&M	1,000.00	988.75	11.25	1,000.00	4,852.40	(3,852.40)	1,000.00	1,168.36	(168.36)	2,000.00	1,000.00	
	01-420-54110 WATER Meters R&M	1,000.00	6,403.90	(5,403.90)	1,000.00	2,385.83	(1,385.83)	1,000.00	2,311.74	(1,311.74)	1,000.00	-	
	01-420-54112 WATER Contract - OCWA	155,000.00	154,176.26	823.74	155,000.00	152,515.56	2,484.44	155,000.00	144,238.13	10,761.87	157,500.00	2,500.00	\$13,049.32 per month for 12 months based on contract plus water bills
	01-420-54113 WATER - ORO - OCWA	35,000.00	32,130.72	2,869.28	35,000.00	32,129.28	2,870.72	35,000.00	30,342.18	4,657.82	33,100.00	(1,900.00)	Contract for \$2,758.38 each month for 12 months
	01-420-54114 WATER Licensing - DWQMS	1,500.00	1,296.56	203.44	1,500.00	1,143.47	356.53	1,500.00	9,471.58	(7,971.58)	1,500.00	-	
	01-420-54116 WATER R&M / Supplies	1,000.00	1,055.79	(55.79)	1,000.00	1,097.20	(97.20)	1,000.00	737.24	262.76	1,000.00	-	
		313,560.00	394,851.73	(81,291.73)	378,610.00	388,158.04	(9,548.04)	410,322.00	299,201.39	111,120.61	454,373.00	44,051.00	
Capital Funding	01-420-40128 WATER ICIP Funding	-	-	-	-	-	-	-	-	-	742,133.33	742,133.33	One time funding project
	01-420-40400 Transfer From Reserves	-	-	-	-	-	-	-	-	-	388,275.18	388,275.18	
		-	-	-	-	-	-	-	-	-	1,130,408.51	1,130,408.51	
Capital	01-420-58001 WATER CAPITAL	-	-	-	-	-	-	-	-	-	45,000.00	45,000.00	
	01-420-58011 WATER Water Meters & (3) Hydrants & Valves	-	-	-	26,000.00	-	26,000.00	-	-	-	30,000.00	30,000.00	
	01-420-58018 SEWER Environmental Assessment	5,000.00	423.06	4,576.94	-	-	-	-	-	-	-	-	
	01-420-58022 WATER OCWA	15,660.00	20,158.78	(4,498.78)	29,390.00	16,693.67	12,696.33	22,228.00	9,167.34	13,060.66	25,726.00	3,498.00	
	01-420-58023 Watermain River Crossing Capital	-	-	-	-	-	-	-	2,747.52	(2,747.52)	1,029,682.51	1,029,682.51	
	01-420-60000 Amortization - Water System	-	-	-	-	464.52	(464.52)	-	-	-	-	-	
		20,660.00	20,581.84	78.16	55,390.00	17,158.19	38,231.81	22,228.00	11,914.86	10,313.14	1,130,408.51	1,108,180.51	
Total Water (Dept 420)		94,780.00	(0.00)	94,780.00	-	24,873.72	(24,873.72)	-	17,145.34	(17,145.34)	-	-	

FINAL REPORT

PREPARED BY HEMSON FOR THE MUNICIPALITY OF TWEED

MUNICIPALITY OF TWEED WATER FINANCIAL PLAN

March 2021

Water Financial Plan Number: 168-301A



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1. INTRODUCTION

The Municipality of Tweed provides potable water to its customers through its extensive water distribution network. The drinking water is sourced from two groundwater wells and treated at the Municipality's Water Treatment Facility that was constructed in 1999. The Municipality's fee structure for water service includes a minimum charge with an additional consumption charge levied for each cubic meter of water consumed over the base consumption for three months. The minimum charge and base consumption are determined based on the size of the meter or the number of customers per water meter. The Municipality recovers its costs through user fees charged to its customers on the basis of a full cost recovery system.

The Municipality's Drinking Water Licence is set to expire in 2021 and needs to be updated for renewal. It should be noted that this exercise has not been undertaken to calculate/determine the utility rates over the long-term. Annual budgeting exercises to determine the in-year utility rates required to fund expenditures will supersede any revenue forecasts outlined in this document.

The purpose of this document is to present a water financial plan for the Municipality of Tweed that is prepared consistent with the requirements of the *Safe Drinking Water Act, 2002* (the SDWA) and its associated regulation, *Ontario Regulation 453/07*. The water financial plan prepared is part of the process required for the Municipality to renew its municipal drinking water license under the SDWA. The preparation of a financial plan requires a thorough analysis of operating and capital needs, as well as consideration of available funding sources.

The financial plan includes specific statements such as: statement of operations, statement of financial position, and statement of cash flow. In addition, a statement of net financial assets/debt has been prepared. Although this statement is not required under O. Reg. 453/07, it does provide further information about the financial performance of the Municipality's water system. Section two of the report explains each statement in greater detail.

The financial plan is prepared for a 10-year forecast period from 2021-2031 with 2021 being the base year. For the purpose of this report, 2021 will be used as the reference year for the report, although the first year of the plan is considered to be 2021 representing the year in which the licence is set to expire.

2. BACKGROUND

In 2015, the Municipality of Tweed approved a Water Financial Plan prepared as one of the submission requirements necessary in renewing their municipal drinking water licence under the *Safe Drinking Water Act, 2002* (SDWA). The Municipality is now required to update the Financial Plan to again renew its drinking water license.

Financial Plans are defined in section 30(1) of the SDWA as follows: Financial plans that satisfy the requirements prescribed by the Minister, in any other case, 2002, c. 32, s. 30(1).

At this time, the *Sustainable Water and Sewage Systems Act, 2002* has been repealed, however, the standards identified underpin the specific requirements of s. 30 outlined in O. Reg. 453/07.

The SDWA and O. Reg. 453/07 include the following general requirements for a financial plan:

- Mandatory for all municipal water systems and recommended for wastewater systems;
- Includes a planning horizon of at least six years (commencing when the system first serves the public, for new systems);
- Must be completed and approved by the later of July 1, 2010 and the date that is six months after the first licence is issued;
- May be amended and additional information may be included beyond what is prescribed, as necessary; and
- Must be approved by Council resolution indicating that the drinking water system is financially viable.

The Municipality is now required to update the Financial Plan to renew its drinking water licence. The Financial Plan requirement for a licence renewal generally mirrors the requirements to obtain a licence for a new system under the SDWA. In accordance with the regulation, this Financial Plan will apply to the first year to which the drinking water system's existing municipal drinking water licence would expire (in 2021).

In addition to the above noted general requirements, the following specific statements are required in the financial plan:

Statement of Operations

This statement includes details on the projected financial operations itemized by total revenues, total expenses, annual surplus/deficit, and the cumulative surplus/deficit for each year in which the financial plan applies. An annual surplus represents funds available to the Municipality to fund non-operating expenses such as the acquisition of tangible capital assets, principal payments on debt, and transfers to replenish or grow the reserve and reserve funds. The Statement of Operations is discussed in more detail later in this report, and is included as Table 1.

Statement of Financial Position

This statement includes details on the financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets. In recording the tangible capital assets the Municipality is able to account for its ability to provide for future benefits. A net financial asset position on this statement indicates whether the water system has the financial resources necessary to fund its future operations. The Statement of Financial Position is discussed in more detail later in this report, and is included as Table 2.

Statement of Cash Flow

This statement provides information on the generation and use of cash resources. The gross cash receipts/payments are itemized by: operating; capital; investing and financial transactions. Itemizing the cash receipts and payments by category allows the reader to understand where the cash is being generated (e.g. water rates), and how the cash is being used (e.g. capital and operating expenses).

Statement of Net Financial Assets/Debt

Although this statement is not required under O. Reg. 453/07, it does provide further information about the financial performance of the Municipality's water systems. The Statement of Net Financial Assets/Debt provides information on whether the revenue generated is sufficient to support the operating and tangible capital asset costs. The statement also reconciles the difference between the annual surplus/deficit and the change in net financial assets/debt for the period.

The remainder of this study sets out the information and analysis upon which the statements were prepared.

Section III includes a discussion on the key inputs and documents used to develop the financial plan consistent with the governing legislation.

Section IV includes the Statement of Operations, Statement of Financial Position, Statement of Cash Flows, and Statement of Change in Net Financial Assets/Debt that form the Financial Plan for Water Services.

Section V includes the Notes and Assumptions to the Financial Plan.

3. KEY INPUTS

This chapter discusses the key inputs and documents used to develop the financial plan consistent with the governing legislation. The costs, revenues and assumptions used in preparing the financial projections are based on the Municipality's data such as the 2021 operating budget and 10-year capital plan, 2019 Water Asset Study, year-end reserve continuity schedules and other relevant information provided by staff. The five key financial inputs discussed below drive the prescribed statements outlined in Section II and are described in more detail in Section IV of this report.

I. EXPENDITURE AND REVENUE FORECAST

The expenditure and revenue forecast is based upon the information obtained from the Municipality's 2021 operating budget and the 10-year capital plan. This forecast includes a forecast of operating expenditures and revenues to 2031 with the provision for annual contributions to reserves for the purpose of asset repair and replacement. The Municipality recovers most of its costs through user fees charged to its customers that include a quarterly fixed fee, with an additional consumption charge for each cubic metre of water consumed, and differentiated into two consumption blocks.

Some main assumptions used to derive the operating and revenue projections are as follows:

Expenditures will increase annually as follows:

- Salaries & Benefits and Training – 0.5% per annum;
- OCWA – 3.0% per annum;
- Other Expenditures – 2.0%;
- Hydro & Utilities – 5.0% per annum.
- Other Water revenues will increase at 2.0% per annum;
- The water rate related revenues from the existing base is proposed to increase at a rate of 1.5% per annum. The rate increases implemented will be subject to annual budget reviews.

It should be noted that new additional revenues will be generated from new growth as a result the 3rd Lagoon Cell, which will come online mid-2022.

II. CAPITAL EXPENDITURES

The Municipality's capital budget forecast was used in preparing the financial plan. The plan identifies the cumulative cost for all in-year capital projects over the planning period and identifies the annual funding sources as outlined by Municipality staff and Council.

III. RESERVE FUND STATEMENTS

Water Reserves

The 2020 Water Reserve Fund opening balance was provided by municipal staff. The Water Reserve Fund is used to fund non-growth related capital projects as well as the repair and replacement of water assets. Additionally, these funds can be used to address revenue shortfalls that can arise from fluctuating annual water consumption (i.e. less water is billed during wet summers).

IV. DEBT REPAYMENT

The Municipality of Tweed has no existing debt on the water system and no debt is anticipated to be incurred over the planning period. That said, the Municipality's debenture requirements should be assessed at the time of the capital expenditure is incurred to determine whether debt will be required.

V. TANGIBLE CAPITAL ASSET ANALYSIS (TCA)

The Municipality's internal TCA data was used to develop financial information related to the water systems assets. The statements included are not audited documents and contain estimates and assumptions as described below.

The following assumptions were made in regard to tangible capital assets:

- The amortization of assets is based on straight line depreciation;
- The useful life of each asset, as included in the Municipality's asset register, was included in the calculation of amortization;
- It is assumed that no write-offs occurred in any of the years;
- It is assumed that there were no gains or losses on the disposal of assets (assets were disposed when they had reached the end of their useful life and therefore the historic cost is equal to accumulated depreciation); and
- Contributed assets were unknown and therefore not included in the forecast.

A summary of the tangible capital asset balances for the Municipality's water system is as follows:

Municipality of Tweed TCA Analysis

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Tangible Capital Assets	\$3,514	\$3,515	\$3,538	\$3,741	\$3,948	\$4,160	\$4,376	\$4,556	\$4,739	\$4,975	\$5,247	\$5,596
Plus: Acquisitions - Repair/Replacement	\$0	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Less: Disposals	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closing Tangible Capital Assets	\$3,515	\$3,538	\$3,741	\$3,948	\$4,160	\$4,376	\$4,556	\$4,739	\$4,975	\$5,247	\$5,596	\$5,890
Opening Accumulated Amortization	\$2,050	\$2,068	\$2,196	\$2,318	\$2,440	\$2,551	\$2,663	\$2,774	\$2,886	\$2,975	\$3,065	\$3,154
Plus: Amortization Expense	\$118	\$127	\$122	\$122	\$112	\$112	\$112	\$112	\$89	\$89	\$89	\$89
Less: Amortization of Disposals	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closing Accumulated Amortization	\$2,169	\$2,196	\$2,318	\$2,440	\$2,551	\$2,663	\$2,774	\$2,886	\$2,975	\$3,065	\$3,154	\$3,243
Net Book Value	\$1,347	\$1,342	\$1,423	\$1,509	\$1,609	\$1,713	\$1,781	\$1,853	\$2,000	\$2,182	\$2,442	\$2,648

Note: The net book value is estimated based on the water component share of infrastructure. All values are unaudited figures.

4. WATER FINANCIAL PLAN

This section summarizes the complete financial plan for the Municipality of Tweed's water system, which represents a forecast or projection of the Municipality's future financial position. The statements included in this study are not audited documents and contain estimates and assumptions as described in Section V of this report.

A. STATEMENT OF OPERATIONS – TABLE 1

The Statement of Operations provides information on the revenues and expenses generated from the water system in each year. An annual surplus will be generated where annual revenues exceed annual expenses for the year. Conversely, where the expenses exceed the revenues, an annual deficit will result. The annual surplus is available to fund non-operating expenses such as the acquisition of tangible capital assets, principal payments on debt, and transfers to replenish or grow the reserve funds.

In 2021, the projected revenue is \$433,000 with expenditures of \$434,000. As expenses exceed revenues, an annual deficit is projected of approximately \$1,000. The beginning period accumulated surplus of \$1.99 million is equal to the opening reserve fund balances, plus tangible capital assets, and less any debt obligations and deferred revenue. A reconciliation of this amount can be found in Table 5. The Municipality's forecasted Statement of Operations indicates an annual surplus in each of the years projected, with the accumulated surplus growing by approximately \$580,700. This supports the Municipality's need to grow its reserve funds to pay for the repair and replacement of the Municipality's capital assets.

B. STATEMENT OF FINANCIAL POSITION – TABLE 2

The Statement of Financial Position provides information on the assets and liabilities of the Municipality's water system. Net Financial Assets/(Debt) is the difference between assets and liabilities. A position of net financial assets occurs when assets are greater than liabilities. Conversely, net financial debt occurs when liabilities exceed their assets. A net financial assets position implies that the system has the financial resources required to fund its future operations. A net financial debt position indicates that future revenues will be required to pay for past transactions.

Table 1
Municipality of Tweed
Statement of Operations
in \$000's

	Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues											
<i>Water Sales</i>											
Metered	\$432	\$444	\$462	\$481	\$497	\$514	\$527	\$541	\$554	\$568	\$582
Other	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5
<i>Total Revenue</i>	\$433	\$445	\$463	\$481	\$498	\$515	\$528	\$541	\$555	\$568	\$582
Expenditures											
Amortization Expense	\$127	\$122	\$122	\$112	\$112	\$112	\$112	\$89	\$89	\$89	\$89
Operating Expense	\$307	\$315	\$323	\$331	\$340	\$349	\$358	\$368	\$378	\$388	\$398
<i>Total Expenditures</i>	\$434	\$437	\$444	\$443	\$451	\$460	\$470	\$457	\$467	\$477	\$487
Annual Surplus/(Deficit)	(\$1)	\$8	\$18	\$38	\$46	\$54	\$58	\$84	\$88	\$92	\$95
Annual Surplus/(Deficit)	(\$1)	\$8	\$18	\$38	\$46	\$54	\$58	\$84	\$88	\$92	\$95
Accumulated Surplus, Beginning of Period	\$1,995	\$1,993	\$2,001	\$2,019	\$2,058	\$2,104	\$2,159	\$2,217	\$2,301	\$2,389	\$2,480
Accumulated Surplus, End of Period	\$1,993	\$2,001	\$2,019	\$2,058	\$2,104	\$2,159	\$2,217	\$2,301	\$2,389	\$2,480	\$2,576

Table 2
Municipality of Tweed
Statement of Financial Position
in \$000's

	Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Financial Assets											
Cash	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)
Total Assets	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)
Liabilities											
Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Deferred Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Financial Assets/(Debt)	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)
Non-Financial Assets											
Tangible Capital Assets	\$1,342	\$1,423	\$1,509	\$1,609	\$1,713	\$1,781	\$1,853	\$2,000	\$2,182	\$2,442	\$2,648
Accumulated Surplus/(Deficit)	\$1,993	\$2,001	\$2,019	\$2,058	\$2,104	\$2,159	\$2,217	\$2,301	\$2,389	\$2,480	\$2,576

In 2021, there are no liabilities and financial assets are approximately \$651,000. Overall, the Municipality maintains a net financial asset position throughout most years of the forecast with the exception of 2031. The net financial debt position is a result of the decreasing cash position as the Municipality expends funds to carry-out the fairly extensive capital asset repair and replacement program.

The Statement of Financial Position also provides information on the Municipality's tangible capital assets. The reporting of tangible capital assets is a requirement under PS3150 of the Public Sector Accounting Board. Prior to 2009, the costs to acquire or construct capital assets were expensed in the year in which they occur. As of 2009, municipalities are required to capitalize their assets and account for their ability to provide future benefits. An increase in the tangible capital asset balance suggests that new assets have been acquired, and a decrease in the balance indicates the disposal, write down or use of assets. The Municipality's tangible capital assets are valued at \$1.34 million in 2021 and are anticipated to grow to \$2.65 million by the end of the period.

C. STATEMENT OF CASH FLOW – TABLE 3

The Statement of Cash Flow provides information on the generation and use of cash resources in the following categories: operating; capital; investments; and financing activities. The statement describes how the cash from operations (\$126,000) will be used to support the 2021 capital transactions (\$22,000). The difference between the total cash generated and cash used results in an increase or decrease in cash and cash equivalents. The beginning of period cash and cash equivalents is equal to the water reserve funds on hand at the start of the period.

In 2021, the Municipality will see a \$104,000 increase in cash equivalents, however, the Municipality will see a decrease in cash equivalents over the planning period until 2031. The Municipality's cash position will decrease from \$651,000 in 2021 to negative \$72,000 in 2031, resulting from the Municipality carrying out the non-growth related capital program. Please note, the Municipality may require debt financing to carry-out the capital program if funds on hand are insufficient.

D. STATEMENT OF CHANGE IN NET FINANCIAL ASSETS/DEBT – TABLE 4

The Statement of Change in Net Financial Assets/Debt provides information on whether the revenue generated is sufficient to support the operating and tangible capital asset costs. The statement also reconciles the difference between the annual surplus/deficit and the

change in net financial assets/debt for the period. The statement outlines that the deficit of \$1,000 and amortization (\$127,000) exceeds the forecasted capital expenditures of \$22,000, resulting in an increase in net financial assets for the year. Net financial assets remain negative throughout the years as the capital asset repair and replacement requirements outweigh the annual surplus plus the annual amortization of existing assets.

Table 3
Municipality of Tweed
Statement of Cash Flow
In \$000's

	Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Transactions											
Annual Surplus/(Deficit)	(\$1)	\$8	\$18	\$38	\$46	\$54	\$58	\$84	\$88	\$92	\$95
Add: Amortization of TCA's	\$127	\$122	\$122	\$112	\$112	\$112	\$112	\$89	\$89	\$89	\$89
Less: Interest Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Provided by Operating:	\$126	\$130	\$140	\$150	\$158	\$166	\$170	\$174	\$177	\$181	\$184
Capital Transactions											
Proceeds on Sale of Tangible Capital Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Cash Used to Acquire Tangible Capital Assets	(\$22)	(\$203)	(\$207)	(\$212)	(\$216)	(\$180)	(\$184)	(\$236)	(\$272)	(\$349)	(\$295)
Cash Applied to Capital	(\$22)	(\$203)	(\$207)	(\$212)	(\$216)	(\$180)	(\$184)	(\$236)	(\$272)	(\$349)	(\$295)
Investing Transactions											
Proceeds from Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Cash Used to Acquire Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Provided by Investing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing Transactions											
Proceeds from Debt Issues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Debt Repayment (principal only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Applied to Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase/(Decrease) in Cash and Cash Equivalents	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
Cash and Cash Equivalents											
Beginning of Period	\$548	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39
Increase/(Decrease)	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
End of Period	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)

Table 4
Municipality of Tweed
Statement of Change in Net Financial Assets/(Debt)
in \$000's

	Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Annual Surplus/(Deficit)	(\$1)	\$8	\$18	\$38	\$46	\$54	\$58	\$84	\$88	\$92	\$95
Add: Amortization of Tangible Capital Assets	\$127	\$122	\$122	\$112	\$112	\$112	\$112	\$89	\$89	\$89	\$89
Less: Acquisition of Tangible Capital Assets	(\$22)	(\$203)	(\$207)	(\$212)	(\$216)	(\$180)	(\$184)	(\$236)	(\$272)	(\$349)	(\$295)
<i>Change in Net Financial Assets/(Debt)</i>	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
<i>Net Financial Assets/(Debt)</i>											
Beginning of Period	\$548	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39
Increase/(Decrease)	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
End of Period	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)



5. NOTES AND ASSUMPTIONS TO FINANCIAL PLAN

Section 3(2) of O. Reg. 453/07 states that the information is required only if the information is known to the owner at the time the financial plan is prepared. The assumptions used in preparing the financial plan are noted below.

I. CASH

The beginning of period Cash and Cash equivalents contained in the Statement of Cash Flows is the total of the opening balance of reserve funds. The opening balances were unaudited at the time the Financial Plan was prepared and may change.

II. RECEIVABLES AND PAYABLES

It is assumed that the water receivables and payables are not significant and therefore have not been identified.

III. DEBT

The Municipality of Tweed has no existing debt on the water system and no debt is anticipated to be incurred over the planning period. However, the Municipality's debenture requirements will be assessed at the time of the capital expenditure is incurred and subject to Council decision.

IV. DEFERRED REVENUE

Deferred revenue represents the development charge reserve fund balance. For financial reporting purposes, development charges are deemed a liability until they are used to acquire or construct the infrastructure for which they were collected. The Municipality does not levy development charges and therefore no deferred revenues.

V. ACCUMULATED SURPLUS

The accumulated surplus for all years in the forecast period is contained in Table 5.

Table 5
Municipality of Tweed
Reconciliation of Accumulated Surplus
in \$000's

	Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Accumulated Surplus consists of:											
Opening Reserve Balance											
<i>Development Charges</i>	\$0										
<i>Water Reserve</i>	\$548										
Total Reserve Balance	\$548										
<i>Less: Debt Obligations and Deferred Revenue</i>	\$0										
<i>Add: Tangible Capital Assets</i>	\$1,447										
Total Opening Balance	\$1,995	\$1,993	\$2,001	\$2,019	\$2,058	\$2,104	\$2,159	\$2,217	\$2,301	\$2,389	\$2,480
<i>Add: Contributions to/(from) Reserves (excl DC)</i>											
<i>Water Reserve</i>	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
Total Change in Reserve	\$104	(\$73)	(\$67)	(\$62)	(\$58)	(\$14)	(\$14)	(\$62)	(\$94)	(\$168)	(\$111)
<i>Add: Changes in TCA during the year</i>											
<i>Capital Assets Acquired/(Disposed)</i>	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
<i>Amortization of Capital Assets</i>	(\$127)	(\$122)	(\$122)	(\$112)	(\$112)	(\$112)	(\$112)	(\$89)	(\$89)	(\$89)	(\$89)
Total Changes in Tangible Capital Assets	(\$105)	\$81	\$86	\$100	\$104	\$68	\$72	\$147	\$182	\$260	\$206
Subtract Changes in Debt Position											
<i>New Debt</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Debt Repayment</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Change in Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Ending Balance	\$1,993	\$2,001	\$2,019	\$2,058	\$2,104	\$2,159	\$2,217	\$2,301	\$2,389	\$2,480	\$2,576

VI. LEAD PIPES

Ontario Regulation 453/07 regulation contains a requirement for municipalities to include in the Financial Plan the cost associated with replacing lead pipes that are part of the drinking water system. The Municipality currently does not have to replace any lead pipes and does not expect to replace any in the future. Therefore, no provision for lead pipe replacement is required for this plan.

6. OVERVIEW OF RESULTS

The main purpose of this report is intended to illustrate the financial viability of the water system over a 10-year planning period to 2031. The financial plan contained in this document outlines that the Municipality's drinking water systems are financially viable, although, some important items should be considered.

- In developing this Water Financial Plan, the Municipality recognizes that this is a living document and it is expected to be reviewed again if a more fulsome utility rate analysis is prepared.
- In addition to annual operating, maintenance and debt servicing costs, water infrastructure will require periodic rehabilitation and eventual replacement. When assets require rehabilitation or are due for replacement, the source of funds are essentially limited to reserves or contributions from operating. In maintaining a user-pay approach, it is important for the Municipality to continue to build sufficient reserves for the scheduled replacement of infrastructure through contributions from operating. As the Municipality's water infrastructure ages, maintaining assets in a state of good repair will ensure these assets continue to maintain service levels and the services are operated in accordance with Provincial legislation that guarantees safety, quality and reliability. The contribution requirements are intended to be informed through the Municipality's Asset Management Plan which will continue to be refined over the coming years.
- Based on the results of the water asset needs analysis, the Municipality does expect to experience significant non-growth-related capital pressures over the next several years. This means that these projects will require careful monitoring to continue to ensure financial sustainability.
 - The non-growth related capital expenditures over the forecast period equate to over \$2.38 million, which would need to be funded from utility rates. The statements in this plan, which would illustrate decrease in cash and cash equivalents and net deficit positions in some intervening years can be attributed to the funding of this infrastructure. Although, this financial plan looks at the immediate future in which the costs are being absorbed, some of these projects may need be deferred over a longer-term to mitigate any immediate financial pressures. As a result, the Municipality should continue to exercise caution in planning for these projects to ensure the projects can properly be funded from the water utility system without support from other reserves to interim fund

operations. In addition, the Municipality can also utilize debenture financing to carry-out any immediate capital requirements, however, the use of debt will be assessed at the time of the capital expenditure is incurred and subject to Council decision.

- Also of note, The Municipality is expecting to see new units come online in mid-2022 following completion of the 3rd lagoon cell, which will increase capacity of the wastewater system. This additional growth will help offset the cost of the repair and replacement activities anticipated and a share of those revenues have been assumed in this analysis.

It is fiscally prudent the Municipality continue to monitor their water operations to compare the accuracy of the financial projections with the actual results, as this will lead to improved planning in the future.

APPENDIX A

SUPPORTING TABLES

Appendix A - Table 1
Municipality of Tweed
Operating Budget Forecast
in \$000's

	BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditures											
Operating Costs											
OCWA	\$190	\$196	\$202	\$208	\$214	\$220	\$227	\$234	\$241	\$248	\$255
Salaries & Wages	\$65	\$65	\$66	\$66	\$66	\$67	\$67	\$67	\$68	\$68	\$68
Other Operating	\$52	\$54	\$55	\$58	\$60	\$62	\$64	\$67	\$69	\$72	\$75
	\$307	\$315	\$323	\$331	\$340	\$349	\$358	\$368	\$378	\$388	\$398
Capital Related Costs											
Capital Costs	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Capital Related Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Reserve Contribution											
Contributions to/(from) Water Reserves	\$104	\$60	\$136	\$88	\$175	\$141	\$145	\$148	\$151	\$154	\$157
Contributions to/(from) Water Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$104	\$60	\$136	\$88	\$175	\$141	\$145	\$148	\$151	\$154	\$157
Total Expenditures	\$433	\$578	\$666	\$631	\$731	\$670	\$686	\$752	\$800	\$891	\$850
Revenues											
Water Billing Revenue	\$432	\$444	\$462	\$481	\$497	\$514	\$527	\$541	\$554	\$568	\$582
Other Non-Rate Revenue	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5
Transfer from Reserve for Capital	\$0	\$133	\$203	\$149	\$233	\$155	\$159	\$210	\$246	\$322	\$268
	\$433	\$578	\$666	\$631	\$731	\$670	\$686	\$752	\$800	\$891	\$850

Appendix A - Table 2
Municipality of Tweed
Capital Budget Forecast
in \$000's

	BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Capital Program											
Growth Related	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Growth Related	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Repair and Replacement	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Funding Sources											
Reserve Fund	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding	\$22	\$203	\$207	\$212	\$216	\$180	\$184	\$236	\$272	\$349	\$295

Appendix A - Table 3
Municipality of Tweed
Reserve and Reserve Fund Continuity
in \$000's

	BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Water Reserves											
Opening Balance	\$548	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39
Transfer from Operating	\$104	\$60	\$136	\$88	\$175	\$141	\$145	\$148	\$151	\$154	\$157
Transfer to Capital	\$0	(\$133)	(\$203)	(\$149)	(\$233)	(\$155)	(\$159)	(\$210)	(\$246)	(\$322)	(\$268)
Ending Balance	\$651	\$578	\$511	\$449	\$391	\$377	\$364	\$301	\$207	\$39	(\$72)
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Water Reserve Fund - Village Infrastructure											
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to/(from) Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note: Reserves and Reserve Funds have historically been combined with sewer services. For the purposes of this plan, only the water reserve component is reflected



Appendix A - Table 4
 Municipality of Tweed
 Non- Growth Related Debenture Schedule
 in \$000's

	2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031	
Existing Debt	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



Municipality of Tweed Performance Measures

Performance Measures - Garbage Collection (430)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total garbage collection expenses	36,589.04	37,038.04	31,253.41	38,829.00
Total properties receiving collection	674	674	682	682
Cost per property	54.29	54.95	45.83	56.93
Remove one-time items described below	-	-	9.41	-
Normalized cost per property	54.29	54.95	55.24	56.93
Total revenues	35,948.36	37,017.00	37,619.12	38,829.00
Revenue per property	53.34	54.92	55.16	56.93
Net operating tax impact per property	0.95	0.03	0.08	-

Note that the expenses are operating only.

In 2021, there are contract costs and other expenses still expected to be incurred to December 31st of \$6,417.94 or \$9.41 per connection

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-430-40040	GARBAGE COLLECTION Special Charges	36,000.00	35,948.36	51.64	37,015.00	37,017.00	(2.00)	37,672.00	37,619.12	52.88	38,829.00	1,157.00	
Expenses 01-430-52221	GARBAGE COLLECTION Waste Collection	36,000.00	36,589.04	(589.04)	37,015.00	37,038.04	(23.04)	37,672.00	31,253.41	6,418.59	38,829.00	1,157.00	Based on new contract rates from August 2020: \$37,841.66 x 7/12 + \$38,598.47 x 5/12 + non-rebated HST impacts
Total Garbage Collection (Dept 430)		36,000.00	36,589.04	(589.04)	37,015.00	37,038.04	(23.04)	37,672.00	31,253.41	6,418.59	38,829.00	1,157.00	
		-	(640.68)	640.68	-	(21.04)	21.04	-	6,365.71	(6,365.71)	-	-	

Municipality of Tweed Performance Measures

Performance Measures - Garbage Disposal (440)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total garbage disposal expenses	514,793.28	503,420.87	528,189.78	585,417.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Cost per property	108.33	105.58	110.45	122.40
Total revenues	201,484.99	246,538.50	226,975.65	230,000.00
Revenue per property	42.40	51.71	47.46	48.09
Net operating tax impact per property	65.93	53.88	62.99	74.31

Note that the expenses are operating only.

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues													
01-440-40216	GARBAGE DISPOSAL Bag Tag & Tipping Revenues	250,000.00	189,060.68	60,939.32	200,000.00	212,911.61	(12,911.61)	200,000.00	210,766.67	(10,766.67)	210,000.00	10,000.00	Based on increases seen over last 5 years
01-440-40218	GARBAGE DISPOSAL Investment Income	-	12,424.31	(12,424.31)	12,500.00	33,626.89	(21,126.89)	15,000.00	15,425.95	(425.95)	20,000.00	5,000.00	
01-440-40600	WASTE DISPOSAL COVID Funding	-	-	-	-	-	-	24,922.00	783.03	24,138.97	-	(24,922.00)	
		250,000.00	201,484.99	48,515.01	212,500.00	246,538.50	(34,038.50)	239,922.00	226,975.65	12,946.35	230,000.00	(9,922.00)	
Expenses													
01-440-52000	GARBAGE DISPOSAL Salaries and Waives	119,000.00	109,594.55	9,405.45	118,576.00	119,497.86	(921.86)	142,534.00	120,870.35	21,663.65	149,661.00	7,127.00	Per by-law increases for 2022.
01-440-52100	GARBAGE DISPOSAL CPP	5,500.00	4,913.17	586.83	5,972.00	6,458.23	(486.23)	7,074.00	5,127.57	1,946.43	8,068.00	994.00	Per by-law increases for 2022.
01-440-52110	GARBAGE DISPOSAL EI	2,500.00	2,250.79	249.21	2,325.00	3,012.37	(687.37)	2,685.00	2,422.62	262.38	3,005.00	320.00	Per by-law increases for 2022.
01-440-52120	GARBAGE DISPOSAL EHT	2,500.00	2,382.67	117.33	2,463.00	3,044.14	(581.14)	2,387.00	2,363.05	23.95	2,935.00	548.00	Per by-law increases for 2022.
01-440-52130	GARBAGE DISPOSAL OMERS	-	-	-	5,107.00	-	5,107.00	5,193.00	-	5,193.00	5,296.00	103.00	Per by-law increases for 2022.
01-440-52140	GARBAGE DISPOSAL WSIB	4,000.00	3,848.93	151.07	4,421.00	4,933.04	(512.04)	4,285.00	3,829.36	455.64	5,267.00	982.00	Per by-law increases for 2022.
01-440-52150	GARBAGE DISPOSAL Group Insurance	1,075.00	1,074.56	0.44	768.00	1,175.82	(407.82)	936.00	1,138.11	(202.11)	1,248.00	312.00	Per by-law increases for 2022.
01-440-52160	GARBAGE DISPOSAL Extended Health care	8,000.00	11,082.83	(3,082.83)	12,066.00	6,188.53	5,877.47	8,115.00	14,790.94	(6,675.94)	11,631.00	3,516.00	Per by-law increases for 2022.
01-440-52170	GARBAGE DISPOSAL RRSP	8,100.00	7,841.67	258.33	2,894.00	19,073.88	(16,179.88)	2,051.00	8,839.13	(6,788.13)	4,131.00	2,080.00	Per by-law increases for 2022.
01-440-52180	GARBAGE DISPOSAL Dental Plan	3,500.00	5,319.65	(1,819.65)	7,500.00	6,722.68	777.32	5,000.00	1,389.53	3,610.47	10,000.00	5,000.00	Per by-law increases for 2022.
01-440-52200	GARBAGE DISPOSAL Repair & Mctc	3,000.00	8,025.03	(5,025.03)	3,000.00	5,277.98	(2,277.98)	3,000.00	4,395.74	(1,395.74)	4,000.00	1,000.00	increase cost
01-440-52202	GARBAGE DISPOSAL Communications/Advertise	600.00	443.77	156.23	600.00	290.23	309.77	600.00	273.02	326.98	600.00	-	
01-440-52206	GARBAGE DISPOSAL Uniform Rental/Boot Allowance	2,400.00	2,469.11	(69.11)	2,400.00	2,620.86	(220.86)	2,400.00	2,470.08	(70.08)	2,400.00	-	
01-440-52211	GARBAGE DISPOSAL Marlbank Road Monitorina/D&O Plan	22,000.00	22,865.26	(865.26)	22,000.00	24,765.79	(2,765.79)	24,000.00	13,863.72	10,136.28	22,000.00	(2,000.00)	
01-440-52215	GARBAGE DISPOSAL Hunt Road Monitorina/D&O	15,000.00	23,269.20	(8,269.20)	15,000.00	30,218.71	(15,218.71)	17,000.00	19,349.88	(2,349.88)	17,000.00	-	
01-440-52235	GARBAGE DISPOSAL Loader #52	3,000.00	2,062.84	937.16	3,000.00	366.56	2,633.44	3,000.00	516.64	2,483.36	3,000.00	-	
01-440-52238	GARBAGE DISPOSAL Compactor	3,000.00	7,895.47	(4,895.47)	3,000.00	307.49	2,692.51	3,000.00	3,545.74	(545.74)	3,000.00	-	
01-440-52816	GARBAGE DISPOSAL Property Tax - PIL	-	-	-	3,468.00	3,440.64	27.36	3,537.00	3,357.92	179.08	3,425.00	(112.00)	2% increase for tax levy increase
01-440-53202	GARBAGE DISPOSAL Training	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-	1,000.00	1,000.00	-	
01-440-53240	GARBAGE DISPOSAL Supplies	500.00	318.18	181.82	500.00	272.50	227.50	500.00	222.84	277.16	5,000.00	4,500.00	
01-440-53242	GARBAGE DISPOSAL Bulk Items Removal	90,000.00	98,095.61	(8,095.61)	90,000.00	99,391.28	(9,391.28)	90,000.00	91,000.92	(1,000.92)	90,600.00	600.00	
01-440-53270	WASTE Insurance	-	-	-	833.00	832.68	0.32	850.00	1,384.56	(534.56)	2,150.00	1,300.00	55% increase based on significant increasing trends over last few years
01-440-53350	Transfer to Reserves	-	201,039.99	(201,039.99)	122,500.00	136,712.02	(14,212.02)	215,000.00	226,192.62	(11,192.62)	230,000.00	15,000.00	
01-440-57010	COVID Salaries - Waste	-	-	-	-	22,359.03	(22,359.03)	21,050.00	639.22	20,410.78	-	(21,050.00)	
01-440-57020	COVID Benefits - Waste	-	-	-	-	6,651.82	(6,651.82)	2,625.00	206.22	2,418.78	-	(2,625.00)	
01-440-57030	COVID Supplies and other costs - Waste	-	-	-	-	(193.27)	193.27	1,247.00	-	1,247.00	-	(1,247.00)	
		294,675.00	514,793.28	(220,118.28)	429,393.00	503,420.87	(74,027.87)	569,069.00	528,189.78	40,879.22	585,417.00	16,348.00	
Capital Funding													
01-440-40222	Miscellaneous Receipts	-	-	-	-	-	-	-	96,464.90	(96,464.90)	-	-	
01-440-40400	Transfer From Reserves	-	111,193.25	(111,193.25)	26,000.00	2,723.18	23,276.82	122,000.00	101,062.21	20,937.79	118,700.00	(3,300.00)	
		-	111,193.25	(111,193.25)	26,000.00	2,723.18	23,276.82	122,000.00	197,527.11	(75,527.11)	118,700.00	(3,300.00)	
Capital													
01-440-58000	GARBAGE DISPOSAL Blu Metric Capital	42,000.00	13,097.64	28,902.36	26,000.00	(59,045.89)	85,045.89	32,000.00	5,061.29	26,938.71	28,100.00	(3,900.00)	
01-440-58132	Capital Equipment & Vehicles	-	-	-	-	-	-	-	101,464.90	(101,464.90)	-	-	
01-110-60400	Change in Landfill Equity	-	-	-	-	61,769.07	(61,769.07)	-	-	-	-	-	
		42,000.00	13,097.64	28,902.36	26,000.00	2,723.18	23,276.82	32,000.00	106,526.19	(74,526.19)	28,100.00	(3,900.00)	
Total Garbage Disposal (Dept 440)		(86,675.00)	(215,212.68)	128,537.68	(216,893.00)	(256,882.37)	39,989.37	(239,147.00)	(210,213.21)	(28,933.79)	(264,817.00)	(25,670.00)	

Municipality of Tweed Performance Measures

Performance Measures - Recycling (450)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total recycling expenses	77,206.12	82,486.89	88,199.28	89,000.00
Total properties per MPAC	4,752	4,768	4,782	4,783
	<hr/>			
Cost per property	16.25	17.30	18.44	18.61
	<hr/> <hr/>			

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues	01-450-40222 Miscellaneous Receipts	-	-	-	-	-	-	-	530.00	(530.00)	-	-	-
Expenses	01-450-52225 RECYCLING Waste Service Board	90,000.00	77,206.12	12,793.88	81,875.00	82,486.89	(611.89)	87,601.00	88,199.28	(598.28)	89,000.00	1,399.00	
		90,000.00	77,206.12	12,793.88	81,875.00	82,486.89	(611.89)	87,601.00	88,199.28	(598.28)	89,000.00	1,399.00	
Total Recycling (Dept 450)		(90,000.00)	(77,206.12)	(12,793.88)	(81,875.00)	(82,486.89)	611.89	(87,601.00)	(87,669.28)	68.28	(89,000.00)	(1,399.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Expenses	Gypsy Moth Program	-	-	-	-	-	-	-	-	-			-
	Noxious Weeds Control Program	-	-	-	-	-	-	-	-	-			-
Total Environmental Control Programs (Dept 460)		-	-	-	-	-	-	-	-	-			-

Municipality of Tweed Performance Measures

Performance Measures - Parks (510)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total parks expenses	304,790.03	319,870.98	275,545.71	382,973.00
Total acres of parks and recreation spaces	38.05	38.05	38.05	38.05
Cost per acre	8,010.25	8,406.60	7,241.67	10,064.99
Remove one-time items described below	-	-	162.95	-
Normalized cost per connection	<u>8,010.25</u>	<u>8,406.60</u>	<u>7,404.62</u>	<u>10,064.99</u>
Total revenues	<u>13,483.06</u>	<u>4,531.98</u>	<u>16,348.04</u>	<u>8,450.00</u>
Revenue per acre	<u>354.35</u>	<u>119.11</u>	<u>429.65</u>	<u>222.08</u>
Net operating tax impact per acre	<u>7,655.90</u>	<u>8,287.49</u>	<u>6,974.98</u>	<u>9,842.92</u>

Note that the expenses are operating only.

In 2021, there are contract costs and other expenses still expected to be incurred to December 31st of \$6,200 or \$162.95 per acre

Municipality of Tweed
Operating Budget - 2022

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues 01-510-40125	Federal Student Grant	-	-	-	-	-	-	-	6,913.50	(6,913.50)	3,450.00	3,450.00	Per By-Law increases for 2022. 3 FT, 1,000 casual hours and 1,200 student hours
01-510-40159	PARKS - Donations	-	-	-	-	3,055.00	(3,055.00)	-	5,000.00	(5,000.00)	5,000.00	(3,298.00)	
01-510-40800	PARKS COVID Funding	-	-	-	-	-	-	-	3,894.54	3,894.54	3,894.54	3,894.54	
01-510-40702	RECREATION Revenue	4,700.00	13,483.06	(8,783.06)	4,700.00	1,476.98	3,223.02	4,700.00	550.00	4,150.00	4,150.00	4,150.00	
Expenses 01-510-52000	PARKS Salaries and Wages	105,000.00	112,162.34	(7,162.34)	111,235.00	4,531.98	168.02	106,484.00	16,348.04	25,649.95	152,851.00	(33,548.00)	Per By-Law increases for 2022. 3 FT, 1,000 casual hours and 1,200 student hours
01-510-52100	PARKS CPP	4,800.00	5,224.98	(424.98)	5,336.00	5,940.49	(604.49)	5,366.00	6,808.71	(1,442.71)	8,069.00	2,703.00	Per By-Law increases for 2022
01-510-52110	PARKS EI	2,100.00	2,336.28	(236.28)	2,099.00	2,427.54	(328.54)	2,077.00	2,540.43	(463.43)	3,066.00	989.00	Per By-Law increases for 2022
01-510-52120	PARKS Employer Health Tax	2,200.00	2,252.56	(52.56)	2,184.00	2,331.34	(147.34)	2,087.00	2,546.14	(459.14)	2,989.00	902.00	Per By-Law increases for 2022
01-510-52130	PARKS OMERS	6,000.00	7,489.55	(1,489.55)	7,430.00	7,705.69	(275.69)	6,929.00	6,554.81	374.19	7,403.00	474.00	Per By-Law increases for 2022
01-510-52140	PARKS WSIB	3,600.00	3,638.73	(38.73)	3,920.00	3,777.97	142.03	3,745.00	6,681.89	(2,936.89)	5,366.00	1,620.00	Per By-Law increases for 2022
01-510-52150	PARKS Group Insurance	1,000.00	1,038.71	(38.71)	753.00	977.02	(224.02)	855.00	889.20	(34.20)	1,434.00	579.00	Per By-Law increases for 2022
01-510-52160	PARKS Extended Health Care	6,000.00	5,877.38	122.62	6,049.00	(41.89)	6,090.89	4,786.00	4,656.85	129.15	7,208.00	2,422.00	Per By-Law increases for 2022
01-510-52170	PARKS RRSP	-	-	-	-	7,175.13	(7,175.13)	-	2,786.26	(2,786.26)	3,938.00	3,938.00	Per By-Law increases for 2022
01-510-52180	PARKS Dental Plan	2,500.00	2,901.63	(401.63)	3,750.00	913.68	2,836.32	3,750.00	1,941.30	1,808.70	6,250.00	2,500.00	Per By-Law increases for 2022
01-510-52190	PARKS Mileage	200.00	-	200.00	-	9.00	191.00	200.00	1,424.15	(2,224.15)	2,250.00	(50.00)	Additional staff
01-510-52210	PARKS Book/Clothing Allowance	800.00	1,414.88	(614.88)	1,400.00	1,546.01	(146.01)	2,000.00	7,591.60	(5,591.60)	10,000.00	850.00	Gas price increase
01-510-52510	PARKS Hydro/Water Sewer	9,500.00	10,348.85	(848.85)	9,500.00	7,375.29	2,124.71	9,500.00	7,606.44	1,893.56	9,000.00	500.00	Gas price increase
01-510-52545	PARKS Gas	7,500.00	7,871.60	(371.60)	7,500.00	7,044.31	455.69	7,500.00	2,590.19	(1,590.19)	2,500.00	500.00	Partial cell coverage
01-510-52805	PARKS Communications	1,000.00	1,044.49	(44.49)	1,000.00	1,056.42	(56.42)	1,000.00	1,510.19	(510.19)	2,500.00	1,500.00	Based on a 2% overall tax levy increase
01-510-52816	PARKS Property Tax - P/L	-	-	-	1,527.00	1,515.00	12.00	1,560.00	1,478.58	81.42	1,510.00	50.00	
01-510-52900	PARKS Ball Diamond R&M	2,500.00	2,713.77	(213.77)	2,500.00	3,111.71	2,188.29	2,500.00	6,069.93	1,893.07	2,500.00	-	
01-510-52901	PARKS Fairgrounds R&M	2,000.00	1,122.22	877.78	2,000.00	477.60	3,522.40	2,000.00	458.58	1,541.42	2,000.00	-	
01-510-52902	PARKS Soccer Field R&M	4,000.00	4,251.44	(251.44)	4,000.00	4,774.55	774.55	2,000.00	1,295.45	804.55	2,000.00	-	
01-510-52905	PARKS Splash Pad	23,000.00	18,159.34	4,840.66	23,000.00	14,251.10	8,748.90	23,000.00	16,375.78	6,624.22	23,000.00	-	
01-510-52910	PARKS Supplies	1,700.00	1,978.80	(278.80)	2,000.00	1,700.86	299.14	2,000.00	2,371.33	(371.33)	2,500.00	500.00	Increase in cost
01-510-52915	PARKS Equipment R&M - Tractor	5,000.00	4,100.31	899.69	5,000.00	8,719.32	(3,719.32)	5,000.00	6,501.87	(1,501.87)	2,000.00	2,000.00	
	PARKS Equipment R&M - Sup	-	-	-	-	-	-	-	-	-	2,000.00	2,000.00	
	PARKS Equipment R&M - Dodge Truck	-	-	-	-	-	-	-	-	-	2,000.00	2,000.00	
	PARKS Equipment R&M - Dodge Truck	-	-	-	-	-	-	-	-	-	2,000.00	2,000.00	
	PARKS Equipment R&M - 1 Tonne Truck	-	-	-	-	-	-	-	-	-	2,000.00	2,000.00	
01-510-52930	PARKS Repair and Maintenance	6,500.00	3,859.65	2,640.35	6,500.00	5,993.87	506.13	6,500.00	6,032.56	467.44	6,500.00	-	
01-510-52933	PARKS Weed Harvesting	9,000.00	8,395.00	605.00	9,000.00	10,624.76	(1,624.76)	9,000.00	13,135.00	(4,135.00)	9,000.00	-	
	Invasive Species Spraying	-	121.60	828.40	-	-	-	-	-	-	7,500.00	7,500.00	Parks spraying
01-510-53201	PARKS Professional Training	950.00	-	950.00	-	-	-	-	-	-	9,000.00	9,000.00	
01-510-53202	PARKS Training	-	-	-	1,500.00	-	1,500.00	1,500.00	-	1,500.00	1,500.00	-	
01-510-53270	PARKS Insurance	12,650.00	12,630.69	19.31	12,650.00	24,779.08	0.92	25,280.00	28,318.73	(3,038.73)	43,900.00	18,620.00	55% increase based on significant increasing trends over last few years. Based on long term capital budget for 5 years at 50%
01-510-53350	Transfer to Reserves	-	84,855.23	(84,855.23)	75,000.00	75,000.00	-	11,000.00	11,000.00	-	45,740.00	34,740.00	
01-510-53420	Recreation Programming	-	-	-	-	-	-	-	53.47	(53.47)	-	-	
01-510-57101	COVID Salaries - Parks	-	-	-	-	11,853.33	(11,853.33)	31,200.00	1,976.59	29,223.41	200,000.00	(31,200.00)	
01-510-57200	COVID Benefits - Parks	-	-	-	-	3,526.37	(3,526.37)	2,000.00	3,891.00	(3,891.00)	200,000.00	(3,891.00)	
01-510-57300	COVID Supplies and other costs - Parks	-	-	-	-	6,566.20	(6,566.20)	2,207.00	1,090.55	1,126.45	200,000.00	(7,500.00)	
	Capital Funding	219,500.00	304,790.03	(85,290.03)	319,163.00	319,870.98	(707.98)	284,317.00	275,545.71	8,771.29	382,973.00	98,656.00	
01-510-40129	PARKS Downtown Revitalization	-	-	-	5,700.13	5,700.13	-	-	-	-	-	-	
01-510-40152	PARKS - Insurance Grants	-	-	-	5,000.00	5,000.00	-	-	-	-	-	-	
01-510-40157	PARKS - Kiwanis Donations	-	24,490.00	(24,490.00)	18,942.00	18,942.00	-	-	14,375.83	(14,375.83)	200,000.00	-	
01-510-40158	PARKS - Other Grants	-	-	-	84,000.00	84,000.00	-	-	25,400.00	(25,400.00)	80,000.00	200,000.00	
01-510-40400	Transfer From Reserves	-	7,681.22	(7,681.22)	44,000.00	14,134.83	29,865.17	87,500.00	92,578.60	(5,078.60)	280,000.00	(143,500.00)	
Capital	PARKS Buildings	6,300.00	32,171.22	(32,171.22)	138,700.13	127,776.96	10,923.17	423,500.00	363,378.30	60,121.70	42,500.00	42,500.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
01-510-58014	PARKS Ball Diamond - Dugout Covers - Fairgrounds	2,000.00	(1,119.58)	3,119.58	2,000.00	-	2,000.00	-	-	-	-	-	-
01-510-58015	PARKS Ball Diamond - Netting at Stoco Diamond	12,049.00	-	12,049.00	-	-	-	-	-	-	-	-	-
01-510-58016	PARKS - Tweed Rec Area - Park Benches - 6	3,000.00	-	3,000.00	4,000.00	-	4,000.00	-	-	-	-	-	-
01-510-58017	PARKS - Tweed Rec Area Picnic Tables	3,000.00	-	3,000.00	5,000.00	-	5,000.00	-	-	-	-	-	-
01-510-58018	PARKS Replace Trees	6,000.00	1,877.62	4,122.38	10,000.00	-	10,000.00	16,500.00	13,738.10	2,761.90	15,000.00	(1,500.00)	
01-510-58019	PARKS Purchase Recycling Bins	4,000.00	3,131.26	868.74	5,000.00	-	5,000.00	-	-	-	5,000.00	5,000.00	
01-510-58020	PARKS Tweed Park Vacuum Sweeper	3,000.00	-	3,000.00	-	-	-	-	-	-	-	-	-
01-510-58021	PARKS Replace Benches	2,000.00	-	2,000.00	-	-	-	2,500.00	324.52	2,175.48	-	(2,500.00)	
01-510-58022	PARKS Tweed Park - Washroom Renovations	5,000.00	2,984.04	2,015.96	-	-	-	-	-	-	-	-	-
01-510-58023	PARKS Seasonal Decorations	5,000.00	5,831.42	(831.42)	-	-	-	-	-	-	-	-	-
01-510-58024	PARKS Jailhouse Renovations	10,000.00	6,234.32	3,765.68	-	-	-	-	-	-	-	-	-
01-510-58025	PARKS Replace Pillars at Main Entrance	2,500.00	2,544.00	(44.00)	-	-	-	-	-	-	-	-	-
01-510-58033	PARKS - Kiwanis Playground	-	-	-	25,000.00	15.26	24,984.74	386,000.00	315,032.53	70,967.47	-	(386,000.00)	
01-510-58036	PARKS Downtown Recycling Bins	-	-	-	5,000.00	-	5,000.00	-	-	-	-	-	-
01-510-58037	PARKS Downtown Benches	-	-	-	2,000.00	-	2,000.00	-	-	-	-	-	-
01-510-58038	PARKS Planters	-	-	-	2,000.00	-	2,000.00	2,200.00	2,524.06	(324.06)	1,000.00	(1,200.00)	
01-510-58039	PARKS Christmas Decorations	-	-	-	5,000.00	-	5,000.00	5,000.00	-	5,000.00	5,000.00	-	
01-510-58040	PARKS Hamlet Entrance Signs	-	-	-	30,000.00	-	30,000.00	40,000.00	22,621.25	17,378.75	-	(40,000.00)	
01-510-58041	PARKS Outdoor Fitness Equipment Shelter	-	-	-	40,000.00	-	40,000.00	34,000.00	38,402.24	(4,402.24)	-	(34,000.00)	
01-510-58042	PARKS New Entrance Sign	-	-	-	5,000.00	-	5,000.00	5,000.00	-	5,000.00	-	(5,000.00)	
01-510-58043	PARKS Lighting	-	-	-	16,000.00	-	16,000.00	-	-	-	-	-	-
01-510-58044	PARKS Replacement Mower	-	-	-	15,000.00	-	15,000.00	-	-	-	-	-	-
01-510-58045	PARKS Park Fountain Repair	-	-	-	2,000.00	-	2,000.00	-	-	-	-	-	-
01-510-58046	PARKS Pillar Repair	-	-	-	5,000.00	-	5,000.00	7,500.00	7,632.00	(132.00)	-	(7,500.00)	
01-510-58047	PARKS Cover - Charlton Dugouts	-	-	-	2,000.00	-	2,000.00	-	-	-	-	-	-
01-510-58048	PARKS Marlbank Dome	-	-	-	94,000.00	-	94,000.00	-	-	-	-	-	-
01-510-58050	PARKS Land Improvements	-	-	-	-	-	-	-	-	-	295,000.00	295,000.00	
01-510-58054	PARKS - Stoco Ball Shelter	-	-	-	-	-	-	-	-	-	-	-	-
01-510-58056	PARKS Cameras	-	-	-	-	-	-	7,100.00	6,385.29	714.71	-	(7,100.00)	
01-510-58057	PARKS Locator	-	-	-	-	-	-	2,200.00	1,920.25	279.75	-	(2,200.00)	
01-510-58058	Recreation Trail Construction	-	-	-	-	-	-	-	-	-	-	-	-
01-510-58132	PARKS Vehicles and Equipment	-	-	-	-	-	-	-	-	-	36,000.00	36,000.00	
01-510-60000	AMORTIZATION Recreation & Culture	-	199,957.76	(199,957.76)	-	195,766.96	(195,766.96)	-	-	-	-	-	-
01-510-60200	Change in Unfunded Capital	-	-	-	-	(36,367.04)	36,367.04	-	-	-	-	-	-
Total Parks (Dept 510)		63,849.00	215,405.11	(151,556.11)	280,300.00	159,415.18	120,884.82	508,000.00	408,580.24	99,419.76	399,500.00	(108,500.00)	
		(278,649.00)	(474,540.86)	195,891.86	(456,062.87)	(346,977.22)	(109,085.65)	(326,819.00)	(304,399.61)	(22,419.39)	(494,023.00)	(167,204.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-512-40400	Transfer From Reserves	-	1,985.45	(1,985.45)	3,000.00	-	3,000.00	3,000.00	-	3,000.00	-	(3,000.00)	(3,000.00)
Expenses 01-512-52909	HAMLET REC Actinolite Operating Grant	2,000.00	2,978.57	(978.57)	2,000.00	2,019.95	(19.95)	2,000.00	2,044.52	(44.52)	2,000.00	-	
	Actinolite Hall Snow Plowing	-	-	-	-	-	-	-	-	-	-	-	
01-512-52910	HAMLET REC Actinolite Beautification	3,000.00	1,985.45	1,014.55	3,000.00	436.24	2,563.76	3,000.00	2,701.60	298.40	3,000.00	-	
01-512-53270	ACTINOLITE HALL Insurance	-	-	-	1,860.00	1,859.76	0.24	1,900.00	1,220.40	679.60	1,740.00	(160.00)	55% increase based on significant increasing trends over last few years
01-512-53285	ACTINOLITE BEAUTIFICATION 150 Celebrations	-	61.02	(61.02)	-	-	-	-	-	-	-	-	
01-512-53350	Transfer to Reserves	-	6,000.00	(6,000.00)	3,000.00	5,563.76	(2,563.76)	3,000.00	3,000.00	-	-	(3,000.00)	
01-512-54126	HAMLET REC Actinolite Hall Water Testing	500.00	1,384.83	(884.83)	500.00	83.44	416.56	500.00	288.52	211.48	500.00	-	
		5,500.00	12,409.87	(6,909.87)	10,360.00	9,963.15	396.85	10,400.00	9,255.04	1,144.96	7,240.00	(3,160.00)	
Capital 01-512-58014	HAMLET REC Actinolite Hall Improvements	3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	-	
		3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	-	
Total Actinolite Hall (Dept 512)		(8,500.00)	(10,424.42)	1,924.42	(10,360.00)	(9,963.15)	(396.85)	(10,400.00)	(9,255.04)	(1,144.96)	(10,240.00)	180.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-514-40222	HAMLET REC Maribank Misc Revenue	-	-	-	-	67.20	(67.20)	-	100.00	(100.00)	-	-	-
01-514-40400	Transfer From Reserves	-	1,667.50	(1,667.50)	3,000.00	-	3,000.00	3,000.00	6,804.53	(3,804.53)	-	(3,000.00)	(3,000.00)
Expenses 01-514-52909	HAMLET REC Maribank Operating Grant	2,000.00	602.62	1,397.38	2,000.00	460.90	1,539.10	2,700.00	2,402.96	297.04	2,700.00	-	-
01-514-52910	Maribank Hall Snow Plowing	-	-	-	-	-	-	-	-	-	-	-	-
01-514-52910	HAMLET REC Maribank Beautification	3,000.00	1,667.50	1,332.50	3,000.00	1,252.80	1,747.20	3,000.00	9,589.85	(6,589.85)	3,000.00	-	-
01-514-53270	MARLBANK Insurance	-	-	-	-	780.84	(780.84)	800.00	396.91	403.09	615.00	(185.00)	55% increase based on significant increasing trends over last few years
01-514-53350	Transfer to Reserves	-	6,000.00	(6,000.00)	3,000.00	4,747.20	(1,747.20)	3,000.00	3,000.00	-	-	(3,000.00)	(3,000.00)
		5,000.00	8,270.12	(3,270.12)	8,000.00	7,241.74	758.26	9,500.00	15,389.72	(5,889.72)	6,315.00	(3,185.00)	(3,185.00)
Capital 01-514-58014	HAMLET REC Maribank Pavilion Improvements	3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	214.68	2,785.32	3,000.00	-	-
		3,000.00	-	3,000.00	3,000.00	-	3,000.00	3,000.00	214.68	2,785.32	3,000.00	-	-
Total Maribank Pavilion (Dept 514)		(8,000.00)	(6,602.62)	(1,397.38)	(8,000.00)	(7,174.54)	(825.46)	(9,500.00)	(8,699.87)	(800.13)	(9,315.00)	185.00	185.00

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-516-40400	Transfer From Reserves	-	2,518.31	(2,518.31)	3,000.00	4,254.32	(1,254.32)	3,000.00	-	3,000.00	-	(3,000.00)	
		-	2,518.31	(2,518.31)	3,000.00	4,254.32	(1,254.32)	3,000.00	-	3,000.00	-	(3,000.00)	
Expenses 01-516-52909	HAMLET REC Queensborough Operating Grant	2,000.00	2,050.13	(50.13)	2,000.00	2,035.62	(35.62)	2,000.00	2,487.47	(487.47)	2,000.00	-	
	Queensborough Hall Snow Plowing	-	-	-	-	-	-	-	-	-	-	-	
01-516-52910	HAMLET REC Queensborough Beautification	3,000.00	1,441.61	1,558.39	3,000.00	2,347.20	652.80	3,000.00	1,993.15	1,006.85	3,000.00	-	
01-516-53270	QUEENSBOROUGH HALL Insurance	-	-	-	1,040.00	1,040.04	(0.04)	1,060.00	714.96	345.04	1,110.00	50.00	55% increase based on significant increasing trends over last few years
01-516-53350	Transfer to Reserves	-	6,000.00	(6,000.00)	3,000.00	3,652.80	(652.80)	3,000.00	3,000.00	-	-	(3,000.00)	
01-516-54128	HAMLET REC Queensborough Water Testing	500.00	289.66	210.34	500.00	83.45	416.55	500.00	83.78	416.22	500.00	-	
		5,500.00	9,781.40	(4,281.40)	9,540.00	9,159.11	380.89	9,560.00	8,279.36	1,280.64	6,610.00	(2,950.00)	
Capital Funding 01-516-40158	Queensborough Hall Other Grants	-	-	-	-	-	-	-	-	-	256,400.00	256,400.00	Trillium funding if successful
	Queensborough Hall Loan Proceeds	-	-	-	-	-	-	-	-	-	100,600.00	100,600.00	
		-	-	-	-	-	-	-	-	-	357,000.00	357,000.00	
Capital 01-516-58014	HAMLET REC Queensborough Hall Improvements	3,000.00	1,076.70	1,923.30	3,000.00	4,254.32	(1,254.32)	3,000.00	-	3,000.00	-	(3,000.00)	
01-516-58020	Queensborough Hall Renovations	-	-	-	-	-	-	-	-	-	357,000.00	357,000.00	Queensborough Hall needs major renovations to address the moisture issues
		3,000.00	1,076.70	1,923.30	3,000.00	4,254.32	(1,254.32)	3,000.00	-	3,000.00	357,000.00	354,000.00	
Total Queensborough Hall (Dept 516)		(8,500.00)	(8,339.79)	(160.21)	(9,540.00)	(9,159.11)	(380.89)	(9,560.00)	(8,279.36)	(1,280.64)	(6,610.00)	2,950.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-518-40222	HAMLET REC Thomasburg Spring Garden	1,000.00	-	1,000.00	-	-	-	-	-	-	-	-	-
01-518-40400	Transfer From Reserves	-	6,842.07	(6,842.07)	3,000.00	1,136.59	1,863.41	3,000.00	-	3,000.00	-	(3,000.00)	
01-518-40800	Thomasburg Beautification - Donations	-	430.00	(430.00)	-	60.00	(60.00)	-	-	-	-	-	
		1,000.00	7,272.07	(6,272.07)	3,000.00	1,196.59	1,803.41	3,000.00	-	3,000.00	-	(3,000.00)	
Expenses 01-518-52909	HAMLET REC Thomasburg Operating Grant	2,000.00	2,065.38	(65.38)	2,000.00	2,615.12	(615.12)	2,000.00	2,349.80	(349.80)	2,000.00	-	
	Thomasburg Hall Snow Plowing	-	-	-	-	-	-	-	-	-	-	-	
01-518-52910	HAMLET REC Thomasburg Beautification	3,000.00	1,514.93	1,485.07	3,000.00	983.74	2,016.26	3,000.00	814.79	2,185.21	3,000.00	-	
01-518-53270	THOMASBURG HALL Insurance	-	-	-	1,278.00	1,277.64	0.36	1,305.00	907.20	397.80	1,410.00	105.00	55% increase based on significant increasing trends over last few years
01-518-53350	Transfer to Reserves	-	6,430.00	(6,430.00)	3,000.00	5,016.26	(2,016.26)	3,000.00	3,000.00	-	-	(3,000.00)	
01-518-54130	HAMLET REC Thomasburg Hall Water Testing	500.00	728.78	(228.78)	500.00	83.44	416.56	500.00	276.15	223.85	500.00	-	
		5,500.00	10,739.09	(5,239.09)	9,778.00	9,976.20	(198.20)	9,805.00	7,347.94	2,457.06	6,910.00	(2,895.00)	
Capital 01-518-58014	HAMLET REC Thomasburg Hall Improvements	3,000.00	5,327.14	(2,327.14)	3,000.00	1,136.59	1,863.41	3,000.00	-	3,000.00	3,000.00	-	
		3,000.00	5,327.14	(2,327.14)	3,000.00	1,136.59	1,863.41	3,000.00	-	3,000.00	3,000.00	-	
Total Thomasburg Hall (Dept 518)		(7,500.00)	(8,794.16)	1,294.16	(9,778.00)	(9,916.20)	138.20	(9,805.00)	(7,347.94)	(2,457.06)	(9,910.00)	(105.00)	

Municipality of Tweed Performance Measures

Performance Measures - Arena (520)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total arena expenses	287,234.63	340,714.50	237,011.58	499,838.00
Total rental hours served	1,459.0	1,371.5	753.5	1,337.5
Cost per hour	196.87	248.42	314.55	373.71
Total revenues	95,189.50	82,377.65	78,181.93	104,200.00
Revenue per hour	65.24	60.06	103.76	77.91
Net operating tax impact per hour	131.63	188.36	210.79	295.80

Note that the expenses are operating only.

Note that arena rental hours excludes Oil Kings.

**Municipality of Tweed
Operating Budget - 2022**

Account	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budg	Change from 2022	Explanation of Change
Revenues												
01-520-40600 ARENA COVID Funding	1,500.00	750.00	750.00	1,000.00	250.00	750.00	46,388.00	28,450.37	17,937.63	500.00	(46,388.00)	
01-520-40602 ARENA Hall Rentals	46,000.00	44,254.05	1,745.95	46,000.00	26,951.87	19,048.13	200.00	663.71	(463.71)	300.00	300.00	
01-520-40604 ARENA Ice Rentals	57,000.00	31,876.98	25,123.02	57,000.00	45,177.23	11,822.77	48,000.00	40,248.49	7,751.51	45,000.00	(1,000.00)	
01-520-40606 ARENA Minor Hockey Rentals	10,000.00	14,213.65	(4,213.65)	10,000.00	8,429.20	1,570.80	10,000.00	3,500.89	6,499.11	10,000.00	(15,000.00)	
01-520-40608 ARENA Figure Skating Rentals	3,500.00	3,515.93	(15.93)	3,500.00		3,500.00				1,000.00	1,000.00	
01-520-40610 ARENA Tournament Rentals	1,000.00	1,100.40	(100.40)	1,000.00	773.60	226.40	1,000.00	156.52	843.48	1,000.00	1,000.00	
01-520-40612 ARENA Miscellaneous Revenues	4,700.00	5,221.51	(521.51)	4,700.00	795.75	3,904.25	4,700.00	2,400.00	2,300.00	4,700.00	0.00	
01-520-40614 ARENA Sign Rentals	123,700.00	95,189.50	28,510.50	123,200.00	82,377.65	40,822.35	165,268.00	78,181.93	87,106.07	104,200.00	(61,088.00)	Per by-law increases for 2022. 3 FT., 2 FT., 1,000 casual hours and 1,000 student hours
Expenses												
01-520-50200 ARENA Salaries and Wages	107,000.00	89,572.29	17,427.71	111,235.00	84,261.65	26,973.35	108,484.00	85,364.28	21,119.72	152,851.00	46,367.00	\$1,000 for Saturday Night leagues referee/time keeper per month
01-520-52045 Contract Employee												
01-520-52100 ARENA CPP	4,900.00	4,976.02	(76.02)	5,336.00	5,257.38	78.62	5,366.00	4,556.40	809.60	6,000.00	6,000.00	Per by-law increases for 2022.
01-520-52110 ARENA EI	2,100.00	2,026.59	73.41	2,099.00	2,091.61	7.39	2,077.00	1,708.53	368.47	8,069.00	2,703.00	Per by-law increases for 2022.
01-520-52120 ARENA Employer Health Tax	2,000.00	2,042.89	(42.89)	2,184.00	2,030.97	153.03	2,087.00	1,457.87	629.13	3,066.00	989.00	Per by-law increases for 2022.
01-520-52130 ARENA OMERS	9,000.00	7,918.95	1,081.05	7,430.00	5,839.88	1,590.12	6,929.00	3,883.93	3,045.07	2,989.00	902.00	Per by-law increases for 2022.
01-520-52140 ARENA WSIB	3,200.00	3,300.08	(100.08)	3,920.00	3,291.22	628.78	3,745.00	2,362.52	1,382.48	7,403.00	474.00	Per by-law increases for 2022.
01-520-52150 ARENA Group Insurance	1,200.00	1,038.70	161.30	753.00	977.00	(224.00)	855.00	889.21	(34.21)	5,365.00	1,620.00	Per by-law increases for 2022.
01-520-52160 ARENA Extended Health Care	7,000.00	5,877.34	1,122.66	6,049.00	3,843.45	2,205.55	4,786.00	4,517.80	268.20	1,434.00	579.00	Per by-law increases for 2022.
01-520-52170 ARENA RRSP												
01-520-52180 ARENA Dental Plan	2,500.00	2,816.11	(316.11)	3,750.00	913.68	2,836.32	3,750.00	1,941.30	1,808.70	6,250.00	2,500.00	Per by-law increases for 2022.
01-520-52202 ARENA Office Supplies	200.00	102.57	97.43	200.00	59.82	140.18	200.00	93.96	106.04	200.00	0.00	
01-520-52535 ARENA Telephone	1,700.00	1,139.03	560.97	1,400.00	1,112.61	287.39	1,400.00	931.24	468.76	1,400.00	0.00	
01-520-52700 ARENA Supplies	2,200.00	1,640.39	559.61	5,465.00	4,386.41	1,078.59	5,500.00	1,414.23	4,085.77	5,500.00	0.00	
01-520-52805 ARENA Hydro	40,000.00	43,629.28	(3,629.28)	40,000.00	31,071.06	8,928.94	40,000.00	24,354.95	15,645.05	40,000.00	0.00	
01-520-52810 ARENA Water and Sewer	7,700.00	7,542.22	157.78	7,700.00	7,161.69	538.31	7,000.00	6,104.35	1,595.65	7,700.00	0.00	
01-520-52820 ARENA Fuel	8,000.00	8,533.55	(533.55)	8,000.00	6,710.14	1,289.86	8,000.00	2,706.93	5,293.07	8,000.00	0.00	
01-520-52830 ARENA Zamboni	4,000.00	2,160.88	1,839.12	4,000.00	550.92	3,449.08	4,000.00	1,187.84	2,812.16	4,000.00	0.00	
01-520-52835 ARENA Equipment R&M	600.00	162.56	437.44	600.00	3,626.82	(3,026.82)	1,000.00	183.17	816.83	1,000.00	0.00	
01-520-52840 ARENA Building R&M	16,500.00	19,238.15	(2,738.15)	16,500.00	15,923.75	576.25	16,500.00	9,285.77	7,214.23	66,500.00	50,000.00	Additional \$50,000 to address engineering report items (siding, fascia, bollards, exit stairs, Zamboni door concrete, crack monitors)
01-520-52845 ARENA Plant R&M	14,500.00	20,803.96	(6,303.96)	14,500.00	18,386.78	(3,886.78)	15,550.00	12,354.34	3,195.66	15,550.00	0.00	
01-520-52855 ARENA Dues and Fees	1,000.00	947.31	52.69	1,000.00	750.00	250.00	1,000.00	770.00	230.00	1,000.00	0.00	
01-520-53201 ARENA Professional Dev/Training												
01-520-53202 ARENA Training	1,500.00	1,043.04	456.96	1,500.00	650.00	850.00	1,500.00	-	1,500.00	1,500.00	0.00	
01-520-53270 ARENA Insurance	26,104.00	26,103.42	0.58	31,754.00	31,753.08	0.92	32,390.00	39,126.24	(6,736.24)	60,650.00	28,260.00	55% increase based on significant increasing trends over last few years
01-520-53280 ARENA Snowplowing Contract							5,597.00	2,500.00	3,097.00	6,000.00	403.00	Allocations for winter maintenance of arena parking lots started in 2021
01-520-53281 ARENA PW/ Time & Sall/Sand							2,453.00	-	2,453.00	2,500.00	47.00	
01-520-53350 Transfer to Reserves		24,500.00	(24,500.00)	76,000.00	76,000.00	-	21,800.00	21,800.00	-	73,765.00	51,965.00	Based on long term capital budget for 5 years at 50%
01-520-57010 COVID Salaries - Arena					15,153.83	(15,153.83)	33,600.00	2,388.44	31,201.56		(33,600.00)	
01-520-57020 COVID Benefits - Arena					4,508.27	(4,508.27)	4,190.00	699.15	3,490.85		(4,190.00)	
01-520-57030 COVID Supplies and other costs					6,510.91	(6,510.91)	8,588.00	1,240.53	7,357.47		(8,588.00)	
01-520-40128 ARENA Other Grants	262,904.00	287,234.63	(24,330.63)	351,375.00	340,714.50	10,660.50	347,057.00	237,011.58	110,045.42	499,838.00	152,781.00	
01-520-40400 Transfer From Reserves				3,265.00	3,264.57	0.43	85,000.00	-	85,000.00			
01-520-58000 ARENA Building				3,265.00	3,264.57	0.43	125,000.00	114,402.00	10,598.00	103,623.00	(21,377.00)	
01-520-58016 ARENA Water Tower Stand	6,500.00	2,500.00	4,000.00	-	-	-	-	-	-	127,000.00	127,000.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
01-520-58017	ARENA Tables	-	-	-	3,000.00	-	3,000.00	-	-	-	-	-	-
01-520-58022	ARENA Roof Snow Stops	-	6.63	(6.63)	-	-	-	-	-	-	-	-	-
01-520-58049	ARENA VFD Replacement	-	-	-	7,300.00	-	7,300.00	-	-	-	-	-	-
01-520-58050	ARENA Zamboni Conditioner	-	-	-	-	-	-	5,000.00	4,402.00	598.00	-	(5,000.00)	
01-520-58051	ARENA Condenser Replacement	-	-	-	-	-	-	122,112.00	110,000.00	12,112.00	-	(122,112.00)	
01-520-58052	ARENA Accessibility Upgrades	-	-	-	-	-	-	85,000.00	-	85,000.00	-	(85,000.00)	
01-520-58132	ARENA Equipment	-	-	-	-	-	-	-	-	-	82,150.00	82,150.00	
		6,500.00	2,506.63	3,993.37	10,300.00	-	10,300.00	212,112.00	114,402.00	97,710.00	209,150.00	(2,962.00)	
Total Arena (Dept 520)		(145,704.00)	(194,551.76)	48,847.76	(235,210.00)	(255,072.28)	19,862.28	(183,881.00)	(158,829.65)	(25,051.35)	(416,165.00)	(232,284.00)	



May 21, 2021

Via email: rhardesty@tweed.ca

Attn: Rachelle Hardesty

**Re: 297 St. Joseph Street, Tweed, ON
Tweed Arena Structural Inspection
Q&E Files 050-21**

Dear Ms. Hardesty,

At your request, Q&E Engineering completed a visual structural inspection of the Tweed Arena on May 12 and May 19, 2021. The primary structure is comprised of tensioned wood trusses running in the N-S direction which are supported on reinforced concrete columns with concrete masonry infill. The second storey viewing area on the west end of the building is supported by hollow core slabs and concrete masonry walls. The single storey structure on the east end of the building is also of concrete masonry construction.

Visual inspection generally indicated that the structure is in good condition. The following outlines notable observations that were made and recommendations that are intended to prolong the service life of the structure and meet current codes.

Observations:

1. Exterior

- The six emergency stair exits do not meet the requirements of the current building code.
- Siding was missing or damaged at several locations, particularly along the east side of the building.
- Fascia were unsecured or missing at several locations.
- The steel roofing appeared to be in good condition with several previous patches noted.
- The tar and gravel roof on the east side of the structure has been recently replaced and appeared to be in good condition.

2. Interior

- Localized minor step cracking was observed in the concrete masonry walls but they otherwise appeared to be in good condition.
- Exposed corroded rebar was noted as several areas through the concrete bleachers. Previous patches to some cracks were also observed.
- Localized cracking, spalling, and corroded rebar was noted at both corners of the Zamboni door.
- Two wide longitudinal cracks were observed on the floor of the second storey viewing area. These cracks run along the seam of the hollow core slabs and were also visible from below.
- Significant water staining was noted in the storage room on the east side of the building. It was noted that the roof has been recently replaced which should cease any further deterioration.

3. Timber Trusses

- Localized splits and checks were noted in several timber truss members, most notably at the bottom chord connections.
- Tension rods appeared to be in good condition with localized minor to moderate corrosion.





Q&E Engineering Inc.
Consulting Engineers

684 Moneymore Road, Roslin, ON K0K 2Y0 · O (613) 707-0706 · M (613) 707-0706 · info@qe-engineering.com

12.12

Recommendations:

1. Prolonged exposure to the elements will cause accelerated deterioration of the structure. It is recommended that all damaged/missing siding and fascia be repaired or replaced within the next year. Bollards should be installed at the northeast corner of the building to minimize damage to the exterior siding.
2. Exterior exit stairs should be replaced to meet current code requirements.
3. Repair damaged concrete at corners of Zamboni door.
4. Install crack monitors on the hollow core slabs to monitor crack widths.

A budget of \$50,000 should be allotted for the above recommended repairs for completion in the next 1 to 2 years.

Conclusions:

Overall, the structure is currently in good condition. The recommendations provided above should be carried out to prolong the life of the structure and to ensure compliance with the current building code. It is recommended that the next condition assessment should be completed in 2 years.

If you have any questions or concerns, please do not hesitate to contact the undersigned.

Respectfully submitted,
Q&E Engineering Inc.

QESD-21
2021/05/21

Jennifer Young, P.Eng
Structural Engineer



Professional Engineers
Ontario

*Authorized by the Association of Professional Engineers of Ontario
to offer professional engineering services*

Site Photographs – Tweed Arena



Photo 1: East Elevation



Photo 2: South Elevation



Photo 3: East Elevation

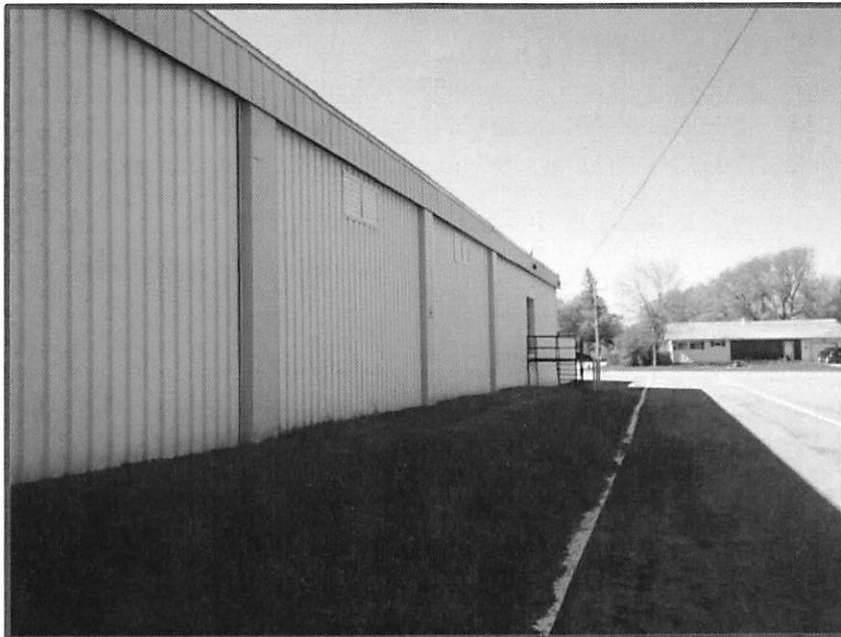


Photo 4: North Elevation looking West



Photo 5: Typical Exit Staircase on South Elevation



Photo 6: Typical Staircase Support Connection



Photo 7: Exit Staircase on North Elevation



Photo 8: Exit staircase on North Elevation



Photo 9: Loose Fascia Siding



Photo 10: Removed Siding on East Elevation



Photo 11: Missing Fascia on East Elevation



Photo 12: Damaged Siding at Southeast Corner

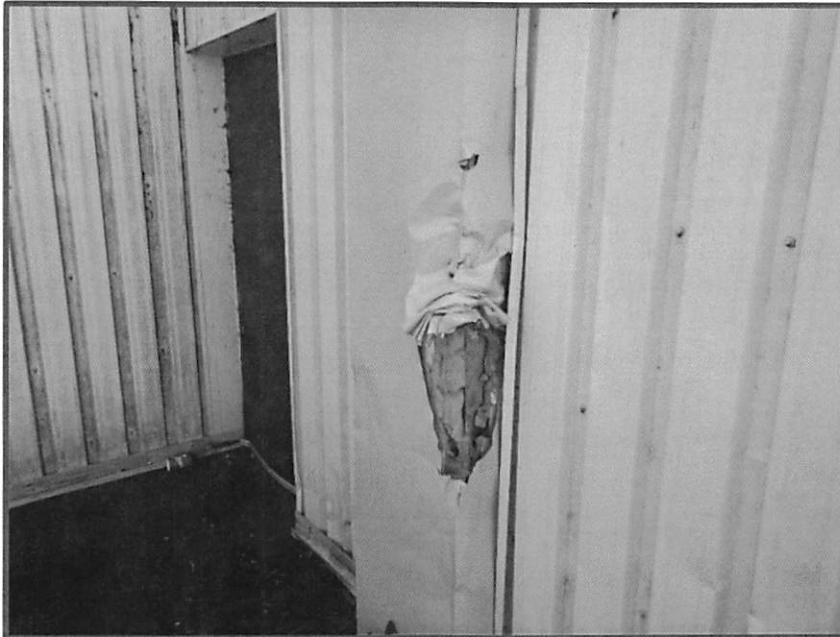


Photo 13: Damaged Siding around Column

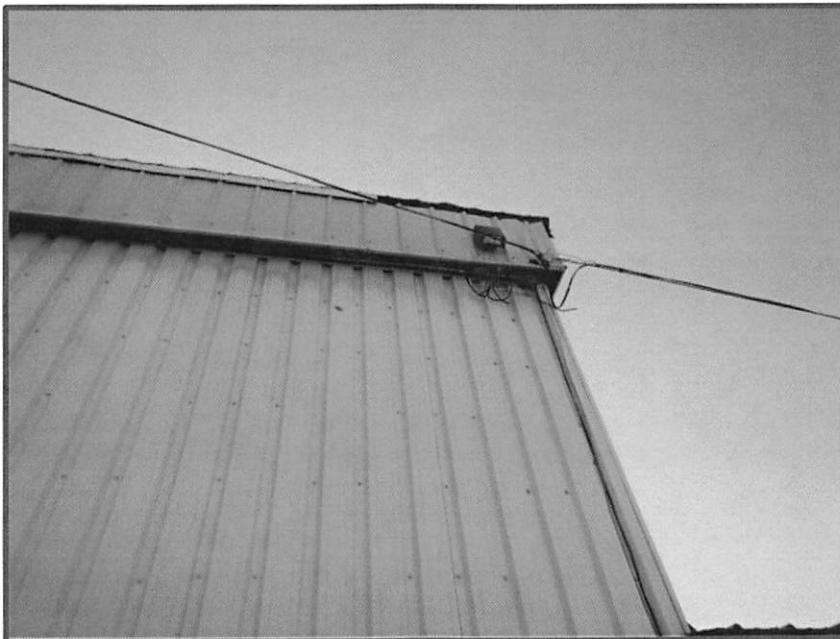


Photo 14: Missing Fascia





Photo 15: Damaged Siding at East Elevation



Photo 16: Loose Soffit at Entrance

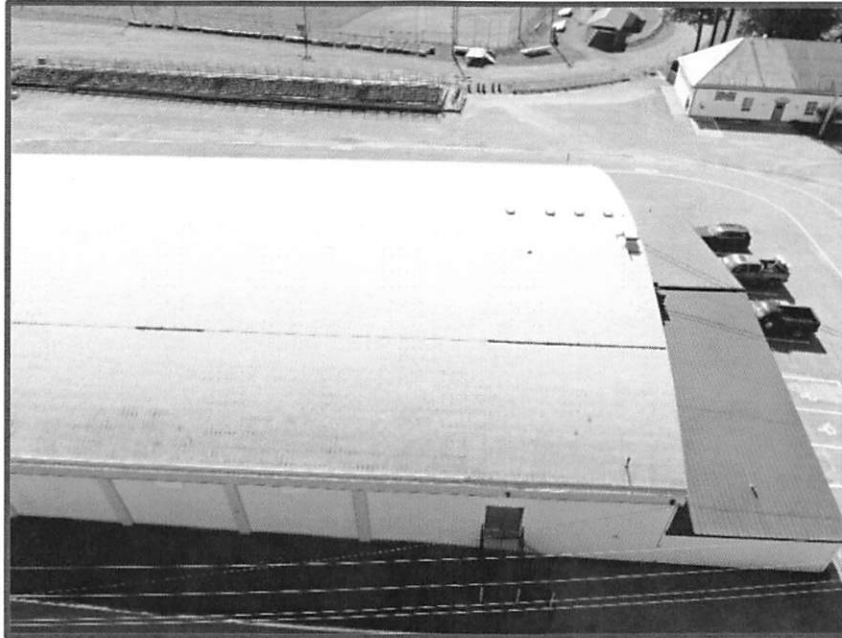


Photo 17: Aerial View of Roof Looking South

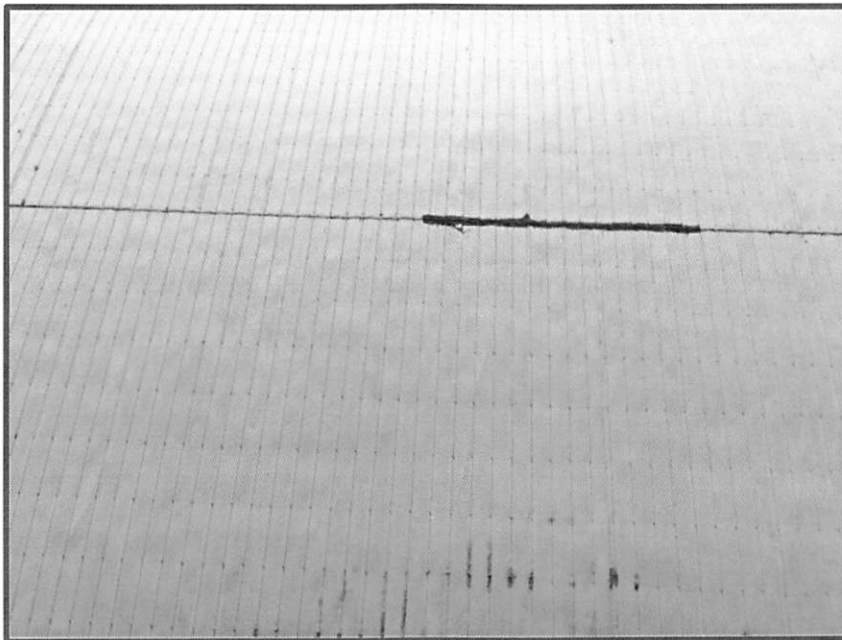


Photo 18: Roof Patching



Photo 19: Roof Patching



Photo 20: Lower East Roof



Photo 21: Front Entrance looking East



Photo 22: South Bleachers looking East



Photo 23: North Bleachers looking West



Photo 24: East Storage Room

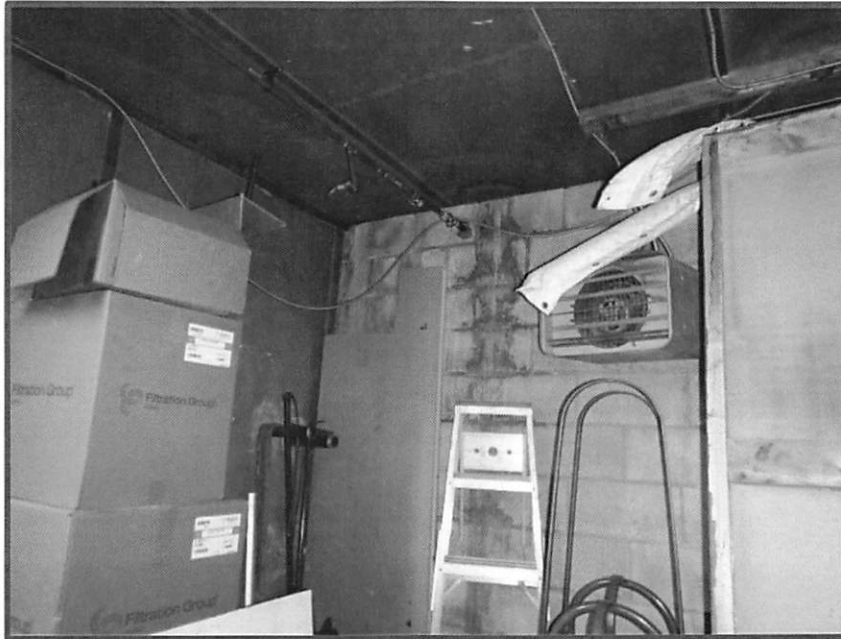


Photo 25: Water Staining in East Storage Room



Photo 26: Zamboni Room looking East



Photo 27: Damage at Zamboni Door



Photo 28: Rebar Staining in Bleachers Concrete



Photo 29: Previous Patches in Concrete Bleachers

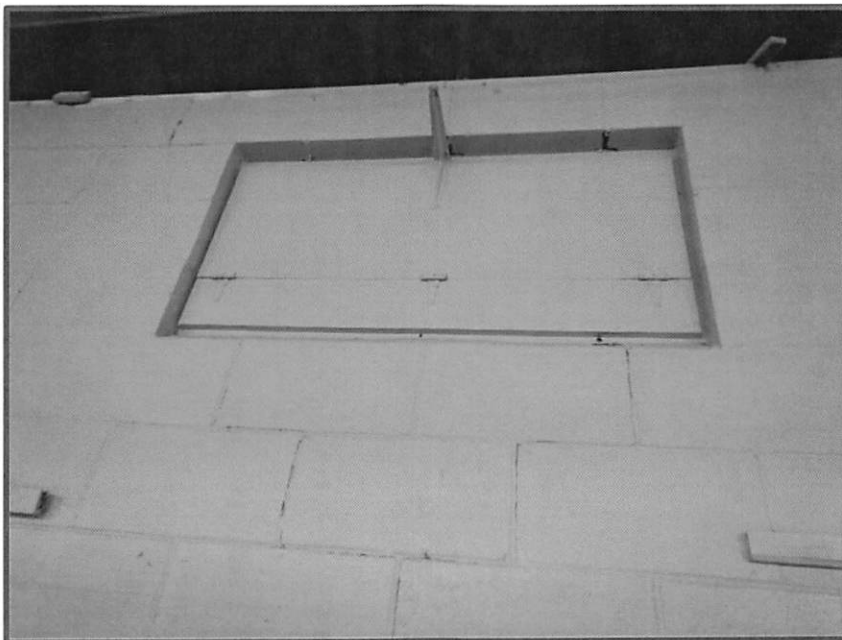


Photo 30: Step Cracking in Masonry Wall

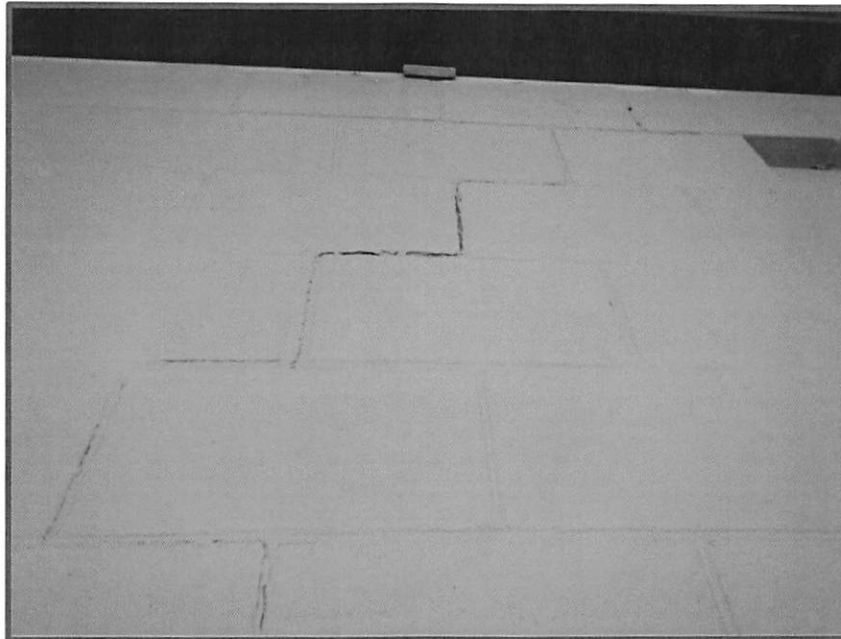


Photo 31: Step Cracking in Masonry Wall

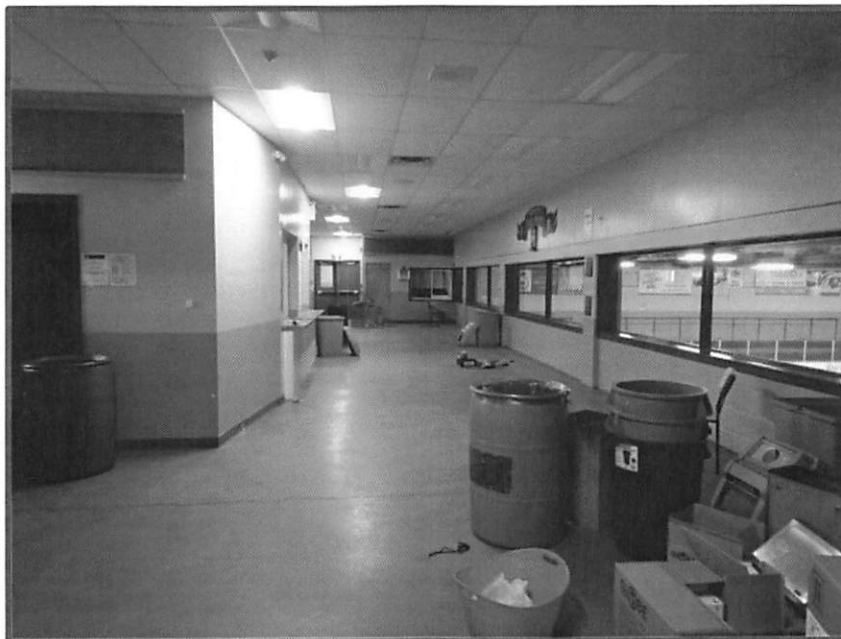


Photo 32: Second Storey Viewing Area looking North



Photo 33: Crack in Concrete Floor on Second Storey Viewing Area



Photo 34: Bridge Elevation



Photo 1: Aerial View of Creek Road at Bridge

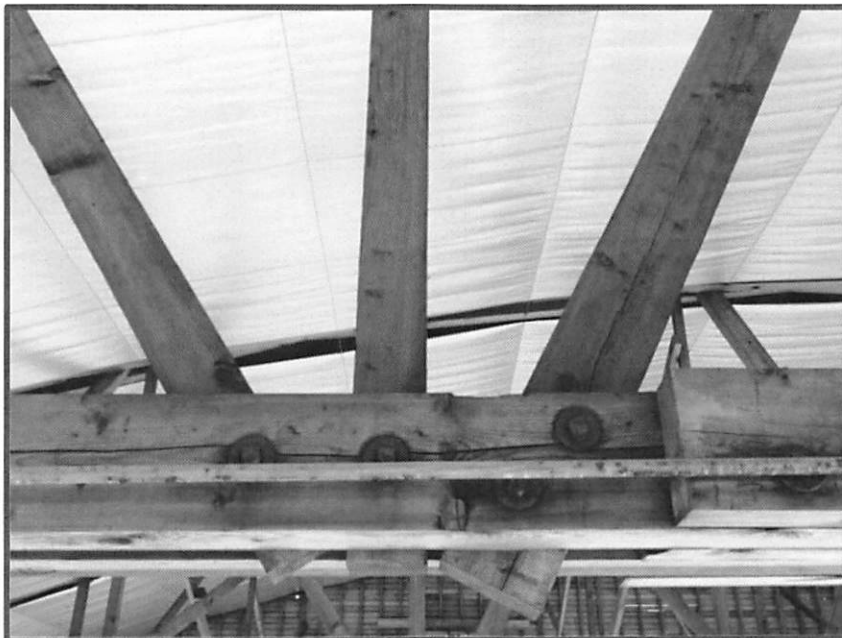


Photo 2: Bridge Elevation

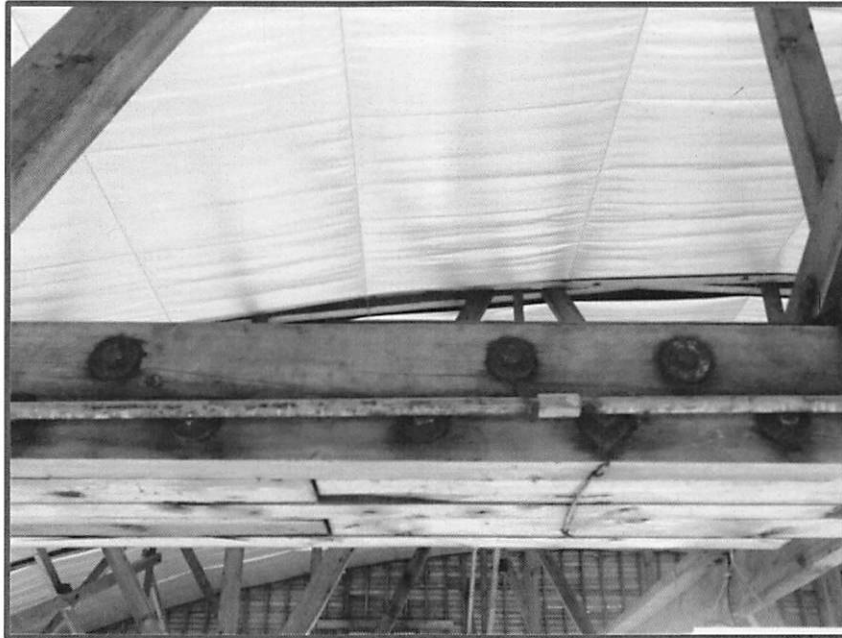


Photo 1: Aerial View of Creek Road at Bridge

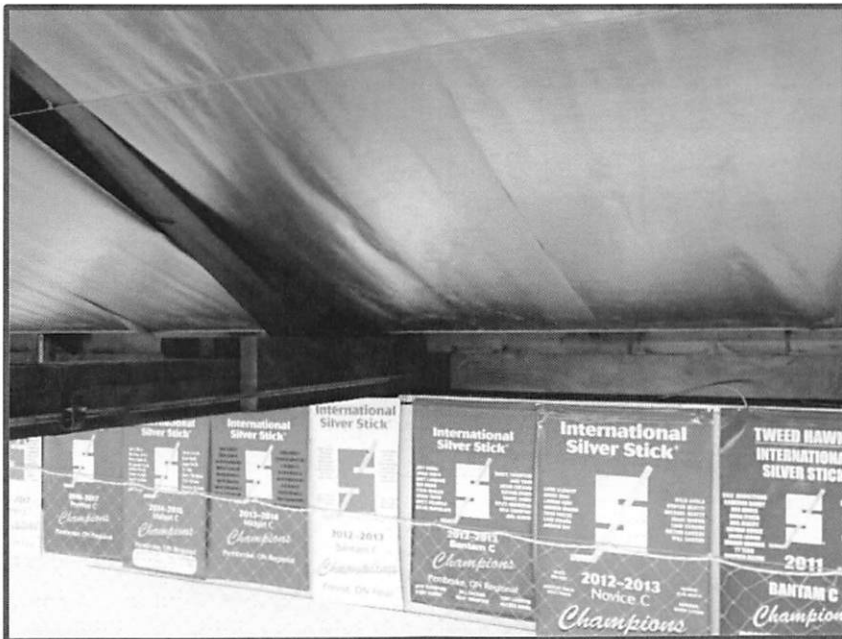


Photo 2: Bridge Elevation

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues													
01-521-40159	Donations	-	-	-	-	-	-	-	-	-	2,000.00	2,000.00	
01-521-40222	Miscellaneous Receipts	-	-	-	-	-	-	-	201.67	(201.67)	1,500.00	1,500.00	Gas card donations
01-521-40607	Ticket sales	-	-	-	-	-	-	-	7,953.51	(7,953.51)	19,600.00	19,600.00	3 games in January plus 7 games October to December, excludes playoffs - \$14,000 door tickets and \$5,600 for season tickets
01-521-40614	Advertising	-	-	-	-	-	-	-	15,750.00	(15,750.00)	17,000.00	17,000.00	
01-521-40616	Fundraising	-	-	-	-	-	-	-	2,563.47	(2,563.47)	16,400.00	16,400.00	\$11,000 for alcohol, \$5,400 for promotional items sold
		-	-	-	-	-	-	-	26,488.65	(26,488.65)	56,500.00	56,500.00	
Expenses													
01-521-52045	Referees and Time Keepers	-	-	-	-	-	-	-	1,640.00	(1,640.00)	5,500.00	5,500.00	Based on 3 games in January plus 7 games in October to December for referees, time keepers and videographers - excludes playoffs
01-521-52182	Equipment and Uniforms	-	-	-	-	-	-	-	15,874.24	(15,874.24)	10,000.00	10,000.00	
01-521-52184	Travel	-	-	-	-	-	-	-	2,650.71	(2,650.71)	9,000.00	9,000.00	Bus, gas, accommodations for regular seasons
01-521-52700	Oil Kings - Supplies	-	-	-	-	-	-	-	1,246.60	(1,246.60)	700.00	700.00	\$200 team supplies and \$500 for coaches apparel
01-521-52705	OIL KINGS Merchandise for Sale	-	-	-	-	-	-	-	4,240.85	(4,240.85)	4,000.00	4,000.00	
01-521-52856	Oil Kings - Alcohol Inventory & Licence	-	-	-	-	-	-	-	2,650.91	(2,650.91)	6,000.00	6,000.00	
01-521-53230	EOHSL League Fees	-	-	-	-	-	-	-	2,000.00	(2,000.00)	2,000.00	2,000.00	
01-521-53256	Oil Kings - Logos	-	-	-	-	-	-	-	3,518.67	(3,518.67)	2,000.00	2,000.00	Logos and signs for new advertisers
01-521-54200	Ice Rental	-	-	-	-	-	-	-	666.00	(666.00)	3,680.00	3,680.00	Based on 3 games in January plus 7 games in October to December plus tryouts - excludes playoffs
		-	-	-	-	-	-	-	34,487.98	(34,487.98)	42,880.00	42,880.00	
Total Tweed Oil Kings (Dept 521)		-	-	-	-	-	-	-	(8,019.33)	8,019.33	13,620.00	13,620.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues	01-525-40222 SPLASH PAD Donations	3,000.00	16,259.14	(13,259.14)	-	250.00	(250.00)	-	-	-	-	-	-
	01-525-40400 SPLASH PAD Transfer From Reserves	-	-	-	-	-	-	1,500.00	-	1,500.00	1,250.00	(250.00)	
	01-525-40600 SPLASH PAD COVID Funding	-	-	-	-	-	-	29,698.00	-	29,698.00	-	(29,698.00)	
		3,000.00	16,259.14	(13,259.14)	-	250.00	(250.00)	31,198.00	-	31,198.00	1,250.00	(29,948.00)	
Expenses	01-525-53350 SPLASH PAD Transfer to Reserves	-	-	-	-	-	-	2,750.00	2,750.00	-	2,200.00	(550.00)	Based on long term capital budget
	01-525-57010 COVID Salaries	-	-	-	-	14,131.63	(14,131.63)	24,480.00	-	24,480.00	-	(24,480.00)	
	01-525-57020 COVID Benefits	-	-	-	-	1,252.07	(1,252.07)	3,053.00	-	3,053.00	-	(3,053.00)	
	01-525-57030 COVID Supplies and other costs	-	-	-	-	872.62	(872.62)	2,165.00	-	2,165.00	-	(2,165.00)	
		-	-	-	-	16,256.32	(16,256.32)	32,448.00	2,750.00	29,698.00	2,200.00	(30,248.00)	
Capital	01-525-58000 CAPITAL Splash Pad	-	(19,160.52)	19,160.52	-	-	-	-	-	-	23,500.00	23,500.00	
	01-525-58050 SPASH PAD Washroom floor painting	-	-	-	2,000.00	761.13	1,238.87	-	-	-	-	-	
	01-525-58051 SPASH PAD Pump	-	-	-	2,000.00	-	2,000.00	-	-	-	-	-	
	01-525-58052 SPLASH PAD Filter & Sand Replacement	-	-	-	-	-	-	1,500.00	-	1,500.00	-	(1,500.00)	
		-	(19,160.52)	19,160.52	4,000.00	761.13	3,238.87	1,500.00	-	1,500.00	23,500.00	22,000.00	
Total Splash Pad (Dept 525)		3,000.00	35,419.66	(32,419.66)	(4,000.00)	(16,767.45)	12,767.45	(2,750.00)	(2,750.00)	-	(24,450.00)	(21,700.00)	

Municipality of Tweed Performance Measures

Performance Measures - Library (530)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total library expenses	157,736.37	167,411.93	156,933.28	161,630.00
Total hours library open to public	1,583.5	1,577.0	1,580.5	1,560.0
Cost per hour	99.61	106.16	99.29	103.61
Remove one-time items described below	-	-	7.57	-
Normalized cost per connection	99.61	98.59	99.29	103.61

Note that the expenses are operating only.

In 2020, there were COVID costs funded of \$11,935.57 or \$7.57 per hour

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-530-40400	Library Transfer From Reserves	-	-	-	59,020.00	59,020.00	-	-	-	-	-	-	-
Expenses 01-530-53270	LIBRARY Insurance	6,740.00	6,736.37	3.63	1,477.00	1,476.36	0.64	1,510.00	2,933.28	(1,423.28)	4,550.00	3,040.00	55% increase based on significant increasing trends over last few years
01-530-56340	LIBRARY Municipal Grant	151,000.00	151,000.00	-	154,000.00	165,935.57	(11,935.57)	154,000.00	154,000.00	-	157,080.00	3,080.00	
Capital 01-530-58052	LIBRARY HVAC	-	-	-	59,020.00	-	59,020.00	-	-	-	-	-	-
		-	-	-	59,020.00	-	59,020.00	-	-	-	-	-	-
Total Library (Dept 530)		(157,740.00)	(157,736.37)	(3.63)	(155,477.00)	(108,391.93)	(47,085.07)	(155,510.00)	(156,933.28)	1,423.28	(161,630.00)	(6,120.00)	

TWEED PUBLIC LIBRARY : REVENUES

12.36

	2021	2021	2022	2022	
	Budget	Actual	Budget	Actual	

Operating Grants					
Tweed-Local Operating Grant	\$151,000.00	\$154,000.00	\$157,080.00		
Public Library Operating Grant (PLOG)	\$12,676.00	\$12,676.00	\$12,676.00		
Sub-total for operating grants	\$163,676.00	\$166,676.00	\$169,756.00		

Student/Staffing Grants					
Canada Summer Jobs Student	\$2,299.50	\$3,183.00	\$3,100.00		
Grants ON - Summer Experience Program					
Young Canada Works (YCW) Summer Work Experience	\$2,299.50		\$2,300.00		
Other					
Sub-total for Student/staffing Grants	\$4,599.00	\$3,183.00	\$5,400.00		

Project Grants					
Project Applications	\$15,200.00		\$12,000.00		
Kimberley Foundation		\$5,000.00			
AON		\$3,000.00			
Sara Badgley		\$500.00			
Sub-total for project grants	\$15,200.00	\$8,500.00	\$12,000.00		

Donations					
Kiwanis Club	\$750.00	\$750.00	\$750.00		
Horticultural Society	\$500.00	\$125.00			
General Donation for any use	\$9,000.00	\$8,312.00	\$8,500.00		
Donation for specific Use	\$1,000.00	\$0.00	\$1,774.00		
Sub-total for donations	\$11,250.00	\$9,187.00	\$11,024.00		

Self-generated revenue					
Fees for non-residents	\$60.00	\$30.00	\$15.00		
Fines	\$1,000.00	\$729.35	\$500.00		
Printing	\$2,000.00	\$986.00	\$2,500.00		
Meeting room revenue	\$1,500.00	\$0.00	\$750.00		
Sub-total for self-generated revenue	\$4,560.00	\$1,745.35	\$4,545.00		

Other Revenue					
Internet Connectivity Reimbursement (SOLS)	\$2,000.00	\$1,139.88	\$1,200.00		
Postage Reimbursement (SOLS)	\$100.00	\$470.00	\$500.00		
HST Rebate	\$3,800.00	\$4,218.07	\$5,000.00		
Bank interest, credits	\$0.00	\$0.00	\$0.00		
covid 19 lost revenue		\$11,935.57	\$4,000.00		
Sub-total for other revenue	\$5,900.00	\$17,763.52	\$10,700.00		

TWEED PUBLIC LIBRARY : REVENUES

	\$196,325.05	\$188,306.54	\$213,425.00		
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Please note figures are as of November 2021

Budget was approved at Library Board Meeting November 18, 2021 . Motion by Dan VanExan,
Seconded: Steve Ferguson. Carried.

Tweed Public Library : Expenditures

12.38

	2021 Budget	2021 Actual	2022 Budget	2022 Actual	
Staffing costs					
Salaries: Regular staff	\$112,000.00	\$65,827.49	\$114,240.00		
Salaries: Grant Students (25-50% of wages)	\$3,000.00		\$2,500.00		
CPP	\$5,000.00	\$3,301.03	\$6,000.00		
EI	\$1,100.00	\$1,247.96	\$2,400.00		
EHT	\$1,200.00	\$1,144.16	\$2,700.00		
WSIB	\$1,500.00	\$2,625.73	\$9,500.00		
Group Insurance: Manulife	\$1,300.00	\$463.76	\$1,300.00		
(EHC) Extended Health Care:	\$12,000.00	\$4,733.26	\$10,000.00		
Pension Expenses: OMERS/RRSP	\$6,500.00	\$5,318.93	\$9,500.00		
Dental	\$3,000.00	\$755.88	\$3,500.00		
Sub-total for staffing costs	\$146,600.00	\$85,418.20	\$160,340.00		

Staff training & development					
Professional development	\$2,000.00	\$468.95	\$1,500.00		
Professional membership	\$200.00	\$100.00	\$200.00		
Sub-total for staff training/development	\$2,200.00	\$568.95	\$1,700.00		

Materials expenditures					
General (books, periodicals, audiobooks)	\$15,000.00	\$13,475.58	\$15,000.00		
Electronic (eresources & Overdrive)	\$2,780.66	\$2,300.12	\$1,500.00		
Sub-total for materials	\$17,780.66	\$15,775.70	\$16,500.00		

Utilities & Cleaning					
Janitorial services	\$6,000.00	\$241.81	\$1,000.00		
Union Gas	\$3,000.00	\$2,387.36	\$4,000.00		
Hydro	\$9,900.00	\$4,431.63	\$10,000.00		
Water and sewer	\$900.00	\$650.79	\$1,000.00		
Utilities & cleaning	\$19,800.00	\$7,711.59	\$16,000.00		

Building Repair & Maintenance:					
Annual heating/AC/generator	\$3,000.00	\$3,268.19	\$2,200.00		
Annual alarm system	\$280.00	\$339.00	\$400.00		
Annual fire extinguisher check	\$200.00		\$25.00		
Equipment & Furnishings	\$6,000.00	\$845.37	\$500.00		
Additional maintenance	\$1,500.00	\$0.00	\$250.00		
building repair & maintenance	\$10,980.00	\$2,645.93	\$4,875.00		

Building & Office Supplies:

Tweed Public Library : Expenditures

12.39

Photocopier service agreement	\$1,200.00	\$1,003.99	\$1,200.00		
Library, office & washrooms	\$2,500.00	\$849.70	\$1,000.00		
Postage & Advertising	\$300.00		\$1,500.00		
Bank charges	\$20.00	\$2.50	\$10.00		
building and office supplies	\$4,020.00	\$1,856.19	\$3,710.00		

Telecommunications costs

Telephone	\$1,300.00	\$977.25	\$1,300.00		
Internet	\$2,000.00	\$1,016.91	\$1,500.00		
Communication Costs	\$3,300.00	\$1,994.16	\$2,800.00		

Computer services

Fee Circulation System/ JASI	\$1,500.00	\$1,459.70	\$1,500.00		
IT Support person	\$9,120.28	\$1,384.04			
Technology Plan	\$3,000.00	\$0.00	\$3,000.00		
IT Costs	\$13,620.28	\$2,843.74	\$4,500.00		

Program expense:

Children's programming	\$500.00		\$2,000.00		
Adult Programming	\$200.00		\$1,000.00		
Programing costs	\$700.00	\$492.94	\$3,000.00		

Total Expenditures	\$219,000.94	\$119,307.40	\$213,425.00	\$0.00	\$0.00
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NOTES

Please note actual figures are as of November, 2021.

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues 01-540-40222	ODRAP Revenue - Miscellaneous Receipts	-	18.57	(18.57)	-	-	-	-	-	-	-	-	-
Total ODRAP (Dept 540)		-	18.57	(18.57)	-	-	-	-	-	-	-	-	-
Revenues 01-550-40400	Soccer Pitch - Transfer From Reserves	-	-	-	-	5,543.88	(5,543.88)	-	-	-	-	-	-
		-	-	-	-	5,543.88	(5,543.88)	-	-	-	-	-	-
Expenses 01-550-53350	Transfer to Reserves	-	6,289.44	(6,289.44)	-	-	-	-	-	-	-	-	-
01-550-58000	Soccer Pitch - Capital - Benches	-	-	-	-	-	-	-	-	-	-	-	-
		-	6,289.44	(6,289.44)	-	-	-	-	-	-	-	-	-
Total Soccer Pitch (Dept 550)		-	(6,289.44)	6,289.44	-	5,543.88	(5,543.88)	-	-	-	-	-	-

Municipality of Tweed Performance Measures

Performance Measures - Pool (555)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total pool expenses	34,777.80	6,569.94	96,984.93	89,200.00
Total hours pool open	760.5	-	526.5	760.5
Cost per hour	45.73		184.21	117.29
Remove one-time items described below	-		-	-
Normalized cost per connection	45.73		68.36	117.29
Total revenues	3,054.42		15,800.00	-
Revenue per hour	4.02		30.01	-
Net operating tax impact per hour	41.71		38.35	117.29

Note that the expenses are operating only.

In 2020, there were COVID kept the pool closed.

In 2021, the costs include one time transfer to reserves of \$89,000 for pool liner in 2022, or \$169.04 per hour

In 2021, costs still to be paid for the season, waiting on invoice, of \$28,000 or \$53.19 per hour

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues													
01-555-40128	Hastings County Grant	-	-	-	-	-	-	-	13,500.00	(13,500.00)		-	
01-555-40222	SWIMMING POOL Donations Revenue	2,000.00	3,054.42	(1,054.42)	2,000.00	1,048.00	952.00	-	2,300.00	(2,300.00)		-	
01-555-40400	SWIMMING POOL Transfer From Reserves	-	-	-	-	-	-	6,500.00	-	6,500.00		(6,500.00)	
	SWIMMING POOL Loan Proceeds	-	-	-	-	-	-	-	-	-		-	
		2,000.00	3,054.42	(1,054.42)	2,000.00	1,048.00	952.00	6,500.00	15,800.00	(9,300.00)		(6,500.00)	
Expenses													
01-555-53200	SWIMMING POOL Operational Expense	35,000.00	34,777.80	222.20	35,500.00	6,569.94	28,930.06	35,500.00	7,525.89	27,974.11	36,000.00	500.00	
01-555-53350	SWIMMING POOL Transfer to Reserves	-	-	-	-	-	-	89,000.00	89,000.00	-	53,200.00	(35,800.00)	Based on long term capital budget for 5 years at 50%
01-555-57030	COVID Supplies and other costs	-	-	-	-	-	-	-	459.04	(459.04)		-	
		35,000.00	34,777.80	222.20	35,500.00	6,569.94	28,930.06	124,500.00	96,984.93	27,515.07	89,200.00	(35,300.00)	
01-555-58000	Pool Capital	-	-	-	-	-	-	-	-	-		-	
01-555-58051	POOL Pump	-	-	-	7,500.00	-	7,500.00	-	-	-		-	
01-555-58052	SWIMMING POOL Heater Repair	-	-	-	-	-	-	6,500.00	-	6,500.00		(6,500.00)	
		-	-	-	7,500.00	-	7,500.00	6,500.00	-	6,500.00		(6,500.00)	
Total Swimming Pool (Dept 555)		(33,000.00)	(31,723.38)	(1,276.62)	(41,000.00)	(5,521.94)	(35,478.06)	(124,500.00)	(81,184.93)	(43,315.07)	(89,200.00)	35,300.00	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-630-40216	PARKLAND Revenue	4,250.00	-	4,250.00	40,000.00	40,000.00	-	-	-	-	43,154.19	43,154.19	
Total Grants (Dept 630)		4,250.00	-	4,250.00	40,000.00	40,000.00	-	-	-	-	43,154.19	43,154.19	

**Municipality of Tweed
Operating Budget - 2022**

Account **Account Name**
Expenses 01-710-53400 **YOUTH CENTRE Municipal Expense**

2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
775.00	771.64	3.36	775.00	779.36	(4.36)	775.00	122.64	652.36	-	(775.00)	Started renting portion of Administration basement area in 2021 and therefore not funding water and sewer costs for an alternate location
(775.00)	(771.64)	(3.36)	(775.00)	(779.36)	4.36	(775.00)	(122.64)	(652.36)	-	775.00	

Total Grants (Dept 710)

Municipality of Tweed Performance Measures

Performance Measures - Community Development (120 & 125 & 126 & 130)

	2019 Actual	2020 Actual	2021 Actual to Nov 19th	2022 Budget
Total community development expenses	281,342.93	309,131.42	200,257.81	293,154.00
Total properties per MPAC	4,752	4,768	4,782	4,783
Cost per acre	59.21	64.83	41.88	61.29
Remove one-time items described below	-	-	4.54	-
Normalized cost per connection	59.21	64.83	46.42	61.29
Total revenues	58,197.14	134,493.15	21,438.77	8,000.00
Revenue per property	12.25	28.21	4.48	1.67
Net operating tax impact per property	46.96	36.63	41.93	59.62

Note that the expenses are operating only.

In 2021, there are contract costs and other expenses still expected to be incurred to December 31st of \$21,700 or \$4.54 per property

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change	
Revenues														
01-120-40131	CFDC Strategic Digital Marketing Campaign Revenues	-	-	-	-	10,800.00	(10,800.00)	-	-	-	-	-	-	
01-120-40150	CD Canada Day Grant	2,000.00	1,500.00	500.00	1,500.00	1,500.00	-	1,500.00	1,500.00	-	1,500.00	-	-	
01-120-40151	CD - Seniors Community Grant	-	3,703.89	(3,703.89)	21,296.00	17,624.00	3,672.00	-	-	-	-	-	-	
01-120-40153	CD - Canadian Experience Fund	-	25,000.00	(25,000.00)	50,000.00	50,000.00	-	-	-	-	-	-	-	
01-120-40159	Donations	-	-	-	-	1,000.00	(1,000.00)	-	1,197.77	(1,197.77)	-	-	-	
01-120-40225	CD Senators Tickets Revenue	-	-	-	4,300.00	5,611.50	(1,311.50)	-	-	-	-	-	-	
01-120-40400	Transfer From Reserves	-	-	-	86,757.76	38,341.13	48,416.63	-	-	-	-	-	-	
01-120-40410	CD Promotional Items Sold	500.00	617.25	(117.25)	500.00	1,754.57	(1,254.57)	500.00	335.00	165.00	500.00	-	-	
01-120-43190	CD Taste of Tweed	-	-	-	6,000.00	1,685.00	4,315.00	6,000.00	18,406.00	(12,406.00)	6,000.00	-	-	
01-120-43192	CD Farm to Table	14,950.00	17,610.00	(2,660.00)	-	-	-	-	-	-	-	-	-	
01-120-43200	CD Stoco Lake Black Crappie Tournament	8,300.00	9,766.00	(1,466.00)	5,300.00	5,836.95	(536.95)	5,300.00	-	5,300.00	-	(5,300.00)	Re-start tournaments in 2023	
01-120-43201	CD Kids Fishing Tournament	-	-	-	-	340.00	(340.00)	-	-	-	-	-	-	Re-start tournaments in 2023
		25,750.00	58,197.14	(32,447.14)	175,653.76	134,493.15	41,160.61	13,300.00	21,438.77	(8,138.77)	8,000.00	(5,300.00)		
Expenses														
01-120-52000	CD Salary Expense	115,000.00	108,623.10	6,376.90	95,627.00	99,787.52	(4,160.52)	105,001.00	91,507.16	13,493.84	111,382.00	6,381.00	Per by-law increases for 2022.	
01-120-52100	CD CPP	-	-	-	4,078.00	4,403.63	(325.63)	4,530.00	4,403.38	126.62	5,147.00	617.00	Per by-law increases for 2022.	
01-120-52110	CD EI	-	-	-	1,509.00	1,645.66	(136.66)	1,649.00	1,607.79	41.21	1,780.00	131.00	Per by-law increases for 2022.	
01-120-52120	CD Employer Health Tax	-	-	-	1,880.00	2,040.42	(160.42)	2,062.00	1,692.83	369.17	2,188.00	126.00	Per by-law increases for 2022.	
01-120-52130	CD OMERS	-	-	-	8,194.00	8,567.04	(373.04)	8,005.00	6,242.67	1,762.33	10,764.00	2,759.00	Per by-law increases for 2022.	
01-120-52140	CD WSIB	-	-	-	3,374.00	3,306.54	67.46	3,701.00	2,743.26	957.74	3,927.00	226.00	Per by-law increases for 2022.	
01-120-52150	CD Group Insurance	1,240.00	849.92	390.08	771.00	802.64	(31.64)	830.00	551.79	278.21	1,183.00	353.00	Per by-law increases for 2022.	
01-120-52160	CD Extended Health Care	6,000.00	4,607.50	1,392.50	5,080.00	2,682.82	2,397.18	4,228.00	2,826.32	1,401.68	6,203.00	1,975.00	Per by-law increases for 2022.	
01-120-52180	CD Dental Plan	3,750.00	821.88	2,928.12	3,125.00	4,681.80	(1,556.80)	2,708.00	2,701.08	6.92	4,000.00	1,292.00	Per by-law increases for 2022.	
01-120-52182	CD Supplies	250.00	30.21	219.79	250.00	107.48	142.52	250.00	81.50	168.50	250.00	-	-	
01-120-52184	CD Mileage	1,500.00	1,262.93	237.07	1,500.00	1,118.59	381.41	1,500.00	-	1,500.00	1,500.00	-	-	
01-120-52186	CD Phone	1,200.00	799.93	400.07	800.00	1,030.91	(230.91)	800.00	933.15	(133.15)	1,200.00	400.00	-	
01-120-52925	CD Floral Displays / Flags	10,000.00	9,339.65	660.35	13,000.00	10,039.01	2,960.99	13,000.00	9,791.79	3,208.21	14,000.00	1,000.00	Increase due to expanded planters	
01-120-52935	CD Canada Day	7,000.00	6,333.32	666.68	7,100.00	2,360.90	4,739.10	7,600.00	7,920.11	(320.11)	7,600.00	-	\$250 for glow sticks, \$200 for face painting, \$200 for parade candy, \$200 for ice, \$250 for music, \$3,000 for fireworks, \$300 for cake, \$600 for hot dogs, \$300 for crafts, \$100 for water and \$1,700 for inflatables/sno cones, \$500 miscellaneous	
01-120-52936	CFDC Strategic Digital Marketing Campaign Expenses	-	-	-	-	10,990.08	(10,990.08)	-	-	-	-	-	-	
01-120-52937	CD Joint Marketing Initiative	-	-	-	-	12,651.89	(12,651.89)	-	-	-	10,000.00	10,000.00	Businesses have been asking if we will be doing it again. We did this for COVID, however, it was very successful	
01-120-53190	CD Taste of Tweed	-	-	-	8,000.00	1,754.11	6,245.89	6,000.00	19,685.12	(13,685.12)	8,000.00	2,000.00	\$2,750 for 5 chefs, \$2,800 for local food product, \$350 for music, \$300 for basket challenge, \$800 for advertising, \$50 for propane, \$200 for decorations, \$200 for tickets, \$300 for supplies (napkins/tables), \$100 for water and ice, and \$150 for SOP	
01-120-53191	Tweed Harvest Fest Extravaganza	-	-	-	-	-	-	8,500.00	-	8,500.00	-	(8,500.00)	Event due to COVID	
01-120-53195	CD Farm To Table	17,950.00	20,374.28	(2,424.28)	-	-	-	-	-	-	-	-	-	
01-120-53200	CD Fishing Tournament	8,300.00	8,714.97	(414.97)	5,300.00	5,519.08	(219.08)	5,300.00	-	5,300.00	-	(5,300.00)	Re-start tournaments in 2023	
01-120-53201	CD Professional Development	4,000.00	501.32	3,498.68	2,500.00	1,800.25	699.75	2,500.00	52.89	2,447.11	2,500.00	-	-	
01-120-53202	CD Health & Safety Training	500.00	-	500.00	500.00	-	500.00	500.00	890.40	(390.40)	500.00	-	-	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
01-120-53203	CD Promotional Items	2,000.00	2,011.39	(11.39)	2,000.00	2,541.51	(541.51)	2,000.00	1,294.90	705.10	2,000.00	-	
01-120-53204	CD Sponsorship	5,000.00	4,409.52	590.48	4,500.00	1,930.86	2,569.14	2,500.00	2,517.60	(17.60)	4,500.00	2,000.00	\$1,000 for Tweed Stampede and Jamboree, \$1,500 for Tweed and Company Theatre, \$2,000 for Fireworks Tweed Winter Carnival
01-120-53206	CD Tradeshow	100.00	81.41	18.59	100.00	-	100.00	100.00	-	100.00	100.00	-	Bowmanville Fishing Show
01-120-53207	CD Advertising	7,300.00	3,919.77	3,380.23	10,300.00	2,507.07	7,792.93	9,257.00	1,377.69	7,879.31	10,000.00	743.00	\$3,000 for Country Roads/Discover Guide (summer) and \$7,000 for online distribution
01-120-53209	CD Product Development	11,950.00	5,086.02	6,863.98	5,350.00	1,935.25	3,414.75	3,000.00	1,280.74	1,719.26	9,000.00	6,000.00	\$6,000 for video development (2) promoting municipality as great place to reside, \$500 photo booth updating, \$500 signage, \$1,000 printing and \$1,000 additional marketing (display ads, banners, etc.)
01-120-53210	Community Trees	-	-	-	-	497.50	(497.50)	1,000.00	973.75	26.25	1,000.00	-	
01-120-53270	CD Insurance	-	-	-	424.00	423.36	0.64	435.00	211.68	223.32	330.00	(105.00)	55% increase based on significant increasing trends over last few years
01-120-53285	CD Community Improvement Plan	-	13,440.97	(13,440.97)	25,000.00	16,112.50	8,887.50	25,000.00	5,000.00	20,000.00	15,000.00	(10,000.00)	Less due to intake
01-120-53349	CD Senators Tickets Expense	-	-	-	4,300.00	5,227.58	(927.58)	-	-	-	-	-	
01-120-53350	Transfer to Reserves	-	15,000.00	(15,000.00)	-	-	-	-	-	-	5,800.00	5,800.00	Based on long term capital budget
01-120-54200	CD Tourist Bureau Rent	8,500.00	8,400.00	100.00	8,500.00	8,400.00	100.00	8,500.00	7,650.00	850.00	8,500.00	-	
01-120-54210	CD Memberships	300.00	96.12	203.88	300.00	16.26	283.74	300.00	-	300.00	300.00	-	
01-120-54230	CD Web Design	5,500.00	1,585.99	3,914.01	8,000.00	4,861.83	3,138.17	8,000.00	1,075.96	6,924.04	8,000.00	-	
01-120-54250	CD Signs	500.00	610.56	(110.56)	500.00	-	500.00	500.00	-	500.00	500.00	-	
01-120-54255	CD.Stoco Lake Plan	5,000.00	4,703.36	296.64	5,000.00	-	5,000.00	5,000.00	4,609.00	391.00	5,000.00	-	
01-120-54256	CD Tweed B.R. & E.	2,000.00	974.77	1,025.23	5,000.00	-	5,000.00	5,000.00	-	5,000.00	-	(5,000.00)	Committee Disbanded
01-120-54257	CD Jailhouse	11,500.00	10,874.11	625.89	11,500.00	747.23	10,752.77	11,500.00	10,078.32	1,421.68	11,500.00	-	
01-120-54301	CD - Seniors Community Grant	-	3,703.89	(3,703.89)	21,296.11	17,627.15	3,668.96	-	-	-	-	-	
01-120-54303	CD - Canadian Experience Fund Contracts	-	25,440.00	(25,440.00)	65,000.00	67,365.13	(2,365.13)	-	-	-	-	-	
01-120-57010	COVID Salaries - Community Development	-	-	-	-	121.38	(121.38)	-	2,254.57	(2,254.57)	-	-	
01-120-57020	COVID Benefits - Community Development	-	-	-	-	34.22	(34.22)	-	635.51	(635.51)	-	-	
Total Community Development (Dept 120)		236,340.00	262,596.89	(26,256.89)	339,658.11	305,639.20	34,018.91	260,756.00	192,590.96	68,165.04	273,654.00	12,898.00	
		(210,590.00)	(204,399.75)	(6,190.25)	(164,004.35)	(171,146.05)	7,141.70	(247,456.00)	(171,152.19)	(76,303.81)	(265,654.00)	(18,198.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues													
01-125-40400	Transfer from Reserves	-	-	-	-	-	-	-	3,765.12	(3,765.12)	-	-	-
01-125-44000	Fire hydrant sponsorship	-	-	-	-	-	-	-	300.00	(300.00)	-	-	-
									4,065.12	(4,065.12)			
Expenses													
01-125-53200	COMMUNITY IMPROVEMENT PLAN	-	-	-	-	-	-	-	-	-	-	-	-
01-125-58014	BR&E Capital - Waterless Planters at Crosswalk	3,200.00	3,200.00	-	-	-	-	-	-	-	-	-	-
01-125-58015	BR&E Capital - Planters	6,800.00	6,582.59	217.41	-	-	-	-	-	-	-	-	-
01-125-58016	BR&E Capital - North & South Welcome Signs	25,000.00	-	25,000.00	16,757.76	-	16,757.76	-	3,765.12	(3,765.12)	-	-	-
01-125-58017	BR&E Capital Hydrant Painting	4,250.00	3,968.56	281.44	4,000.00	3,080.11	919.89	4,000.00	3,901.73	98.27	4,000.00	-	-
01-125-58132	BR&E Vehicles and Equipment	-	-	-	-	-	-	-	-	-	6,000.00	6,000.00	6,000.00
01-125-60000	CD Amortization	-	377.77	(377.77)	-	412.11	(412.11)	-	-	-	-	-	-
		39,250.00	14,128.92	25,121.08	20,757.76	3,492.22	17,265.54	4,000.00	7,666.85	(3,666.85)	10,000.00	6,000.00	6,000.00
Total BR&E (Dept 125)		(39,250.00)	(14,128.92)	(25,121.08)	(20,757.76)	(3,492.22)	(17,265.54)	(4,000.00)	(3,601.73)	(398.27)	(10,000.00)	(6,000.00)	(6,000.00)

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Differenc	2020 Budget	2020 Actual	2020 Differenc	2021 Budget	2021 Actual YT	2021 Differenc	2022 Proposed Budg	Change from 202	Explanation of Change
Revenues 01-126-40222	CD Fly Fishing Tournament Revenues	-	7,455.00	(7,455.00)	4,500.00	300.00	4,200.00	4,500.00	-	4,500.00	4,500.00	-	\$3,000 entry fees for 30 teams, \$500 advertising and \$1,000 fundraising
Expenses 01-126-52202	CD Fly Fishing Tournament Expense	-	4,617.12	(4,617.12)	4,500.00	-	4,500.00	4,500.00	-	4,500.00	4,500.00	-	\$400 for awards, \$1,200 for dinner for 60 people, \$1,500 for tent rental, \$150 for music, \$150 for lunch, \$120 for toilet, \$980 miscellaneous
Total Fly Fishing Tournament (Dept 126)		-	4,617.12	(4,617.12)	4,500.00	-	4,500.00	4,500.00	-	4,500.00	4,500.00	-	
		-	2,837.88	(2,837.88)	-	300.00	(300.00)	-	-	-	-	-	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Expenses	Youth Advisory Committee	-	-	-	-	-	-	-	-	-	5,000.00	5,000.00	New Committee established in 2021 (\$1,000 each per 4 pillars plus \$1,000 for executive)
		-	-	-	-	-	-	-	-	-	5,000.00	5,000.00	
Total Youth Advisory Committee (Dept 130)		-	-	-	-	-	-	-	-	-	(5,000.00)	(5,000.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues 01-280-40214	TILE DRAINAGE Revenue	6,794.00	8,158.82	(1,364.82)	6,794.00	1,793.40	5,000.60	6,794.00	5,298.85	1,495.15	-	(6,794.00)	Fully repaid in 2021, no new loans issued yet
Expenses 01-280-53200	TILE DRAINAGE Expense	6,794.00	8,158.82	(1,364.82)	6,794.00	1,793.40	5,000.60	6,794.00	6,793.40	0.60	-	(6,794.00)	Fully repaid in 2021, no new loans issued yet
Total Tile Drainage (Dept 280)		-	-	-	-	-	-	-	(1,494.55)	1,494.55	-	-	-

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues 01-610-40224	REZONING Fees	6,000.00	7,200.00	(1,200.00)	6,000.00	7,275.00	(1,275.00)	6,000.00	11,400.00	(5,400.00)	12,000.00	6,000.00	Consistently above budget last 3 years. Budgeted for 12 rezoning files this year at \$1,000 per file.
Expenses 01-610-52000	REZONING Salaries	6,000.00	7,200.00	(1,200.00)	6,000.00	7,275.00	(1,275.00)	6,000.00	11,400.00	(5,400.00)	12,000.00	6,000.00	Estimate of administration time spent in rezoning files throughout the year based on a 5 month average in 2021, cost per file averaged \$730, inclusive of benefits
01-610-53200	REZONING Expense	500.00	-	500.00	500.00	3,095.48	(2,595.48)	1,500.00	1,315.39	184.61	3,050.00	1,550.00	Average cost per file estimated to be \$253.50
Total Rezoning (Dept 610)		500.00	-	500.00	500.00	3,095.48	(2,595.49)	1,500.00	1,315.39	184.61	11,810.00	10,310.00	
		5,500.00	7,200.00	(1,700.00)	5,500.00	4,179.52	1,320.48	4,500.00	10,084.61	(5,584.61)	190.00	(4,310.00)	

**Municipality of Tweed
Operating Budget - 2022**

Account	Account Name	2019 Budget	2019 Actual	2019 Difference	2020 Budget	2020 Actual	2020 Difference	2021 Budget	2021 Actual YTD	2021 Difference	2022 Proposed Budget	Change from 2021	Explanation of Change
Revenues 01-620-40226	MINOR VARIANCE Fees	1,200.00	1,800.00	(600.00)	1,200.00	1,141.00	59.00	1,200.00	4,400.00	(3,200.00)	2,400.00	1,200.00	Consistently above budget last 3 years. Budgeted for 4 minor variance files this year at \$600 per file.
Expenses 01-620-52000	MINOR VARIANCE Salaries	1,200.00	1,800.00	(600.00)	1,200.00	1,141.00	59.00	1,200.00	4,400.00	(3,200.00)	2,400.00	1,200.00	Estimate of administration time spent in minor variance files throughout the year based on a 5 month average in 2021, cost per file averaged \$283, inclusive of benefits
01-620-53200	MINOR VARIANCE Expense	3,100.00	3,329.19	(229.19)	3,100.00	-	3,100.00	3,100.00	2,082.87	1,017.13	1,275.00	(1,825.00)	
Total Minor Variance (Dept 620)		3,100.00	3,329.19	(229.19)	3,100.00	-	3,100.00	3,100.00	2,082.87	1,017.13	2,407.00	(693.00)	
		(1,900.00)	(1,529.19)	(370.81)	(1,900.00)	1,141.00	(3,041.00)	(1,900.00)	2,317.13	(4,217.13)	(7.00)	1,893.00	



The Corporation of the Municipality of Tweed
Staff Report

Date: October 26, 2021 Council Meeting
Report to: Council
Report from: CAO/Treasurer
Department: Administration
Title: Review of Costs for Planning Files

PURPOSE:

To provide Council with an estimate of the costs per rezoning and minor variance file to assess the current rates for appropriateness.

BACKGROUND:

The rates charged for rezoning applications of \$600 and minor variances of \$400 has been in effect since By-Law 2011-23. The appropriateness of these fees has not been reviewed recently.

As part of the 2022 budget, we will be allocating out the estimated costs for wages, benefits, paper costs, printer costs, and other administration fees to the appropriate rezoning and minor variance departments to accurately reflect the costs for these files. In this process, we have calculated the average costs per file as follows:

Rezoning:

\$729.61	Salaries and benefits based on 5 month tracking in 2021 per file
\$ 5.30	Paper for notices sent (based on current paper costs)
\$ 7.20	Envelopes for notices sent (based on current envelope costs)
<u>\$241.00</u>	Costs for colour photocopies/printing based on estimated pages
\$983.11	

Minor Variance:

\$282.72	Salaries and benefits base don 5 month tracking in 2021 per file
\$ 0.93	Paper for notices sent (based on current paper costs)
\$ 1.96	Envelopes for notices sent (based on current envelope costs)
\$ 74.00	Costs for colour photocopies/printing based on estimated pages
<u>\$241.30</u>	Fees to Committee of Adjustment (mileage and \$50 per file each)
\$600.91	

OPTIONS:

1. Raise the prices of rezoning and minor variance files to better reflect the current costs of processing these files to reflect a 100% recovery.
2. Keep prices the same and continue having taxation revenues offset the losses.

FINANCIAL IMPLICATIONS:

Currently, a rezoning application is completed at a loss of \$383.11, which is funded by taxation. A minor variance application is completed at a loss of \$200.91, which is funded by taxation.

By increasing the fees and amending the fees and charges by-law to reflect this, effective January 1, 2022, this will allow for us to reduce the taxation impact for these files. As an example, this year we have already had 18 rezoning applications and 11 minor variances. Therefore, we have only raised a total of \$10,800 for rezoning and \$4,400 for minor variances but it has cost the municipality \$17,695.98 plus advertising costs of \$1,112.38 for our rezoning files for a total of \$18,808.36 for rezoning and cost for minor variance of \$6,610.01.

This is a total of \$10,218.37 that has been funded from taxation for 2021.

IMPACT:

Increasing the fees may generate some negative feedback from residents, however, overall, the current process is being subsidized by all taxpayers instead of the specific properties the applications are for.

RECOMMENDATION:

BE IT RESOLVED THAT Council receive the Review of Costs for Planning Files Report as presented.

BE IT RESOLVED THAT Council authorize staff to bring forward an amended fees and charges By-law for 2022 with rezoning application fees increased to \$XX and minor variance application fees increased to \$XX.

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-110-58012	Washroom improvements	17,000.00				17,000.00					- Convert public washroom at Council Chambers area into accessible washroom
01-110-58014	Annual Computer Renewals	1,500.00				1,500.00					- Annual needs based on long term capital plan
01-110-58014	Annual Printer/Scanner Renewals	1,130.00				550.63				579.37	- Annual needs based on long term capital plan
01-110-58014	iPad Renewals	7,250.00				7,250.00					- Replacement with each election
01-110-58024	Unfunded 2021 Roof Project	9,527.67				9,527.67					- Due to rising costs, Council approved funding remainder in 2022 for this project
01-110-58025	Building Repairs	30,000.00				30,000.00					- 2021 carry over project for administration renovations
01-110-58025	Emergency Exit Improvements	15,000.00				15,000.00					- Some of the emergency exits for the administration office do not have the panic bars or steps that do not meet code. Propose installing panic bars on 3 doors and improve steps outside 1 door on south side of building that is currently too high of a drop
01-110-58025	Heating repairs										- Heating duct work in the administration building needs replacement as it is not to code; in addition, there are 3 different heating sources that are conflicting with each other - consideration to convert to a single heat source
01-110-58026	Annual Office Furniture Renewals	1,800.00				1,800.00					- Annual needs based on long term capital plan
01-110-58132	Electronic sign	5,000.00								5,000.00	
01-110-58132	Coming Events sign	4,500.00								4,500.00	
01-110-58100	CAPITAL Non-Budget Items	-									- Set amount for potential unknown capital items. In 2021 it funded the required phone system upgrades.
		92,707.67	-	-	-	82,628.30	-	-	-	10,079.37	
01-210-58000	Roof replacement	45,000.00				45,000.00					- Roof was partially repaired with addition this year, the remainder of the roof is required to be completed. Costs based on verbal estimate from local contractor. To be funded with remainder of the fire hall reserve from 2021 plus municipal building reserve for the remainder of costs

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-210-58011	Unfunded 2021 Firehall Addition Proj	4,892.14				4,892.14				-	Due to rising costs, Council approved funding remainder in 2022 for this project
01-210-58132	Rescue Equipment										
01-210-58132	Vehicle Replacement	60,000.00				60,000.00				-	Costs based on verbal estimate from local dealer for a 1 ton truck to replace the 2010 Dodge Crew Cab
		<u>109,892.14</u>	-	-	-	<u>109,892.14</u>	-	-	-	-	
01-310-58131	Vanderwater Road	652,860.00						652,860.00		-	Hwy 37 to Ervine Rd 30 mm Hotmix Everlife
01-310-58131	Queensborough Road	240,000.00		132,396.00				107,140.00		464.00	Barry Rd to Boundary, Hall parking lot with asphalt, gutter, catch basin, 50 mm HL3 Hotmix
01-310-58131	King Street	25,000.00								25,000.00	Queensborough 30mm Everlife Hotmix
01-310-58131	Charles Rd stormwater management	15,000.00								15,000.00	Stage 1 of Jewell Engineering Proposal
01-310-58131	Sidewalk	8,000.00								8,000.00	50 metres on St. Joseph St where low and holding water/ice
01-310-58131	Victoria Cemetery fencing	-								-	750' of 4' chain link, 9 gauge mesh, residential frame with single vehicle gate and double vehicle gate
01-310-58132	Tandem Plow/Wing combination	280,000.00				280,000.00				-	Like to purchase new with rent to own option as backhoe needs \$20,000 work on engine
01-310-58132	Backhoe	170,000.00				118,656.34				51,343.66	
01-310-58132	Mower for Holland Tractor	48,000.00								48,000.00	
01-310-58132	Patrol Truck (replace 300)	55,000.00								55,000.00	
01-310-58133	Greatrix Bridge	326,025.00				244,000.00				82,025.00	
01-310-58133	Pre-engineering Joe Allore Bridge	108,500.00							108,500.00	-	
		<u>1,928,385.00</u>	-	<u>132,396.00</u>	-	<u>642,656.34</u>	-	<u>760,000.00</u>	<u>108,500.00</u>	<u>284,832.66</u>	
01-330-58014	GRAVEL PIT Esker Rd Pit Licence	13,590.00						13,590.00		-	
		<u>13,590.00</u>	-	-	-	-	-	<u>13,590.00</u>	-	-	
01-410-58022	SANITARY SEWER OCWA	16,667.00				16,667.00				-	
		<u>16,667.00</u>	-	-	-	<u>16,667.00</u>	-	-	-	-	
01-420-58023	River Crossing	1,029,682.51	404,800.00	337,333.33		287,549.18				-	Green Stream 2 grant application
01-420-58001	Water Tower Interior Coating									-	
01-420-58001	Water filter media system	45,000.00				45,000.00				-	
01-420-58011	WATER Water Meters & Hydrants & Valves	30,000.00				30,000.00				-	2 hydrants and shut off valves
01-420-58022	WATER OCWA	25,726.00				25,726.00				-	
		<u>1,130,408.51</u>	<u>404,800.00</u>	<u>337,333.33</u>	-	<u>388,275.18</u>	-	-	-	-	
01-440-58000	BluMetric Hunt Road	22,400.00					22,400.00			-	
01-440-58000	BluMetric Marlbank Road	5,700.00					5,700.00			-	
		<u>28,100.00</u>	-	-	-	-	<u>28,100.00</u>	-	-	-	
01-510-58000	Recreation Area Shelter	40,000.00				40,000.00				-	
01-510-58000	Repainting barns	2,500.00								2,500.00	50% Fairboard
01-510-58000	Royal Victoria Parkette Gazebo	-				-				-	
01-510-58018	Tree removal and replanting	15,000.00								15,000.00	

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-510-58019	Garbage and recycling receptacles	5,000.00								5,000.00	
01-510-58038	PARKS Planters	1,000.00								1,000.00	
01-510-58039	Christmas/Seasonal Decorations	5,000.00				5,000.00				-	
01-510-58050	LED lighting at Stoco/Charelton	5,000.00								5,000.00	Realignment of lights only
01-510-58050	Charelton in-field screenings and edg	10,000.00								10,000.00	
01-510-58050	Pumptrack/skatepark	250,000.00			200,000.00			43,154.19		6,845.81	
01-510-58050	Fencing	5,000.00								5,000.00	
01-510-58050	Beach sand	25,000.00								25,000.00	
01-510-58132	New mower	15,000.00				15,000.00				-	
01-510-58132	Rake for tractor	1,000.00								1,000.00	
01-510-58132	Aqua thruster (2)	20,000.00				20,000.00				-	
		<u>399,500.00</u>	-	-	200,000.00	80,000.00	-	43,154.19	-	76,345.81	
01-512-58014	HAMLET REC Actinolite Hall Improv	3,000.00								3,000.00	
01-514-58014	HAMLET REC Marlbank Pavilion Impr	3,000.00								3,000.00	
01-516-58014	HAMLET REC Queensborough Hall In	-								-	
01-516-58020	Queensborough Hall Renovations	357,000.00			256,400.00				100,600.00	-	
01-518-58014	HAMLET REC Thomasburq Hall Imprc	3,000.00								3,000.00	
		<u>366,000.00</u>	-	-	256,400.00	-	-	-	100,600.00	9,000.00	
01-520-58000	Arena - upstairs renovations	25,000.00				25,000.00				-	
01-520-58000	Arena - accessible lift/washroom	102,000.00			85,000.00	17,000.00				-	
01-520-58132	Dehumidifiers	45,000.00				45,000.00				-	
01-520-58132	Ice edger	6,000.00				6,000.00				-	
01-520-58132	Cameras - parking lot	3,000.00				623.00				2,377.00	
01-520-58132	Canteen - grill	1,500.00								1,500.00	
01-520-58132	Scrolling message board	1,650.00								1,650.00	
01-520-58132	Control box for score clock	6,000.00				6,000.00				-	
01-520-58132	Sound system	15,000.00								15,000.00	
01-520-58132	Floor scrubber	4,000.00				4,000.00				-	
		<u>209,150.00</u>	-	-	85,000.00	103,623.00	-	-	-	20,527.00	
01-525-58000	Splashpad filter pump replacement	3,000.00								3,000.00	
01-525-58000	Splashpad rain diverter	20,000.00				1,250.00				18,750.00	
01-525-58000	Splashpad replace painting instead of fixture graphics plus covers	500.00								500.00	
		<u>23,500.00</u>	-	-	-	1,250.00	-	-	-	22,250.00	
01-555-58000	Pool liner	-								-	
01-555-58052	Gas heater to pool	-								-	
		<u>-</u>	-	-	-	-	-	-	-	-	
01-125-58017	Hydrant Painting	4,000.00								4,000.00	
01-125-58132	Banners	6,000.00								6,000.00	
		<u>10,000.00</u>	-	-	-	-	-	-	-	10,000.00	
		<u>4,327,900.32</u>	<u>404,800.00</u>	<u>469,729.33</u>	<u>541,400.00</u>	<u>1,424,991.96</u>	<u>41,690.00</u>	<u>803,154.19</u>	<u>209,100.00</u>	<u>433,034.84</u>	

**Municipality of Tweed
Long Term Capital Plan - Administration**

Asset	Year		Historical Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Acquired/ Last Updated	Expected Replacement/ Renovation											
Elevator	2017	2042	40,000.00										
Hungerford Office (Lions)	2018	2058	82,802.12										
Furnace (rooftop units)	2014	2034	83,486.22										
Administration building	2011	2051	300,850.98	62,000.00									
Admin ramp/railings	2015	2055	18,545.00										
Elzevir Office	1990	2030	118,036.80									118,036.80	
Admin Bldg Signage	2012	2032	5,762.67										
Library - HVAC system	2020	2035	66,601.90										
Parking Lot pavement	2016	2036	17,362.32										
Electronic sign	2021	2022	14,093.34	4,500.00			15,000.00						
Computers		every 5 years	32,209.10	1,500.00	5,360.00	5,360.00	5,360.00	5,360.00					
Furniture		Every 15 years	27,224.89	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
Debit Machine	2007	Not to be renewed	2,500.00										
Fax Machine	2012	2027	594.30						594.30				
Filing Cabinets	2012	Not to be renewed	7,151.08										
Kitchen Fridge	2008	2023	600.00		600.00								
Map Cabinet	2007	Not to be renewed	1,600.00										
Kitchen Microwave	1989	2026	200.00					200.00					
Phone system	2021	2041	7,341.98										
Printers/Scanners	2020	every 5 years	5,657.51	1,130.00	1,130.00	1,130.00	1,130.00	1,130.00					
iPads	2012	every 4 years	5,837.74	7,250.00				6,000.00					
Solar Panel - Country Garage	2013	2033	40,610.38										
Total Costs			839,068.33	78,180.00	8,890.00	8,290.00	23,290.00	14,490.00	2,394.30	1,800.00	1,800.00	119,836.80	1,800.00
Administration Capital Reserve			22,700.00	12,350.63	2,783.34	1,937.50	1,870.00	3,558.53	200.00				
Municipal Building Reserve			267,114.40	62,000.00								118,036.80	
Remaining Amounts to be Funded				3,829.37	6,106.66	6,352.50	21,420.00	10,931.47	2,194.30	1,800.00	1,800.00	1,800.00	1,800.00
2022 Transfer to Reserves Requirement			40,210.53	-	3,053.33	2,117.50	5,355.00	2,186.29	365.72	257.14	225.00	200.00	180.00
5 Year basis only - Admin			13,077.84										
5 Year basis only - building			-										

Municipality of Tweed
Long Term Capital Plan - Administration

Asset	2032	2033	2034	2035	2036	2040	2041	2042	2051	2055	2058
Elevator								40,000.00			
Hungerford Office (Lions)											82,802.12
Furnace (rooftop units)			83,486.22								
Administration building						60,000.00			300,850.98		
Admin ramp/railings										18,545.00	
Elzevir Office											
Admin Bldg Signage	5,762.67										
Library - HVAC system				66,601.90							
Parking Lot pavement					17,362.32						
Electronic sign											
Computers											
Furniture	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00						
Debit Machine											
Fax Machine											
Filing Cabinets											
Kitchen Fridge											
Map Cabinet											
Kitchen Microwave											
Phone system							7,341.98				
Printers											
iPads											
Solar Panel - Country		40,610.38									
Garage											
Total Costs	7,562.67	42,410.38	85,286.22	68,401.90	19,162.32	60,000.00	7,341.98	40,000.00	300,850.98	18,545.00	82,802.12
Administration Capital Reserve											
Municipal Building Reserve			83,486.22	3,591.38							
Remaining Amounts to be Funded	7,562.67	42,410.38	1,800.00	64,810.52	19,162.32	60,000.00	7,341.98	40,000.00	300,850.98	18,545.00	82,802.12
2022 Transfer to Reserves Requirement	687.52	3,534.20	138.46	4,629.32	1,277.49	3,157.89	367.10	1,904.76	10,028.37	545.44	2,237.90
5 Year basis only - Admin											
5 Year basis only - building											

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-110-58012	Washroom improvements	17,000.00				17,000.00				-	Convert public washroom at Council Chambers area into accessible washroom
01-110-58014	Annual Computer Renewals	1,500.00				1,500.00				-	Annual needs based on long term capital plan
01-110-58014	Annual Printer/Scanner Renewals	1,130.00				550.63				579.37	Annual needs based on long term capital plan
01-110-58014	iPad Renewals	7,250.00				7,250.00				-	Replacement with each election
01-110-58024	Unfunded 2021 Roof Project	9,527.67				9,527.67				-	Due to rising costs, Council approved funding remainder in 2022 for this project
01-110-58025	Building Repairs	30,000.00				30,000.00				-	2021 carry over project for administration renovations
01-110-58025	Emergency Exit Improvements	15,000.00				15,000.00				-	Some of the emergency exits for the administration office do not have the panic bars or steps that do not meet code. Propose installing panic bars on 3 doors and improve steps outside 1 door on south side of building that is currently too high of a drop
01-110-58025	Heating repairs									-	Heating duct work in the administration building needs replacement as it is not to code; in addition, there are 3 different heating sources that are conflicting with each other - consideration to convert to a single heat source
01-110-58026	Annual Office Furniture Renewals	1,800.00				1,800.00				-	Annual needs based on long term capital plan
01-110-58132	Electronic sign	5,000.00								5,000.00	
01-110-58132	Coming Events sign	4,500.00								4,500.00	
01-110-58100	CAPITAL Non-Budget Items	-								-	Set amount for potential unknown capital items. In 2021 it funded the required phone system upgrades.
		92,707.67	-	-	-	82,628.30	-	-	-	10,079.37	

Municipality of Tweed
Long Term Capital Plan - Fire Department

Asset	Year Acquired / Last Updated	Expected Replacement/ Renovation	Historical Cost/Estimated Replacement	2022	2023	2024	2025	2026	2027	2029
Driveway	2019	2023	2,000.00		2,000.00		2,000.00		2,000.00	2,000.00
Firehall and renovations	2021	2040	357,137.13	45,000.00			40,000.00			
Fire Hall Gas Furnace	2017	2037	22,000.00							
Mobile Generators	2006	2030	72,345.00							
Extraction Tool	2014	2029	8,500.00							8,500.00
Portable Pump	2016	2026	8,500.00					8,500.00		
Jaws of Life	2016	2026	18,000.00					18,000.00		
Water Pump	2012	2023	8,500.00		8,500.00					
Airpack bottles/masks	2019	2034	5,800.00							
Air Pacs	2012	2027	102,000.00						102,000.00	
Air Pacs	2017	2032	41,000.00							
Air Pacs	2020	2035	20,171.15							
Air compressor	2015	2030	42,500.00							
Radios/pagers	2015	2023	18,000.00		18,000.00					
Repeater Tower	2021	2036	20,000.00							
Grass Fire Skid Unit	2019	2034	17,000.00							
Offroad Vehicle	2020	2035	22,500.00							
Rescue Equipment	2006	2023	45,000.00		45,000.00					
Infrared Camera	2014	2024	8,000.00			8,000.00				
2015 Tanker Truck	2018	2038	310,000.00							
2010 Dodge Crew Cab	2017	2022	60,000.00	60,000.00						
06 International Pumper	2007	2027	600,000.00						600,000.00	
Tanker Truck	2016	2036	385,000.00							
Rescue Van	2010	2030	300,000.00							
ATV Trailer	2020	2035	5,000.00							
Grass Fire Trailer	2010	2030	5,000.00							
Air bags	2021	2036	9,000.00							
Total Costs			2,512,953.28	105,000.00	73,500.00	8,000.00	42,000.00	26,500.00	704,000.00	10,500.00
Current Fire Building Reserve Used				23,202.02						
Current Fire Equipment Reserve Used				60,000.00	71,500.00	8,000.00	-	26,500.00	33,000.00	
Remaining Amounts to be Funded				21,797.98	2,000.00	-	42,000.00	-	671,000.00	10,500.00
2022 Transfer to Reserves Requirement			306,539.14	-	1,000.00	-	10,500.00	-	111,833.33	1,312.50
5 year basis only - building			11,833.33							
5 year basis only - equipment			111,500.00							

Municipality of Tweed
Long Term Capital Plan - Fire Department

Asset	2030	2031	2032	2034	2035	2036	2037	2038	2040
Driveway		2,000.00							
Firehall and renovations									1,500,000.00
Fire Hall Gas Furnace							22,000.00		
Mobile Generators	72,345.00								
Extraction Tool									
Portable Pump									
Jaws of Life									
Water Pump									
Airpack bottles/masks				5,800.00					
Air Pacs									
Air Pacs			41,000.00						
Air Pacs					20,171.15				
Air compressor	42,500.00								
Radios/pagers									
Repeater Tower						20,000.00			
Grass Fire Skid Unit				17,000.00					
Offroad Vehicle					22,500.00				
Rescue Equipment									
Infrared Camera								310,000.00	
2015 Tanker Truck									
2010 Dodge Crew Cab									
06 International Pumper									
Tanker Truck						385,000.00			
Rescue Van	300,000.00								
ATV Trailer					5,000.00				
Grass Fire Trailer	5,000.00								
Air bags						9,000.00			
Total Costs	419,845.00	2,000.00	41,000.00	22,800.00	47,671.15	414,000.00	22,000.00	310,000.00	1,500,000.00
Current Fire Building Reserve Used									
Current Fire Equipment Reserve Used									
Remaining Amounts to be Funded	419,845.00	2,000.00	41,000.00	22,800.00	47,671.15	414,000.00	22,000.00	310,000.00	1,500,000.00
2022 Transfer to Reserves Requirement	46,649.44	200.00	3,727.27	1,753.85	3,405.08	27,600.00	1,375.00	18,235.29	78,947.37
5 year basis only - building									
5 year basis only - equipment									

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Tax Notes
01-210-58000	Roof replacement	45,000.00				45,000.00				-	- Roof was partially repaired with addition this year, the remainder of the roof is required to be completed. Costs based on verbal estimate from local contractor. To be funded with remainder of the fire hall reserve from 2021 plus municipal building reserve for the remainder of costs
01-210-58011	Unfunded 2021 Firehall Addition Project	4,892.14				4,892.14				-	- Due to rising costs, Council approved funding remainder in 2022 for this project
01-210-58132	Rescue Equipment										
01-210-58132	Vehicle Replacement	60,000.00				60,000.00				-	- Costs based on verbal estimate from local dealer for a 1 ton truck to replace the 2010 Dodge Crew Cab
		<u>109,892.14</u>	-	-	-	<u>109,892.14</u>	-	-	-	-	

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	Year Acquired / Last Updated	Expected Replacement/ Renovation	Replacement Cost Estimates	2022	2023	2024	2025	2026	2027	2028
<u>Per Asset Management Plan -</u>										
<u>Priorities</u>										
Lost Channel Bridge (6) - Lost Channel Rd										
Catons Bridge N (8) - Carss Rd										
Catons Bridge S (7) - Carss Rd										
East Red Bridge (30) - Black River Rd							-			
West Red Bridge (31) - Black River Rd							-			
Morton Memorial Bridge (19)										
Ross Bridge (40)										
Joe Trudeau Bridge (49)										
Moira River N Connection (Bridge St E to Moira St)		2022	1,029,682.51	1,029,682.51						
Hydrant 70		2022	15,000.00	15,000.00						
Queensborough Rd (Barry Road to Boundary and Hall Parking Lot) & Stormwater		2022	240,000.00	240,000.00						
Charles Rd (Charles Court to end)		2023	120,000.00		120,000.00					
Pomeroy Court (College to end)		2023	5,915.00		5,915.00					
Pomeroy Court (College to end) - Water		2023	37,400.00		37,400.00					
Pomeroy Court (College to end) - Sewer		2023	24,000.00		24,000.00					
Rocky Alter Bridge (12) - Allore Rd		2024	855,000.00			855,000.00				
Arthur (Brooklyn to Louisa)		2024	61,456.00			61,456.00				
Arthur (Brooklyn to Louisa) - Water		2024	224,400.00			224,400.00				
Arthur (Brooklyn to Louisa) - Sewer		2024	131,500.00			131,500.00				
Arthur - Hydrant 84, 83 and 82		2024	30,000.00			30,000.00				
Reynolds Culvert (38) - Flinton Road		2025	510,000.00				510,000.00			
Hungerford (Park to Metcalf)		2025	65,260.00				65,260.00			
Hungerford (Park to Metcalf) - Water		2025	246,992.00				246,992.00			
Hungerford (Park to Metcalf) - Sewer		2025	148,500.00				148,500.00			

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	Year Acquired / Last Updated	Expected Replacement/ Renovation	Replacement Cost Estimates	2022	2023	2024	2025	2026	2027	2028
Hydrant 94 and 93		2025	20,000.00				20,000.00			
Quinns Lane (Victoria St to Colborne)		2025	13,943.00				13,943.00			
Sexsmith (Hwy 7 to end)		2025	37,950.00				37,950.00			
James St S (River E to George)		2026	35,000.00					35,000.00		
James St S (River E to George) - Water		2026	62,900.00					62,900.00		
James St S (River E to George) - Sewer		2026	64,000.00					64,000.00		
Jamieson E (Victoria N to James N)		2026	79,831.00					79,831.00		
Jamieson E (Victoria N to James N) - Water		2026	325,550.00					325,550.00		
Jamieson E (Victoria N to James N) - Sewer		2026	192,500.00					192,500.00		
Jamieson E - Hydrant 64		2026	10,000.00					10,000.00		
Hannah (Louisa to James N)		2026	17,428.00					17,428.00		
Hannah (Louisa to James N) - Water		2026	78,200.00					78,200.00		
Hannah (Louisa to James N) - Sewer		2026	46,000.00					46,000.00		
James St N (Jamieson to Hannah)		2026	20,271.00					20,271.00		
James St N (Jamieson to Hannah) - Water		2026	95,200.00					95,200.00		
James St N (Jamieson to Hannah) - Sewer		2026	52,500.00					52,500.00		
Moira (Brooklyn to Hwy 37)		2027	133,528.00						133,528.00	
Moira (Brooklyn to Hwy 37) - Water		2027	441,150.00						441,150.00	
Moira (Arthur to Hwy 37) - Sewer		2027	265,500.00						265,500.00	
Moira - Hydrant 43		2027	10,000.00						10,000.00	
<u>All Other Assets</u>										
Hydrants (1)				15,000.00						
Vanderwater Rd (Hwy 37 to Ervine Road)		2022	652,860.00	652,860.00						
King St (Queensborough)		2022	25,000.00	25,000.00						
Charles Rd Stormwater Management		2022		15,000.00						
Greatrix Bridge - Robinson Rd		2022	22,670.60	326,025.00						
Joe Allore Bridge (#46)		2023	108,500.00	108,500.00	1,590,000.00					
McClellan St		2023	900,000.00		900,000.00					

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	Year Acquired / Last Updated	Expected Renovation/ Replacement	Replacement Cost Estimates	2022	2023	2024	2025	2026	2027	2028
McClellan St - Water		2023	300,000.00		300,000.00					
McClellan St - Sewer		2023	300,000.00		300,000.00					
Dowling Bridge		2024	585,000.00			585,000.00				
Roads - all others noted in AMP										11,096,840.00
Bridges - all others noted in AMP										2,151,000.00
Water - all others noted in AMP										4,035,299.00
Sewer - all others noted in AMP										1,621,563.00
Stormwater - all others noted in AMP										
<u>Per TCA (other assets not yet in AMP)</u>										
2 Ton		2023	100,000.00		100,000.00					
Stoco Garage	2010	2050	102,453.83							
Stoco Sand Dome	2016	2036	98,701.86							
Marlbank Sand Dome	2006	2046	106,106.00							
Countryman Garage	1978	2040	79,948.80							
Countryman Salt Dome	1978	2025	38,569.05				38,569.05			
Actinolite Garage	1992	2032	181,301.75							
Actinolite Sand Dome	1992	2032	103,390.00							
Quanset Hut	1975	2030	25,458.02							
PW Dome	2010	2050	53,628.80							
2006 Case/580 Backhoe	2006	2022	170,000.00	170,000.00						
2008 550 Ford Dump Truck/Plow	2008	2025	280,000.00					280,000.00		
New Dump truck/plow		2022	280,000.00	280,000.00						
2008 Sterling Lt9513 Tandem	2008	2025	300,000.00					300,000.00		
2008 F250 Pickup	2008	2022	55,000.00	55,000.00						
2011 Intern 7600 Tandem	2011	2023	300,000.00		300,000.00					
2011 Excavator	2011	2023	227,120.54		227,120.54					
2012 Intern 7600 Tandem	2012	2024	300,000.00			300,000.00				
1997 Holland Tractor	1997	2030	15,264.00	48,000.00						
2020 Ford F150	2020	2030	29,500.00							
2013 John Deere Loader	2013	2023	175,102.50		175,102.50					
2016 Ford 1/2 Ton	2016	2026	37,019.93					37,019.93		
2015 Mack Tandem	2015	2025	242,847.79				242,847.79			
2015 Mack Truck	2016	2026	229,669.00					229,669.00		
2017 Mack Tandem Plow & Wing	2018	2028	265,663.59							265,663.59
1996 Volvo/L-70 Loader	2013	2028	70,486.15							70,486.15
2002 Volvo/G740 Grader	2018	2033	213,074.20							

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	Year Acquired / Last Updated	Expected Replacement/ Renovation	Replacement Cost Estimates	2022	2023	2024	2025	2026	2027	2028
2014 1/2 Ton Truck	2018	2028	17,119.00							17,119.00
Gravel Packer	2019	2039	20,835.36							
GPS Indicators	2015	2025	19,524.38				19,524.38			
Sidewalk Plow blower & broom	2016	2026	67,451.50					67,451.50		
Sweeper Brush	2013	2023	1,765.54		1,765.54					
Grader	2019	2039	380,993.33							
Stoco Shop Furnace	2019	2039	40,308.15							
Culvert Steamer	2021	2061	17,512.90							
Culvert Steamer	1990	2030	20,000.00							
Hunt Rd Well - WDS	2013	2033	11,137.40							
Marlbank Rd Well WDS	2013	2033	8,335.24							
Weigh scales	2013	2023	43,536.80		43,536.80					
WDS Compactor 936 Cat	2008	2023	93,628.85		93,628.85					
WDS Scale Bldg	2013	2053	12,856.09							
WDS Depot	2008	2048	141,733.60							
2007 JD 605C Crawler Loader	2021	2037	97,587.84							
Total Costs			13,715,218.90	2,980,067.51	4,218,469.23	2,187,356.00	1,923,586.22	1,413,520.43	850,178.00	19,257,970.74
Gas Tax Funding				760,000.00	400,041.00	400,041.00	400,041.00	400,041.00	400,041.00	400,041.00
OCIF Funding				132,396.00	132,396.00	132,396.00	132,396.00	132,396.00	132,396.00	132,396.00
Other Grants				742,133.33						
Current Waste Reserve Fund Used			1,268,947.07		137,165.65					
Current Road Reserve Used			398,656.34	398,656.34						
Current Bridge Reserve Used			244,514.71	157,196.00	87,318.71					
Current Water Reserve			653,190.00	317,549.18	337,400.00	- 1,759.18				
Current Sewer Reserve			616,231.06	-	324,000.00	131,500.00	148,500.00	12,231.06		
Remaining Amounts to be Funded				472,136.66	2,800,147.87	1,525,178.18	1,242,649.22	868,852.37	317,741.00	18,725,533.74
2022 Transfer to Reserves Requirement			6,367,965.15	-	1,400,073.94	508,392.73	310,662.31	173,770.47	52,956.83	2,675,076.25
5 year	Water		190,094.73							
	Sewer		262,405.12							
	Roads		912,005.03							
	Bridges		1,081,351.40							
	Waste		-							

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2029	2030	2031	2032	2033	2035	2036	2037	2038	2039	2040
McClellan St - Water											
McClellan St - Sewer											
Dowling Bridge											
Roads - all others noted in AMP	1,559,268.00	1,683,296.00	1,150,479.00	989,568.00	2,333,175.00		834,000.00				
Bridges - all others noted in AMP	3,232,500.00										
Water - all others noted in AMP	627,200.00	395,250.00	40,000.00	20,000.00	10,000.00		100,000.00	10,000.00	217,650.00	60,000.00	
Sewer - all others noted in AMP	296,253.00	233,500.00				60,000.00			123,552.00	60,000.00	20,000.00
Stormwater - all others noted in AMP											
<u>Per TCA (other assets not yet in AMP)</u>											
2 Ton											
Stoco Garage											
Stoco Sand Dome							98,701.86				
Marlbank Sand Dome											
Countryman Garage											79,948.80
Countryman Salt Dome											
Actinolite Garage				181,301.75							
Actinolite Sand Dome				103,390.00							
Quanset Hut		25,458.02									
PW Dome											
2006 Case/580 Backhoe											
2008 550 Ford Dump Truck/Plow											
New Dump truck/plow											
2008 Sterling Lt9513 Tandem											
2008 F250 Pickup											
2011 Intern 7600 Tandem											
2011 Excavator											
2012 Intern 7600 Tandem											
1997 Holland Tractor		15,264.00									
2020 Ford F150		29,500.00									
2013 John Deere Loader											
2016 Ford 1/2 Ton											
2015 Mack Tandem											
2015 Mack Truck											
2017 Mack Tandem Plow & Wing											
1996 Volvo/L-70 Loader											
2002 Volvo/G740 Grader					213,074.20						

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2029	2030	2031	2032	2033	2035	2036	2037	2038	2039	2040
2014 1/2 Ton Truck											
Gravel Packer										20,835.36	
GPS Indicators											
Sidewalk Plow blower & broom											
Sweeper Brush											
Grader										40,308.15	
Stoco Shop Furnace										11,137.40	
Culvert Steamer		20,000.00									
Hunt Rd Well - WDS					11,137.40						
Marlbank Rd Well WDS					8,335.24						
Weigh scales											
WDS Compactor 936 Cat											
WDS Scale Bldg											
WDS Depot											
2007 JD 605C Crawler Loader								97,587.84			
Total Costs	5,715,221.00	2,402,268.02	1,190,479.00	1,294,259.75	2,575,721.84	60,000.00	1,032,701.86	107,587.84	341,202.00	192,280.91	99,948.80
Gas Tax Funding	400,041.00	400,041.00	400,041.00	400,041.00	400,041.00		669,208.00		76,410.00		
OCIF Funding	132,396.00	132,396.00	132,396.00	132,396.00	132,396.00		264,792.00		264,792.00		
Other Grants											
Current Waste Reserve Fund Used					19,472.64			97,587.84			
Current Road Reserve Used											
Current Bridge Reserve Used											
Current Water Reserve											
Current Sewer Reserve											
Remaining Amounts to be Funded	5,182,784.00	1,869,831.02	658,042.00	761,822.75	2,023,812.20	60,000.00	98,701.86	10,000.00	-	192,280.91	99,948.80
2022 Transfer to Reserves Requirement	647,848.00	207,759.00	65,804.20	69,256.61	168,651.02	4,285.71	6,580.12	625.00	-	10,682.27	5,260.46

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2042	2044	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
McClellan St - Water												
McClellan St - Sewer												
Dowling Bridge												
Roads - all others noted in AMP												
Bridges - all others noted in AMP												
Water - all others noted in AMP	30,000.00	10,000.00	60,000.00	20,000.00	40,000.00	140,000.00		90,350.00	60,000.00		50,000.00	10,000.00
Sewer - all others noted in AMP								971,500.00				
Stormwater - all others noted in AMP												
<u>Per TCA (other assets not yet in AMP)</u>												
2 Ton												
Stoco Garage							102,453.83					
Stoco Sand Dome												
Marlbank Sand Dome			106,106.00									
Countryman Garage												
Countryman Salt Dome												
Actinolite Garage												
Actinolite Sand Dome												
Quanset Hut												
PW Dome							53,628.80					
2006 Case/580 Backhoe												
2008 550 Ford Dump Truck/Plow												
New Dump truck/plow												
2008 Sterling Lt9513 Tandem												
2008 F250 Pickup												
2011 Intern 7600 Tandem												
2011 Excavator												
2012 Intern 7600 Tandem												
1997 Holland Tractor												
2020 Ford F150												
2013 John Deere Loader												
2016 Ford 1/2 Ton												
2015 Mack Tandem												
2015 Mack Truck												
2017 Mack Tandem Plow & Wing												
1996 Volvo/L-70 Loader												
2002 Volvo/G740 Grader												

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2042	2044	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
2014 1/2 Ton Truck												
Gravel Packer												
GPS Indicators												
Sidewalk Plow blower & broom												
Sweeper Brush												
Grader												
Stoco Shop Furnace												
Culvert Steamer												
Culvert Steamer												
Hunt Rd Well - WDS												
Marlbank Rd Well WDS												
Weigh scales												
WDS Compactor 936 Cat												
WDS Scale Bldg										12,856.09		
WDS Depot					141,733.60							
2007 JD 605C Crawler Loader												
Total Costs	30,000.00	10,000.00	166,106.00	20,000.00	181,733.60	140,000.00	156,082.63	1,061,850.00	60,000.00	12,856.09	50,000.00	10,000.00
Gas Tax Funding												
OCIF Funding												
Other Grants												
Current Waste Reserve Fund Used					141,733.60					12,856.09		
Current Road Reserve Used												
Current Bridge Reserve Used												
Current Water Reserve												
Current Sewer Reserve												
Remaining Amounts to be Funded	30,000.00	10,000.00	166,106.00	20,000.00	40,000.00	140,000.00	156,082.63	1,061,850.00	60,000.00	-	50,000.00	10,000.00
2022 Transfer to Reserves Requirement	1,428.57	434.78	6,644.24	769.23	1,481.48	5,000.00	5,382.16	35,395.00	1,935.48	-	1,515.15	294.12

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2056	2057	2058	2059	2061	2071	2074	2076	2082	2083	2084
McClellan St - Water											
McClellan St - Sewer											
Dowling Bridge											
Roads - all others noted in AMP											
Bridges - all others noted in AMP											
Water - all others noted in AMP	1,030,000.00	10,000.00	40,000.00	40,000.00			1,000,000.00		1,000,000.00		1,347,437.00
Sewer - all others noted in AMP						5,000,000.00		450,000.00			1,012,468.00
Stormwater - all others noted in AMP										2,330,000.00	
<u>Per TCA (other assets not yet in AMP)</u>											
2 Ton											
Stoco Garage											
Stoco Sand Dome											
Marlbank Sand Dome											
Countryman Garage											
Countryman Salt Dome											
Actinolite Garage											
Actinolite Sand Dome											
Quanset Hut											
PW Dome											
2006 Case/580 Backhoe											
2008 550 Ford Dump Truck/Plow											
New Dump truck/plow											
2008 Sterling Lt9513 Tandem											
2008 F250 Pickup											
2011 Intern 7600 Tandem											
2011 Excavator											
2012 Intern 7600 Tandem											
1997 Holland Tractor											
2020 Ford F150											
2013 John Deere Loader											
2016 Ford 1/2 Ton											
2015 Mack Tandem											
2015 Mack Truck											
2017 Mack Tandem Plow & Wing											
1996 Volvo/L-70 Loader											
2002 Volvo/G740 Grader											

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2056	2057	2058	2059	2061	2071	2074	2076	2082	2083	2084
2014 1/2 Ton Truck											
Gravel Packer											
GPS Indicators											
Sidewalk Plow blower & broom											
Sweeper Brush											
Grader											
Stoco Shop Furnace											
Culvert Steamer					17,512.90						
Culvert Steamer											
Hunt Rd Well - WDS											
Marlbank Rd Well WDS											
Weigh scales											
WDS Compactor 936 Cat											
WDS Scale Bldg											
WDS Depot											
2007 JD 605C Crawler Loader											
Total Costs	1,030,000.00	10,000.00	40,000.00	40,000.00	17,512.90	5,000,000.00	1,000,000.00	450,000.00	1,000,000.00	2,330,000.00	2,359,905.00
Gas Tax Funding											
OCIF Funding											
Other Grants											
Current Waste Reserve Fund Used											
Current Road Reserve Used											
Current Bridge Reserve Used											
Current Water Reserve											
Current Sewer Reserve											
Remaining Amounts to be Funded	1,030,000.00	10,000.00	40,000.00	40,000.00	17,512.90	5,000,000.00	1,000,000.00	450,000.00	1,000,000.00	2,330,000.00	2,359,905.00
2022 Transfer to Reserves Requirement	29,428.57	277.78	1,081.08	1,052.63	437.82	100,000.00	18,867.92	8,181.82	16,393.44	37,580.65	37,458.81

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2085	2088	2089	2090	2098	2099	2101	2102	2106	2107	2108
McClellan St - Water											
McClellan St - Sewer											
Dowling Bridge											
Roads - all others noted in AMP											
Bridges - all others noted in AMP											
Water - all others noted in AMP			160,650.00		1,500,000.00	258,400.00	430,950.00	204,000.00	774,350.00	197,200.00	527,000.00
Sewer - all others noted in AMP						132,000.00	186,000.00	116,000.00		187,000.00	244,500.00
Stormwater - all others noted in AMP	2,610,000.00	270,000.00		580,000.00							
<u>Per TCA (other assets not yet in AMP)</u>											
2 Ton											
Stoco Garage											
Stoco Sand Dome											
Marlbank Sand Dome											
Countryman Garage											
Countryman Salt Dome											
Actinolite Garage											
Actinolite Sand Dome											
Quanset Hut											
PW Dome											
2006 Case/580 Backhoe											
2008 550 Ford Dump Truck/Plow											
New Dump truck/plow											
2008 Sterling Lt9513 Tandem											
2008 F250 Pickup											
2011 Intern 7600 Tandem											
2011 Excavator											
2012 Intern 7600 Tandem											
1997 Holland Tractor											
2020 Ford F150											
2013 John Deere Loader											
2016 Ford 1/2 Ton											
2015 Mack Tandem											
2015 Mack Truck											
2017 Mack Tandem Plow & Wing											
1996 Volvo/L-70 Loader											
2002 Volvo/G740 Grader											

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2085	2088	2089	2090	2098	2099	2101	2102	2106	2107	2108
2014 1/2 Ton Truck											
Gravel Packer											
GPS Indicators											
Sidewalk Plow blower & broom											
Sweeper Brush											
Grader											
Stoco Shop Furnace											
Culvert Steamer											
Culvert Steamer											
Hunt Rd Well - WDS											
Marlbank Rd Well WDS											
Weigh scales											
WDS Compactor 936 Cat											
WDS Scale Bldg											
WDS Depot											
2007 JD 605C Crawler Loader											
Total Costs	2,610,000.00	270,000.00	160,650.00	580,000.00	1,500,000.00	390,400.00	616,950.00	320,000.00	774,350.00	384,200.00	771,500.00
Gas Tax Funding											
OCIF Funding											
Other Grants											
Current Waste Reserve Fund Used											
Current Road Reserve Used											
Current Bridge Reserve Used											
Current Water Reserve											
Current Sewer Reserve											
Remaining Amounts to be Funded	2,610,000.00	270,000.00	160,650.00	580,000.00	1,500,000.00	390,400.00	616,950.00	320,000.00	774,350.00	384,200.00	771,500.00
2022 Transfer to Reserves Requirement	40,781.25	4,029.85	2,362.50	8,405.80	19,480.52	5,005.13	7,711.88	3,950.62	9,110.00	4,467.44	8,867.82


Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2109	2111	2112	2115
McClellan St - Water				
McClellan St - Sewer				
Dowling Bridge				
Roads - all others noted in AMP				
Bridges - all others noted in AMP				
Water - all others noted in AMP	1,215,500.00	1,345,550.00		280,500.00
Sewer - all others noted in AMP	673,000.00	783,998.00		156,000.00
Stormwater - all others noted in AMP			10,000.00	

Per TCA (other assets not yet in AMP)

2 Ton
 Stoco Garage
 Stoco Sand Dome
 Maribank Sand Dome
 Countryman Garage
 Countryman Salt Dome
 Actinolite Garage
 Actinolite Sand Dome
 Quanset Hut
 PW Dome
 2006 Case/580 Backhoe
 2008 550 Ford Dump
 Truck/Plow
 New Dump truck/plow
 2008 Sterling Lt9513 Tandem
 2008 F250 Pickup
 2011 Intern 7600 Tandem
 2011 Excavator
 2012 Intern 7600 Tandem
 1997 Holland Tractor
 2020 Ford F150
 2013 John Deere Loader
 2016 Ford 1/2 Ton
 2015 Mack Tandem
 2015 Mack Truck
 2017 Mack Tandem Plow &
 Wing
 1996 Volvo/L-70 Loader
 2002 Volvo/G740 Grader

Municipality of Tweed
Long Term Capital Plan - Public Works Water Sewer

Asset	2109	2111	2112	2115
2014 1/2 Ton Truck				
Gravel Packer				
GPS Indicators				
Sidewalk Plow blower & broom				
Sweeper Brush				
Grader				
Stoco Shop Furnace				
Culvert Steamer				
Culvert Steamer				
Hunt Rd Well - WDS				
Marlbank Rd Well WDS				
Weigh scales				
WDS Compactor 936 Cat				
WDS Scale Bldg				
WDS Depot				
2007 JD 605C Crawler Loader				
Total Costs	1,888,500.00	2,129,548.00	10,000.00	436,500.00
Gas Tax Funding				
OCIF Funding				
Other Grants				
Current Waste Reserve Fund Used				
Current Road Reserve Used				
Current Bridge Reserve Used				
Current Water Reserve				
Current Sewer Reserve				
Remaining Amounts to be Funded	1,888,500.00	2,129,548.00	10,000.00	436,500.00
2022 Transfer to Reserves Requirement	21,460.23	23,661.64	109.89	4,643.62

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-310-58131	Vanderwater Road	652,860.00						652,860.00		-	Hwy 37 to Ervine Rd 30 mm Hotmix Everlife
01-310-58131	Queensborough Road	240,000.00		132,396.00				107,140.00		464.00	Barry Rd to Boundary, Hall parking lot with asphalt, gutter, catch basis, 50 mm HL3 Hotmix
01-310-58131	King Street	25,000.00								25,000.00	Queensborough 30mm Everlife Hotmix
01-310-58131	Charles Rd stormwater management	15,000.00								15,000.00	Stage 1 of Jewell Engineering Proposal
01-310-58131	Sidewalk	8,000.00								8,000.00	50 metres on St. Joseph St where low and holding water/ice
01-310-58131	Victoria Cemetery fencing	-								-	750' of 4' chain link, 9 gauge mesh, residential frame with single vehicle gate and double vehicle gate
01-310-58132	Tandem Plow/Wing combination	280,000.00				280,000.00				-	Like to purchase new with rent to own option as backhoe needs \$20,000 work on engine
01-310-58132	Backhoe	170,000.00					118,656.34			51,343.66	
01-310-58132	Mower for Holland Tractor	48,000.00								48,000.00	
01-310-58132	Patrol Truck (replace 300)	55,000.00								55,000.00	
01-310-58133	Greatrix Bridge	326,025.00				244,000.00				82,025.00	
01-310-58133	Pre-engineering Joe Allore Bridge	108,500.00							108,500.00	-	
		<u>1,928,385.00</u>	-	132,396.00	-	642,656.34	-	760,000.00	108,500.00	284,832.66	
01-330-58014	GRAVEL PIT Esker Rd Pit Licence	13,590.00					13,590.00			-	
		<u>13,590.00</u>	-	-	-	-	13,590.00	-	-	-	
01-410-58022	SANITARY SEWER OCWA	16,667.00				16,667.00				-	
		<u>16,667.00</u>	-	-	-	16,667.00	-	-	-	-	
01-420-58023	River Crossing	1,029,682.51	404,800.00	337,333.33		287,549.18				-	Green Stream 2 grant application
01-420-58001	Water Tower Interior Coating									-	
01-420-58001	Water filter media system	45,000.00				45,000.00				-	
01-420-58011	WATER Water Meters & Hydrants & Valves	30,000.00				30,000.00				-	2 hydrants and shut off valves
01-420-58022	WATER OCWA	25,726.00				25,726.00				-	
		<u>1,130,408.51</u>	<u>404,800.00</u>	<u>337,333.33</u>	-	<u>388,275.18</u>	-	-	-	-	
01-440-58000	BluMetric Hunt Road	22,400.00					22,400.00			-	
01-440-58000	BluMetric Marbank Road	5,700.00					5,700.00			-	
		<u>28,100.00</u>	-	-	-	-	28,100.00	-	-	-	



October 1, 2021

Municipality of Tweed
255 Metcalfe Street
TWEED, ON
K0K 3J0

Attention: Mr. Allan Broek,
Public Works Manager

**RE: Charles Road – Stormwater Management Plan
Engineering Services Proposal
Jewell Engineering Inc. File No. 210-5025**

Mr. Broek:

Thank you for reaching out to us to provide you with a quotation to complete the preliminary design of the stormwater management plan for the Charles Road area. Residents have experienced flooding of their front yards and some basement flooding has also been reported.

As we discussed, the drainage concerns faced by the residents are related to the lack of drainage infrastructure along the roads and more specifically the outlets to Stoco Lake.

A majority of the drainage is currently controlled by a single catch basin with a pipe outlet to Stoco Lake located between two residences. A solution will include expansion of the capacity of this outlet and may also include seeking opportunities for additional outlets.

We would recommend detailed topographic survey be undertaken of the area to include the road, ditches and existing drainage infrastructure, driveways and front yards of the residences. Jewell would review the drainage capacity of the existing infrastructure and propose improvements that may include additional ditching, storm sewers, catch basins and outlets to Stoco Lake.

(Cont...)

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We will provide you with preliminary drawings with a design concept and estimated costs. Since the preferred solution is not yet known, it is difficult to anticipate what the engineering effort will be to complete final design drawings. There will be an approval required from Quinte Conservation for any solution. We envision that if storm sewers form part of the solution, an application to the Ministry of the Environment for an ECA will be required.

Thus, we suggest the project proceed in three (3) stages.

Stage 1 would be preliminary design. This will include:

- detailed topographic field survey of the ditches, roads, driveways, existing services and front yard areas of the homes,
- hydrologic and hydraulic design with report,
- pre-consultation with approval agencies
- preliminary design drawings, and
- estimate of costs

Jewell would be pleased to also attend a council meeting as the project is presented.

Stage 2 would include detailed design, approvals and tendering. Another important consideration will be the potential encroachment onto private property. Depending on the outcome of the preliminary design, an OLS may need to be engaged to confirm legal boundaries of properties. We would be able to provide a quotation for stage 2 once we fully understand the level of effort that will be required upon completion of Stage 1.

Stage 3 would include the Contract Administration and Inspection Phase of the project. The scope of work of this phase and anticipated construction duration will not be known until the completion of design. We would be able to provide a quotation for stage 3 once we fully understand the level of effort that will be required upon completion of Stage 2.

(Cont...)

Stage 1 – Preliminary Design

1. Base Plan and Topo Survey

Jewell will complete topographic survey of the Charles Road including centreline, edge of pavement or travelled portion of the road, ditch line and OG shots along the inferred property boundary. We will also locate all driveways and driveway culverts as well as cross culverts including the sizes and inverts. Any aboveground services that are visible will also be picked up including utility poles, guys, and pedestals. Jewell uses precise GPS survey equipment that captures accurate data in three dimensions. The survey data is directly imported into our 3D Civil Design software that is used to create the base drawing.

From the survey data, we will develop contours with intervals of 0.5m (or a smaller interval as the site demands). Where additional topographic information is required, we will supplement our precise survey with Lidar.

2. Stormwater Management Plan

Aided by the grading information, Jewell will review the existing drainage regime and determine weaknesses of the system as well as identify opportunities to improve drainage. We will prepare a preliminary stormwater management plan showing a preferred concept that will be fitting to the locale and present a robust and cost conscious solution.

Jewell will liaise with the Municipality of Tweed and Quinte Conservation Authority in the development of the concept in an effort to find a solution that will be acceptable to the agencies.

Our findings will be published in a letter report.

3. Conceptual Drawings

Preliminary engineering drawings will be prepared showing the existing conditions and the proposed drainage improvements. The drawings will be provided in plan view and will show the land contours, an aerial image, proposed ditching or storm sewer improvements, and all outlets to Stoco Lake.

The drawings will be provided digitally and in hard copy.

(Cont...)

4. Cost Estimate

Jewell will prepare an engineer's estimate of the proposed improvements showing the estimated quantities and unit prices.

FEE SCHEDULE

No.	Task	Estimated Cost
1	Base Plan and Topographic Survey	\$4,500
2	Stormwater Management Plan	\$4,500
3	Conceptual Drawings	\$3,900
4	Cost Estimate	\$1,200
	Total	\$14,100

Additional effort that is required due to revisions or changes to the concept plan will be quoted to the client or if agreed to in advance will be billed on our hourly rates.

RATES

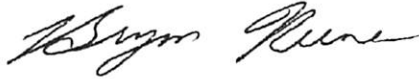
All work will be completed at the following standard hourly rates, plus 2% per year starting in 2022. *All costs are exclusive of HST.*

Staff	Hourly Rate
Company Director	165
Project Lead / Municipal Engineer	100
Senior Water Resources Engineer / Project Manager	170
Stormwater Engineer	100
Engineer In Training	75
AutoCAD Technician	65
Survey Crew	135
Clerk	65
Inspector	70
Travel	\$0.52/km
Disbursements	At Cost

(Cont...)

If you have any questions, please feel free to contact the undersigned.

Sincerely,



Bryon Keene, P.Eng.
Jewell Engineering Inc.

TWEED CHARLES ROAD SWM CONCEPTUAL DESIGN 2021 SEPT 30

AGREEMENT

I, Allan Broek, on behalf of Municipality of Tweed, accept the proposal from Jewell Engineering Inc. to perform the services and terms described in this proposal dated October 1, 2021 based on the rates provided. A signed copy of this proposal returned to Jewell Engineering Inc. shall be considered authorization to proceed.

This proposal is valid for sixty (60) days. Jewell Engineering Inc. reserves the right to renegotiate the terms and conditions of this proposal after sixty (60) days.

Allan Broek

Date



Preliminary

17.22

Table 1
Preliminary Pre-Construction Cost Estimate
Replacement of Greatrix Bridge
Municipality of Tweed

Item	Task Description	Unit	Alternative 1 Precast Concrete Box Culvert		
			Estimated Quantity	Unit Cost	Total Cost
1	Detailed Design & Engineering	LS	1	\$5,000	\$5,000
2	Tendering & Contracting	LS	0	\$7,500	\$0
3	Geotechnical Site Investigation	LS	0	\$10,000	\$0
4	Environmental Approvals (Additional)	LS	1	\$5,000	\$5,000
5	Construction General Requirements	% of Construction	1	5%	\$12,000
6	Traffic Control Measures	LS	1	\$5,000	\$5,000
7	Environmental Protection Measures	LS	1	\$5,000	\$5,000
8	Existing Bridge Demolition & Removal	LS	1	\$15,000	\$15,000
9	Site Preparation	LS	1	\$20,000	\$20,000
10	Utility Relocations	LS	1	\$20,000	\$20,000
11	6.2m x 15m Precast Concrete Box Culvert Supply & Installation	LS	1	\$150,000	\$150,000
12	6.2m Span Bridge	LS			
13	Site Restoration & Protection	LS	1	\$15,000	\$15,000
14	Construction Material Testing	% of Construction	3.0%	-	\$6,750
P1	Rock Removal (Provisional)	m ³			
Subtotal					\$258,750
CA1	Contract Administration	% of Construction	5%	-	\$12,938
	<i>Contingency</i>	<i>% of Subtotal</i>	20%	-	\$54,338
Total - High Range					\$326,025

carried from 2021 - 277,329

48,696

Allan Broek

From: matt@jewelleng.ca
Sent: September 16, 2021 3:19 PM
To: pubwks@twp.tweed.on.ca
Subject: Joe Allore Bridge

Hello Al,

Hope you had a great vacation.

I have run some figures on the replacement of the Joe Allore Bridge. Using 2021 construction dollars, I am estimating replacement costs as follows:

Replacement with Single Lane Bridge

Construction Cost \$1,250,000 + HST
Engineering, EA, Contract Administration & Contingency (25%) \$312,500 + HST

Total Single Lane Bridge Replacement Cost \$1,562,500 + HST

Replacement with Two Lane Bridge

Construction Cost \$1,550,000 + HST
Engineering, EA, Contract Administration & Contingency (25%) \$387,500 + HST

Total Two Lane Bridge Replacement Cost \$1,937,500 + HST

Should you have any questions or wish to discuss further, please contact me at your convenience.

Regards,

Matt MacDonald, P.Eng.
President



Jewell Engineering
1-71 Millennium Parkway
Belleville, ON
K8N 4Z5
Phone 613.969.1111
Fax 613.969.8988

A blue ink handwritten signature, appearing to be "Matt MacDonald", is written in a cursive style.

Tweed Victoria Cemetery Board
Box 1051, Tweed, Ontario, K0K 3J0

RECEIVED

SEP 27 2021

MUNICIPALITY OF TWEED

PER 

17.24

Attention: Allan Broek
Public Works Manager

Greetings Allan,

Have the estimate now from Walsh fencing and have written a letter to the council to go with it. As I had talked to you first I thought it best to give it through you. Please let me know if there is anything further the board or I need to do.

As I did not want my covering letter to be more than a page I did not mention that we had talked about the fact the fence would need to probably be set back a bit more to prevent damage from the sidewalk snowplow. We recognized that it is an ongoing problem hard to prove but certainly there are many dings in the fence consistent with the height of the plow.

Thank you for your attention to this matter. We do appreciate it.

Sincerely, Barbara Goode

Dated: September 27, 2021



Tweed Victoria Cemetery Board
Box 1051 Tweed, Ontario, K0K 3J0

Proposal For New Fence at Victoria Cemetery Tweed Ontario

To Madame Mayor and Municipality of Tweed Councillors,

In July I wrote to Allen Broek on behalf of the Tweed Victoria Cemetery Board to ask what could be done about the fence and the damage that appears to occur from the sidewalk snowplow. This issue was raised at our June 28th 2021 annual meeting and it was requested that a letter be sent to the municipality. Allen answered immediately and met with myself and my husband to look at the fence. We were very impressed with how helpful he was. On inspection there is lots of damage probably from many years; the fence is very old and in a bad state of repair. He suggested we get some quotes and make a proposal to the municipality.

As I have only been chairperson since May 2018 I made the effort to read through the minutes and information from all the previous years. I discovered that in 1999 a letter was sent to the municipality "regarding damage done to the fence from snow removal by the municipality". That is a direct quote from the minutes. I could not find any answer to that request.

The other interesting fact is that myself and the secretary can not find any documentation that shows who actually owns the cemetery. Two long time board members have opposing views, one thinking it is the board, the other the municipality. I did phone the office to ask that question and have never heard back.

Since being involved with Victoria cemetery I have started to pay attention to all the cemeteries I see. Unfortunately our Victoria cemetery looks rundown because of that old fence. And I am embarrassed by it. We have actually had people who want to buy a plot look at the cemetery and then choose another cemetery they say looks better in a neighbouring location.

The reality is we can not afford to replace the fence. We have \$7,000 in our operating budget and unable to access some savings until October 2022. We have little income but manage with what we get to pay for the superintendent and the grave digging. This past year we have not sold any plots and that is one source of income.

We are wondering if there are any grants available or we partner with several parties to pay for the fence. We only have one quote but Walsh are the main fence people and it is very reasonable. Also the fencing material they use now is coated so no need for repainting and no rust problems.

Please find enclosed the quote from Walsh fencing. I look forward to further conversation.

Sincerely, Barbara Goode , Chair Tweed Victoria Cemetery board. Dated September 26, 2012

Barbara Goode

JOB ESTIMATE

17.26

1745191 ONTARIO LTD.
A WALSH FENCING
1021 HWY 37, RR # 1
CORBYVILLE, ON K0K 1V0
PHONE: 613.962.2261 FAX 613.968.8957
walshfencing@bellnet.ca

DATE: 13-Sep-21

TO: Don Sedore
6711 Hwy 37
Tweed, ON K0K 3J0
P- 613 478 3275

NO EMAIL

DESCRIPTION:

LOCATION: Victoria Cemetery
Install 750' of 4' all white or black chain link, 9 gauge mesh, residential frame, (1) single vehicle gate and (1) double vehicle gate. Take down and dispose of old fence.

TOTAL MATERIAL & LABOUR \$17,500.00

13% HST \$2,275.00

TOTAL ESTIMATE \$19,775.00

HST 82275 2820 RT0001

AUTHORIZATION TO PROCEED :

DATE

Joe/09 sept 21

Customer Signature



20 Private Road, RR # 2
Marrora, ON
K0K 2M0
Phone: (613) 472-2131
Fax: (613) 472-6045

17.27

October 28, 2021

Allan Broek,
Public Works Manager,
Municipality of Tweed
255 Metcalf Street
Postal Bag 729
Tweed, ON K0K 3J0

Dear Mr. Broek,

RE: 2022 Capital & Major Maintenance Expenditure Recommendations

On behalf of the Ontario Clean Water Agency (OCWA), we have enclosed a rolling six-year list of major maintenance recommendations as per our Services Agreement. OCWA suggests the following improvements/upgrades to ensure the long-term health and operation of your facilities.

Please note that as per the requirements of the Drinking Water Quality Management Standard (DWQMS), the outcomes of the risk assessment conducted for your water and wastewater facilities were considered and any related items have been included in the recommendations.

We would be happy to meet with you to discuss the recommendations, projected expenses, and assist with selecting the best course of action.

Thank-you,

A handwritten signature in black ink, appearing to read "Amber Coupland", is written over a faint, larger version of the signature.

Amber Coupland
Operations Manager
Deloro Cluster
Ontario Clean Water Agency
Ph. 613-472-2131 ext 3
Cell. 613-921-3989

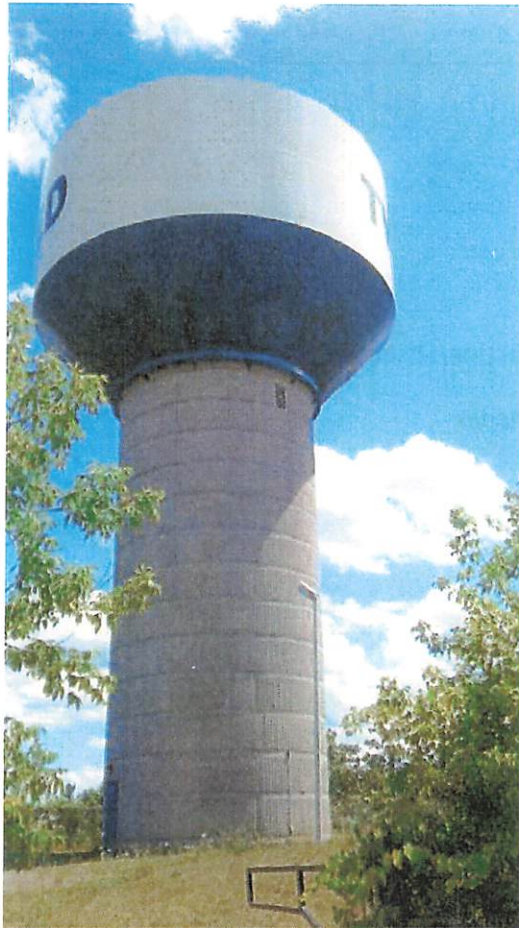
cc: Gloria Raybone, CPA, CA, CAO/Treasurer, Municipality of Tweed

No.	Scope of Work	2022	2023	2024	2025	2026	2027
	Tweed Water						
1	Annual UV Maintenance	\$1,457	\$1,486	\$1,516	\$1,546	\$1,577	\$1,609
2	Annual Lifting Device Inspections	\$955	\$974	\$994	\$1,013	\$1,034	\$1,054
3	Annual Flow Meter Calibrations	\$1,040	\$1,061	\$1,082	\$1,104	\$1,126	\$1,148
4	Annual Diesel Maintenance	\$911	\$929	\$948	\$967	\$986	\$1,006
5	Annual Backflow Preventer Inspections	\$213	\$217	\$222	\$226	\$231	\$235
6	Trojan Reference Sensor and UV Parts	\$5,030	\$3,121	\$3,183	\$3,247	\$3,312	\$3,378
7	De-chlor pucks	\$510	\$520	\$531	\$541	\$552	\$563
8	Load of Salt (Brine Solution)	\$0	\$0	\$0	\$0	\$16,000	\$0
9	Chlorine Parts and Maintenance	\$5,610	\$5,722	\$5,837	\$5,953	\$6,072	\$6,194
10	Replace Three Hydrants in Town	**	**	**	**	**	**
11	Repair Five Leaking Hydrants	**	**	**	**	**	**
12	Water Tower Internal Re-coating	\$650,000					
13	Water Treatment Plant Media Replacement	\$45,000	\$0	\$0	\$0	\$0	\$0
14	Contingency to Cover Unexpected Breakdowns	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Estimate - Recommended Capital		\$70,726	\$24,030	\$24,313	\$24,597	\$40,890	\$25,187

No.	Scope of Work	2022	2023	2024	2025	2026	2027
	Tweed Wastewater						
1	Annual Lifting Device Inspections	\$874	\$892	\$909	\$928	\$946	\$965
2	Annual Flow Meter Calibrations	\$936	\$955	\$974	\$993	\$1,013	\$1,033
3	Annual Wetwell Cleanouts	\$2,155	\$2,198	\$2,242	\$2,287	\$2,333	\$2,380
4	Annual Diesel Maintenance	\$1,280	\$1,306	\$1,332	\$1,358	\$1,385	\$1,413
5	pH Probe and Buffers	\$422	\$430	\$439	\$448	\$457	\$466
6	Lagoon Annual Blower Maintenance	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104
7	SPS Tree & Brush Removal	**	**	**	**	**	**
8	Contingency to Cover Unexpected Breakdowns	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Estimate - Recommended Capital		\$16,667	\$16,801	\$16,936	\$17,075	\$17,216	\$17,360



Tweed Elevated Tank Video Inspection



Client : OCWA
Representative : Amber Coupland, Operations Manager
Project : Internal video inspection and external visual, where accessible.
Method : Potable water-dedicated video ROV with colour camera and lighting.
Object : Elevated steel tank, full of water and in-service
Location : Tweed, ON
Date : July 28, 2020
AIS Job no. : 20200128-01-OCWA

Prepared by: Paul Keenan



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17.31

1.0 Introduction:

At the request of the Ontario Clean Water Agency, as part of normal due diligence and routine maintenance, an underwater video survey, using a disinfected submersible ROV with lighting and high-resolution camera, was performed inside the Tweed elevated, steel water tank, while in-service and full of water. The disinfection of the ROV and umbilical cable was performed immediately prior to entering the elevated tank using sodium hypochlorite and potable water supplied by OCWA personnel.

The main reasons for the survey were to check the overall internal condition of the tank coating and components, type and amount of floor sediment and identify any other anomalies while leaving the tank on-line and full of water. The entire video survey was recorded and a copy of the video, in computer media format, is supplied with this report.

2.0 Equipment:

Submersible video ROV with high-resolution tilt camera and lighting.

3.0 Conclusions:

- 3.1 There are areas of coating failure on the internal tank walls, topside of the tank floor hatchway, surface of the dry riser, overflow opening and underside of tank roof.
- 3.2 There is very little sediment seen on the floor but there is dark staining at the water level fluctuation zones on the tank and dry riser.
- 3.3 The roof top vent screening assembly and other roof top items appear in good condition.
- 3.4 The external tank coating appears in good condition. Some growth deposits are seen on the underside of the angled section of steel plating.

4.0 Recommendations:

- 4.1 OCWA personnel to review the inspection video and this report.
- 4.2 Plan to surface prep and recoat the internal surfaces of this tank, including the floor bottom hatch cover.
- 4.3 Request from AIS NDE information on other services relating to tank recoating using NACE approved coatings, above and below ground piping inspections, for example.



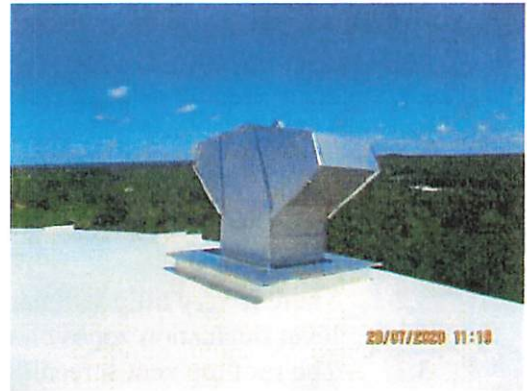
5.0 Inspection/Discussion:

The potable water dedicated video ROV and umbilical were disinfected, immediately prior to entering the tank, using sodium hypochlorite and potable water supplied by OCWA operations then lowered into the top of the elevated tank through the square roof top hatchway adjacent to the access ladder. The ROV was “flown” to areas of interest to view the floor, inlet-outlet nozzle, underside of tank roof structure, dry riser, tank walls and floor hatchway.

This is a brand-new submersible video inspection ROV and so movements around the inside of the tank were made using extreme caution so there was no chance of entangling the ROV and cable. There are two video files; 1st file begins at clock-time 12:08:30 and the 2nd file begins at 12:38:55. Suggest the viewers of the video use “fast-forward” to move through footage to areas of interest.



Roof top vent assembly in good condition



Roof top vent screening from another angle



Underside of roof structure viewed from manway



View down at dry riser and overflow from roof

Results are an interpretation of the inspection method, not a guarantee.



Typical internal wall view of coating failures



Tank roof hatch opened to allow ROV access



Tank roof hatch closed and secured after survey



Dry riser hatchway open for roof access



Random section of tank roof; coating in good condition



Another random view of tank roof plating

Results are an interpretation of the inspection method, not a guarantee.



View directly up dry riser; roof hatch secured



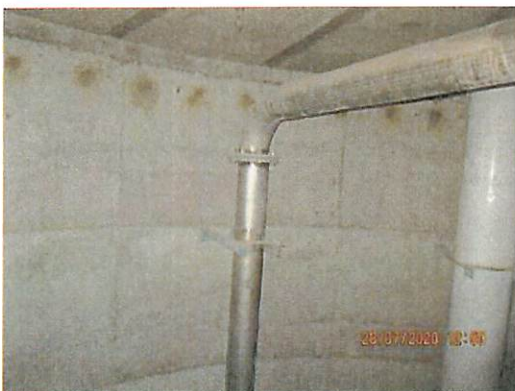
View straight down the dry riser and ladder



Underside of tank floor hatch



Top end of ground to catwalk ladder



Overflow piping and inlet-outlet pipe section



Catwalk and bottom of roof access ladder

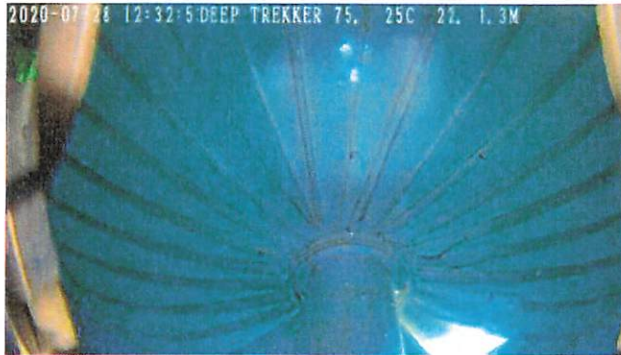
Results are an interpretation of the inspection method, not a guarantee.



Pulley used for hoisting equipment to tank catwalk



Overall view – looking up - of concrete structure



Overall view of underside of tank roof structure



Inlet-outlet pipe, hatch cover, thin sediment layer



View up dry riser and attached overflow opening



Coating failure at the water level fluctuation zone

Results are an interpretation of the inspection method, not a guarantee.



Coating loss at dry riser bottom, thin layer of sediment



Coating failure on dry riser



Areas of coating failure on upper areas of dry riser



Typical section of wall to roof intersection

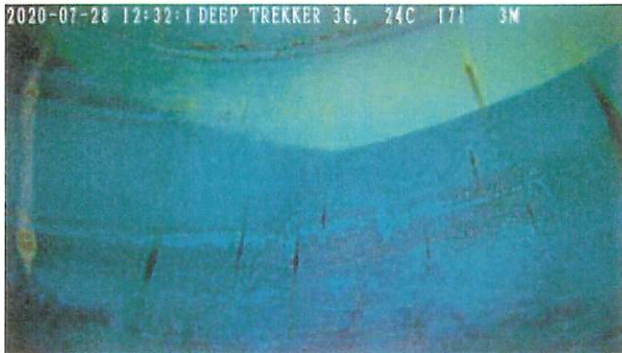


Staining on dry riser at water level fluctuation zone

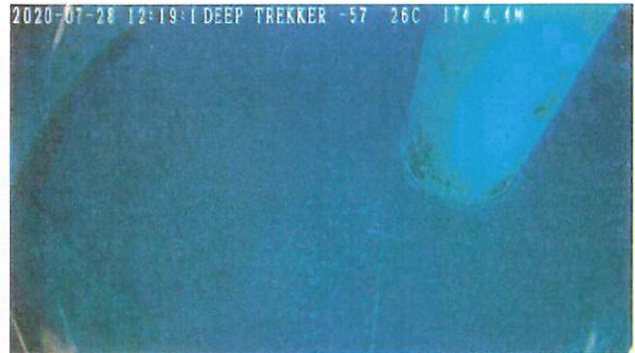


Straight down, wide view of tank floor

Results are an interpretation of the inspection method, not a guarantee.



Wide view of tank wall random coating failures



Wide view of floor and lower dry riser



Residue and "growth" deposits under angled section



Tower skirt entry door secured after survey

Results are an interpretation of the inspection method, not a guarantee.



17.38

27 October 2021

Mr. Allan Broek
Public Works Manager
Municipality of Tweed
255 Metcalf Street
Tweed, ON K0K 3J0

RE: Annual Monitoring & Reporting, Engineering Services & Contingency Work

Dear Allan:

This letter is to provide you with the “budgetary” costs for the **2022** annual monitoring and reporting work on the Municipality of Tweed’s Waste Disposal Sites (WDSs) and Public Works Yard. In addition, it provides budget information for items that are proposed for closure, follow-up for remediation work, and potential mitigation measures/contingency work.

Please note that I have currently added 20% for increases to personnel charge out rates and for analytical costs. As you know inflation has been increasing and is expected to do so, and employment costs have seen a significant increase over the last year. None of these rates have been determined for 2022 yet, and we are expected to have more refined costs in the later parts of 2021 or early 2022. The analytical testing laboratories have already notified us that are anticipating increases for 2022 but have not put any numbers to that yet.

Annual Monitoring & Reporting

The 2022 annual budgets for monitoring and reporting and for advice on operational issues for the Municipality’s WDSs are \$20,400 for Hunt Road and \$29,400 for Marlbank Road. As mentioned, we will revisit this once 2022 rates are available and aim to come up with lower budgets if possible.



Tel. 613-531-2725
Fax. 613-531-1852

BluMetric Environmental Inc.
The Tower, The Woolen Mill, 4 Cataraqui Street, Kingston, Ontario, Canada K7K 1Z7
www.blumetric.ca

Additional Work to the Typical Annual Monitoring & Reporting

The above budget estimates are for the traditional annual monitoring and reporting. The following additional costs are included in the 2022 work:

Hunt Road WDS

- Potential additional contingency sampling at Hunt Road WDS assumed for one event (\$4,200), this work was not required in 2021.
- Following approval of the Site Closure Plan by the MECP, prepare the tender documents for the work to be carried out by a private contractor, if not to be carried out directly by Municipal workers (\$10,000). This cost does not include assistance with the tendering, construction oversight during the closure work, over final reporting on the actual closure work completed. It is assumed that the actual closure work will be carried out in 2023.
- Attend one meeting with the landowners adjacent to the Site to inform them of the requirements for the Contaminant Attenuation Zone (CAZ) around the Site (\$6,200). This work was not carried out in 2021, we have moved it forward to the budget for 2022 if required.
- Answer questions from the Municipality about Land Registry Requirements for Hunt Road WDS, if required (\$2,000). Does not include costs for legal fees, surveys etc.

Marlbank Road WDS - Contingency Sampling and Additional Work to Address RUV Exceedances

Surface water contingency sampling was required in 2018 but was not required in 2019, 2020, or 2021. An amount of \$4,200 is being carried in case it is required for an assumed one event in 2022.

Marlbank Road Public Works – Final Verification Sampling & Spill Response Plan

Work remaining and recommendations were provided in BluMetric's environmental sampling at the Public Works Yard at Marlbank Road. As indicated in the email from the MECP inspector (14-Jun-2021). The following work must be completed:

- Once water is present in the ditch, one additional round of surface water samples (2 samples plus QA/QC) are to be collected in the spring of 2022 to assess potential for ongoing fuel-related impacts. Samples should be tested for PHCs and BTEX. The results must be reported to the MECP. A budget price for this work has been estimated to be (\$1,500).

The following recommendations were made with respect to the above work:

- Preventative measures, for example, CSA approved storage bins, drip trays, or other secondary containment) should be considered to prevent future potential spills.
- The Municipality should have a Spill Action Plan developed for the Site and train Municipal staff to follow the procedures outlined in the Spill Action Plan.

If the Spill Action Plan has not already been carried out and you would like BluMetric to do an inventory of the fuel, fuel equipment, and other hazardous materials on-site in 2022 and prepare a Spill Action Plan for the Site we are prepared to carry out this work for \$5,000. Should the Municipality just need an inventory of the fuel, fuel equipment and Spill Action Plan without consideration for other hazardous material it could be reduced to \$3,000. We are assuming the training of Municipal personnel will be carried out by others.

Summary of Annual Monitoring and Reporting Costs

Table 1 provides a summary of budget estimates for work that we anticipate have a potential to be required in 2022. These costs do not include HST.

Operating Expenses

Table 1: Annual Monitoring and Reporting Costs

Site	Annual Monitoring/Report/Engineering Services	Totals
Marlbank Rd	24,000	
Hunt Rd	20,400	
2021 Annual Monitoring		\$44,400
Hunt Road Additional Work		
Potential Contingency Sampling	\$4,200	
Prepare Tender Documents for Site Closure	\$10,000 (end of 2022- beginning of 2023)	
Meeting with Landowners	\$6,200	
Assistance with Land Registration	\$2,000	\$
		\$22,400
Marlbank Road WDS Additional Work		
Potential Contingency Sampling	\$4,200	\$4,200
Marlbank Road Public Works Yard Additional Work		
Additional Verification SW Samples & Report	\$1,500	
Inventory of Materials and Spill Action Plan	\$5,000 <i>I HAVE OUR OWN Spill action Plan</i>	\$6,500
		\$77,500

We assume that the Letter for the Auditors & Updated Closure Costs \$2,000 will not be required in 2022.

Thank you again for this opportunity to provide you with a cost estimate for the 2022 Annual Monitoring and Reporting. We welcome the opportunity to continue our working relationship with the Municipality of Tweed.

Please feel free to call the undersigned if you have any questions at (613) 531-2725 ext. 245, or Cell 613-238-0423.

Respectfully submitted,
BluMetric Environmental Inc.

Iris O'Connor

Iris O'Connor, P.Eng.
 Project Engineer



Asset Management Plan Report Version 1.2

Municipality of Tweed
County of Hastings, Ontario

Version 1.2: August 31, 2021
Version 1.1: June 28, 2021
Version 1.0: December 06, 2019
Greenview File: 169.21.003



13 Commerce Court
Bancroft, Ontario
613-332-0057
greenview-environmental.ca



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1.0 Introduction

1.1 Municipal Information

The Municipality of Tweed (Municipality) is an amalgamated municipality in southern and central Hastings County, Ontario, comprised of the former geographic Township of Grimsthorpe, Township of Elzevir, Township of Hungerford, and the Village of Tweed.

Based on 2016 Census data (Statistics Canada, 2019), the Municipality had a population of 6,044 (Table 1). Per 2016 Census data (Statistics Canada, 2019), the land area of the Municipality was approximately 953 square kilometres (km²); however, based on mapping data provided by the County of Hastings (2019), the land area of the Municipality, including the geographic Township of Grimsthorpe, Elzevir, and Hungerford (and the Village of Tweed) was approximately 975 km². For the purposes of this study, the approximate land area of 975 km² has been used. The Municipality's population density per km² is reportedly 6.3, based on Statistics Canada's reported land area, and 6.2 based on the County of Hastings reported land area. As of 2016, there were reportedly 3,023 private dwellings within the municipality, with 2,569 dwellings occupied by usual residents.

The Municipality's operating budget in 2018 (total municipal expenditures) was approximately \$6,800,000.

This Asset Management Plan (AMP; Version 1.2) Report has been prepared in general accordance with the requirements of Ontario Regulation (O.Reg.) 588/17 – Asset Management Planning for Municipal Infrastructure (Appendix A).

1.2 Purpose and Scope (Updated August 2021)

This AMP Report is intended to be a resource tool for the Municipality in decision-making processes with respect to the quantification, management, maintenance, upgrade, and replacement of municipal infrastructure and assets, to assess how assets are managed in a way that continues to provide the current level of service expected by the Municipality and its ratepayers in future, and provide a financial assessment of municipal assets with a focus on the five (5) and ten (10) year planning horizon, and with consideration of a thirty (30) year and total life expectancy planning period. This AMP Report is a tool to be reviewed concurrently with municipal budgets, financial reports, financial information returns, audited tangible capital asset reports, and any other reports or documents relevant to municipal asset management and infrastructure project planning.

The purpose of this AMP Report is to summarize the work completed by the Municipality in 2019 with respect to asset management planning (Version 1.0 of AMP; Greenview, 2019d), with a specific focus on meeting (or exceeding) the requirements of O.Reg. 588/17 (Appendix A), as well as to integrate work completed in 2020/2021 with respect to Stormwater Assets (Version 1.1 of AMP; Greenview, 2021b) and to update specific Water Supply Services assets (Version 1.2 of AMP). The Province of Ontario's requirements for an AMP were first published in the document entitled *Building Together – Guide for Municipal Asset Management Plans* (Guide; Ministry of Infrastructure, 2012), and this AMP Report has been prepared with consideration of the requirements of the Guide, in addition to O.Reg. 588/17.

The scope of this AMP Report (Version 1.2) is consistent with the requirements of the Guide (Ministry of Infrastructure, 2012), and the selected core asset categories as prescribed by the Municipality for this project. With respect to the requirements of O.Reg. 588/17, this AMP Report (Version 1.2) includes the review of all core municipal assets. The scope of this AMP Report (Version 1.2) includes the following applicable core asset categories:

1. Roads.
2. Bridges and Large Culverts.
3. Water Supply Services (*Updated – August 2021*).
4. Wastewater Services.
5. Stormwater Assets (*New – June 2021*).

2.0 State of Local Infrastructure

The following sections are intended to provide a summary of the detailed review of municipal core assets including:

1. Table Summary.
2. Definitions.
3. Proposed Data Verification and Condition Assessment Policy.
4. Roads.
5. Bridges and Large Culverts.
6. Water Supply Services (*Updated – August 2021*).
7. Wastewater Services.
8. Stormwater Assets (*New – June 2021*).

2.1 Table Summary (*Updated August 2021*)

In 2019, 2020, and 2021, Greenview Environmental Management Limited (Greenview) completed a detailed review of all core assets, including roads, bridges and large culverts, water supply services, wastewater services, and stormwater assets for the Municipality. Reviews of related documents and data sources were completed by Greenview, including:

1. Mapping data for the road, water and wastewater systems, and stormwater assets of the Municipality available from the County of Hastings.
2. 2018 OSIM Bridge Inspection Report, and related documents on bridges and large culverts in the Municipality, as prepared by Jewel Engineering Inc.
3. Historical drinking water system reports for the Municipality's water supply system, as prepared by the Ontario Clean Water Agency (OCWA).
4. Historical drinking water system inspection reports for the Municipality's water supply system, as prepared by the Ontario Ministry of the Environment, Conservation, and Parks (MECP).
5. Other drinking water system-related documents (as were available).
6. Historical wastewater reports for the Municipality's wastewater system, as prepared by OCWA.
7. Environmental Compliance Approvals (ECAs) for various components of the Municipality's wastewater services.
8. Other wastewater system-related documents (as were available).
9. 2018 Tangible Capital Assets Report and 2018 Continuity of Reserves and Reserve Funds, as prepared by Baker Tilly KDN LLP.
10. Field observation and topographic surveying of pertinent stormwater asset infrastructure to assess resiliency of stormwater infrastructure.
11. Assessment of authority flood mapping as it relates to flooding potential in the Municipality.
12. Other historical Municipal information, as may have been available.

Additionally, multiple in-person and teleconference meetings were held with Public Works staff and Greenview, to discuss any gaps in data that became apparent through the development of this AMP Report (Versions 1.0, 1.1, and 1.2).

The focus of much of the work related to the AMP Report (Version 1.0; Greenview, 2019d) concentrated on Tables 4a to 4d (Detailed Summary of Municipal Assets) and on Tables 5a to 5d (Financial Assessment and Projections), while the focus of AMP Report (Version 1.1) was to integrate new information on stormwater assets into the AMP (Tables 4e and 5e). As part of this AMP Report (Version 1.2), specific updates were applied to water supply services Asset IDs WS21-76 and WS21-88 and related tables.

The following sub-sections describe each of the relevant Table sets of this AMP Report (Version 1.2).

2.1.1 Table 1 – Municipal Study Area Characteristics

Table 1 – Municipal Study Area Characteristics summarizes specific municipal characteristics available from Statistics Canada and from the County of Hastings, including current population, households, land area, and population density. This table was included in the AMP Report in order to provide additional context to the Municipality's core assets.

2.1.2 Tables 2a/2b/2c/2d/2e – Core Asset Summary Tables (Updated August 2021)

Tables 2a, 2b, 2c, 2d, and 2e are summary tables that have been prepared in order to easily identify pertinent asset management planning details for the Municipality, including data that specifically is reported in order to satisfy Community Level of Service (qualitative descriptions) and/or Technical Levels of Service (technical metrics) requirements of O.Reg. 588/17.

2.1.3 Table 3a – General Summary of Municipal Assets (Updated August 2021)

Table 3a – General Summary of Municipal Assets is a summary of the financial assessment and projections from Tables 5a to 5e for the core assets of the Municipality.

Table 3a includes the dollars available from current municipal reserve accounts recommended to be applied to pertinent assets (in column "2019"), and recommendations for municipal dollars to be saved in applicable reserve accounts in Years 2 through 10, in order to replace/upgrade assets in specific asset categories at the end of their useful lifespan.

Table 3a also includes columns that sum the municipal reserve dollars required to replace/upgrade assets in each asset category for a Total – 10 Year, Total – 30 year, and Total Required Reserve (Replacement Cost) perspective.

Additionally, the Estimated Borrowing Cost and the Difference between borrowing money to replace/upgrade assets and saving municipal reserve dollars for the replacement/upgrade of assets has also been calculated, based on Infrastructure Ontario's lending rate as of July 8, 2019 on Tables 5a to 5d, and the lending rate as of June 23, 2021 for Table 5e.

2.1.4 Tables 3b and 3c – Municipal Reserves (Updated August 2021)

Tables 3b and 3c are tables that are specific to the Municipality's reserve accounts.

As part of the AMP Report (Version 1.0; Greenview, 2019d), Tables 3b (Municipal Reserves and Allocation Summary) and 3c (Detailed Municipal Reserves Allocation Calculations) were created in an effort to correlate current Municipal reserves that would apply to each asset category. Current reserves were divided into reserves that are applicable to the AMP and to reserves that are not applicable to the AMP. Reserves that were applicable to the AMP, whether directly to specific assets categories, operating departments, or specific assets, or generally to asset categories, were used to reduce the Projected Contributions to Reserves in Tables 5a to 5d. As part of Version 1.1 of the AMP, stormwater assets were added to Tables 3b and 3c; however, no specific funds were included to stormwater related assets as no known funds were understood to be allocated within municipal reserves specific to stormwater assets. Minor changes were applied to Tables 3b and 3c as part of Version 1.2 of the AMP with respect to the specific changes to Asset IDs WS21-76 and WS21-88 and related tables.

On Table 3b – Municipal Reserves and Allocation Summary, current reserves are apportioned to municipal asset categories, either specifically if the reserve account is specific to a particular asset type or non-specifically if the reserve account is related to a general asset category. For example, the Municipality has a reserve account named "Public Works – Bridges" and the funds in that account have been divided between the Municipality's bridges and large culverts based on the total replacement/upgrade cost of both asset types.

Table 3c – Detailed Municipal Reserves Allocation Calculations is related to Table 3b, such that it describes in

detail exactly how Municipal reserves have been, or not been, applied to Municipal core assets. It details a Summary of Reserves Applicable to Core Assets and a Summary of Reserves Not Applicable to Core Assets.

The intent of Table 3c is to provide the reader of the AMP Report with more detailed information about the allocation of Municipal reserves as well as providing context and direct linkages between the AMP Report and the Municipality's annual Continuity of Reserves and Reserve Funds and the annual Consolidated Financial Statements, as prepared by the Municipality's auditors.

2.1.5 Tables 4a/4b/4c/4d/4e – Detailed Summary of Municipal Assets (*Updated August 2021*)

Tables 4a (Roads), 4b (Bridges and Large Culverts), 4c (Water Supply Services), 4d (Wastewater Services), and 4e (Stormwater Assets) have been prepared in general accordance with O.Reg. 588/17 – Asset Management Planning for Municipal Infrastructure and Building Together – Guide for Municipal Asset Management Plans (Guide; Ministry of Infrastructure, 2012).

Asset-specific information is included based on the asset category in question; however, Tables 4a/4b/4c/4d/4e all include general asset information like Asset ID, Asset Name, Year in Service, Asset Life Expectancy, Projected Replacement or Upgrade Year, details from the Municipality's Tangible Capital Asset Report (as applicable and as available), Replacement and/or Maintenance Cost (or equivalent), Condition Rating, and Current Level of Service.

2.1.6 Tables 5a/5b/5c/5d/5e – Financial Assessment and Projections (*Updated August 2021*)

Tables 5a (Roads), 5b (Bridges and Large Culverts), 5c (Water Supply Services), 5d (Wastewater Services), and 5e (Stormwater Assets) have been prepared in general accordance with O.Reg. 588/17 – Asset Management Planning for Municipal Infrastructure and Building Together – Guide for Municipal Asset Management Plans (Guide; Ministry of Infrastructure, 2012).

Tables 5a/b/c/d/e have been provided in order to itemize the amount of money required to be put into reserves on an annual basis for each asset in order to replace/upgrade each asset at the end of their remaining useful life. Values included in the column for "2019" represent the current reserve values calculated for each asset, based on known 2018 reserve fund values as prepared by the Municipality's auditors (as shown in the column "Current Reserves 2018"). Similarly for updates related to stormwater assets are included starting with the year "2021" on Table 5e. The column on Tables 5a/b/c/d/e named "Reserve Planning Balance" has been designed to take the values identified in the column "Current Reserves (2018)" and subtract that value from "Reconstruction/Rehabilitation Cost" in the case of road assets, "Total Upgrade Cost" in the case of bridge and large culvert assets, and from "Replacement and/or Upgrade Cost" in the case of water supply services and wastewater services assets. Updates to the AMP tables and report related to more recent Tangible Capital Asset Reports and related municipal reserves were beyond the scope of Versions 1.1 and 1.2 of the AMP Report, which was focused solely on the addition and incorporation of stormwater assets to the AMP Report (Version 1.1) and minor changes to Asset IDs WS21-76 and WS21-88 (Version 1.2). Future AMP updates can consider overall updates of this nature.

Additionally, the "Total Reserve (30 Year)" and "Total Required Reserve" have been reported for each specific asset, as well as a column that indicates the "Estimated Borrowing Cost" for replacement of each asset based on current lending rates from Infrastructure Ontario (IO), as of July 8, 2019. The lending rate as of June 23, 2021 was also included for Table 5e. The difference in cost between borrowing and saving sufficient monies for asset replacement is indicated in the column "Difference (Borrowing – Savings)".

Given the significant cost of many of the core assets from a replacement or upgrade perspective, it is unlikely that all of the noted assets with a Projected Replacement or Upgrade Year of 2019 (or previous), or a poor condition rating, can be replaced/upgraded at the time of the noted Upgrade Year. It is recommended that the Municipality determine the priority status of replacement or upgrade for each of the noted assets based on the condition rating, current level of service, available funding options, and capital budgets. Consideration of

alternative maintenance options that could extend the asset life expectancy or improve the condition rating of each asset, and/or alternative funding opportunities are recommended to be investigated, in particular for the very high-value assets.

2.1.7 Tables 6a/6b/6c/6d/6e – Priority Assets Recommended for Further Review *(Updated August 2021)*

Tables 6a/6b/6c/6d/6e have been prepared to provide a summary reference for any assets that have been recommended as priorities for further review, upgrade, or replacement by the Municipality as part of their asset management planning initiatives.

Details on assets recommended for further review are included in Section 6.0 – Priorities and Recommendations of the AMP Report Version 1.2.

2.2 Definitions *(Updated June 2021)*

The following is a select list of definitions which explain some elements of the Detailed Summary of Municipal Assets Tables (4a to 4e), for review considerations. In cases where the definition of a specific element was understood to be self-evident, they were not included below.

Item	Definition	Example
Asset ID	An Asset ID tag was assigned to each asset to allow for easier reference and sorting purposes. The year the Asset ID was created is included in the naming convention.	<ul style="list-style-type: none"> Roads = R19-01 Stormwater Assets = STW20-06
Detailed Asset Description	Used to describe assets that share similar characteristics with each other. Detailed Asset Descriptions vary dependent on asset groups.	<ul style="list-style-type: none"> LCB (low class bituminous pavement) Bridge
Geographic Township	Used to define the location of the asset in the Municipality.	<ul style="list-style-type: none"> Hungerford, Elzevir, Grimsthorpe
Year in Service / or Last Upgrade Year	Age of the asset, year asset was purchased, the year the asset was put into service, or the year the asset was last upgraded. Year in Service is always a "year".	<ul style="list-style-type: none"> 2015
Asset Life Expectancy	The number of years the asset is anticipated to be useful/functional.	<ul style="list-style-type: none"> Bridges = based on OSIM reports Roads = based on estimates and PCI values Water/Wastewater/Stormwater assets - based on estimates of the Municipality, information from OCWA, and/or industry standards
Projected Replacement or Upgrade Year	The year an asset should be replaced and or upgraded. Estimated based on the sum of the current year and Asset Life Expectancy.	<ul style="list-style-type: none"> Alexander Street <ul style="list-style-type: none"> Current Year = 2019 Asset Life Expectancy = 11 years Projected Replacement or Upgrade Year = (2019 + 11) = 2030
Tangible Capital Asset Report Financials	Based on information prepared by Municipal auditors in a Tangible Capital Assets Report, and applied to assets directly or shared amongst assets on a per unit basis (i.e. in the case of linear assets). Includes Original Value (Starting Balance), Accumulated Amortization, Additions and Betterments, and Ending Value (Net Book Value).	<ul style="list-style-type: none"> Net Book Value = (Original Value – Accumulated Amortization + Additions and Betterments)

Replacement and/or Upgrade Cost	Anticipated total cost of replacement/upgrade/maintenance of an asset (as applicable). For roads, "Replacement and/or Upgrade Cost" replaced with "Reconstructions / Rehabilitation Cost". For bridges, "Replacement and/or Upgrade Cost" replaced with "Total Upgrade Cost".	<ul style="list-style-type: none"> • New road, bridge, water asset, wastewater asset
Condition Rating	A scale which identifies the current condition of a given asset. Roads = Condition Rating based on established Pavement Condition Index (PCI), with Good = PCI > 75, Fair = PCI < 75 and > 50, and Poor = PCI < 50. Bridges = Condition Rating based on Bridge Condition Index (BCI), with Good = BCI >70, Fair = BCI < 70 and > 60, and Poor = BCI < 60. Other assets = Scale using Good, Fair, or Poor rating, based on observations from Municipal Staff and/or consultants.	<ul style="list-style-type: none"> • Alexander Street <ul style="list-style-type: none"> - PCI = 88 - Condition Rating = Good
Current Level of Service	Defined as the level of service required for the asset to be maintained to meet the service requirements of the Municipality and its ratepayers. Includes consideration of social, political, environmental, and economic outcomes that the Municipality delivers. The scale is from one (1) to five (5), where one (1) is very low priority and five (5) is very high priority.	<ul style="list-style-type: none"> • High Class Bituminous (HCB) roads with a Municipal Class of 2 (5 = very high priority) • Gravel roads with a Municipal Class of 6 with no exit (1 – very low priority)

2.3 Proposed Data Verification and Condition Assessment Policy

In accordance with Section 7 of O.Reg. 588/17, this AMP Report should be re-evaluated at a minimum of every five (5) years; however, it is recommended that this AMP Report be reviewed annually as part of the Municipality's budgeting process, in order to incorporate priority items and actions, and update information relevant to this AMP Report (i.e. current Condition Ratings, new studies, new assets, etc.).

Other studies (and/or updates to studies) to establish qualitative descriptions and technical metrics for core assets and/or all assets should be completed by a municipality every two (2) years, in accordance with Section 5 (2) of O.Reg. 588/17.

Tangible Capital Asset Report information for each asset could be updated annually, based on the results of each year's audited Tangible Capital Assets Report by the Municipality's auditors.

Asset Life Expectancies could be updated following completion of significant maintenance/upgrade activities, in order to note the anticipated extended life of the asset and prolong the Projected Replacement or Upgrade Year.

Replacement and/or Upgrade Costs could be updated as new/more current information becomes available, as applicable.

Condition Ratings could be updated by the Municipality on an as-needed basis, based on municipal review/observations and/or by third-party investigations (i.e. consultant reviews). The ideal case would be to update Condition Ratings annually, and at a minimum every two (2) years.

2.4 Roads

The following information in this section is based on Table 4a – Detailed Summary of Municipal Assets (Roads), which was prepared using information from the Road Needs Study (Greenview, 2019a), 2018 Tangible Capital Assets Report (Baker Tilly, 2019), and information provided by the Municipality. This information is reported in order to meet with the requirements of O.Reg. 588/17. This information can be found directly on Table 2a – 2019 Road Network Summary.

Based on the 2019 Road Needs Study (Greenview, 2019a) and information provided by the Municipality, the Municipality maintains a road network with a total road length of approximately 410.74 km. The respective road surface types and total lengths are as follows:

Road Type	Number of Road Sections	Total Length in Kilometres (km)	No. of Lane Kilometres (km)	Percentage of Total Road Network
Gravel	166	253.89	507.79	61.81%
HCB	103	30.60	61.20	7.45%
LCB	106	126.25	252.50	30.74%
TOTAL	375	410.74	821.48	100.00%

Road information by Geographic Township is summarized as follows:

Road Type	Grimsthorpe Township	Elzevir Township	Hungerford Township (& Village of Tweed)	Multi-Township Road Sections (Hungerford & Elzevir)	TOTAL
	Total Length in Kilometres (km)				
Gravel	0.00	55.96	189.58	8.36	253.89
High Class Bituminous (HCB)	0.00	0.28	30.32	0.00	30.60
Low Class Bituminous (LCB)	0.26	25.80	100.19	0.00	126.25
<i>Percentage of Total Road Network</i>	<i>0.06%</i>	<i>19.97%</i>	<i>77.93%</i>	<i>2.03%</i>	<i>100.00%</i>
TOTAL	0.26	82.04	320.09	8.36	410.74

Road information by Municipal Road Class is summarized as follows:

Municipal Road Class	Total Length in Kilometres (km)	Percentage of Total Road Network (%)
Class 2	0.58	0.14%
Class 3	16.22	3.95%
Class 4	75.12	18.29%
Class 5	15.89	3.87%
Class 6	302.94	73.75%
TOTAL	410.74	100.00%

Road Information by Municipal Road Class Description is summarized as follows:

Municipal Road Class Description	Total Length in Kilometres (km)	No. of Lane Kilometres (km)	Percentage of Total Road Network (%)	Land Area – Municipality of Tweed (km ²)	Road Density (km/km ²)
Arterial	0.58	1.15	0.14%	975	0.0012
Major Collector	27.36	54.73	6.66%		0.056
Minor Collector	62.74	125.48	15.27%		0.129
Local	319.81	639.61	77.86%		0.656
Partially Maintained	0.26	0.51	0.06%		0.00053
TOTAL	410.74	821.48	100.00%	975	0.421

Road information by Pavement Condition Index (PCI) is summarized as follows:

Road Type	Average PCI	Average Condition Rating	% PCI 75-100	% PCI 50-75	% PCI <50
		(good / fair / poor)	Good	Fair	Poor
High Class Bituminous (HCB)	81.25	Good	17.87%	9.33%	0.27%
Low Class Bituminous (LCB)	70.11	Fair	10.13%	17.33%	0.80%
Gravel	73.01	Fair	22.40%	21.33%	0.53%
TOTAL	74.45	Fair	50.40%	48.00%	1.60%

The anticipated total required maintenance cost (gravel roads) and/or replacement cost (LCB/HCB roads) for each road surface type, based on industry standards and information supplied by the Municipality are:

Road Surface Type	Anticipated Total Replacement and/or Maintenance Cost (30-Year)
Gravel	\$ 7,500,000
High Class Bituminous (HCB)	\$ 6,566,911
Low Class Bituminous (LCB)	\$ 16,212,229
TOTAL	\$ 30,279,140

In accordance with the requirements of Section 5 (2) of O.Reg. 588/17 regarding the average age of each road surface type, the following average ages of road sections within the Municipality by pavement type are as follows:

Road Surface Type	Average Road Section Age
Gravel	Zero (0) years
High Class Bituminous (HCB)	17 years
Low Class Bituminous (LCB)	9 years

With respect to gravel road sections, maintenance operations are completed annually (and on-going), and therefore the average age of gravel road sections may be described as zero (0) years. The age of various road sections are not interpreted to represent a best practice for managing road assets. It is recommended that the Municipality utilize more quantitative measures for managing road assets, like Pavement Condition Index (PCI) to plan for road asset improvements. Available information on the average age of each road asset category are included on Table 4a.

The above noted summaries of road data are included in the 2019 Road Needs Study (Greenview, 2019a), and has been included here to satisfy the requirements of O.Reg. 588/17. Detailed mapping completed in order to satisfy the requirements of O.Reg. 588/17 with respect to community levels of service (qualitative descriptions), with a focus on the connectivity of roads, pavement types, and current condition rating are included in the 2019 Road Needs Study (Greenview, 2019a). Assumptions and notes related to roads are included on Table 4a – Detailed Summary of Municipal Assets (Roads).

The financial strategy for the upgrade and/or replacement of municipal roads are discussed in Section 5.0 of this report and in Table 5a.

2.5 Bridges and Large Culverts

The following information in this section is based on Table 4b – Detailed Summary of Municipal Assets (Bridges and Large Culverts), which was prepared using information from the 2018 OSIM Bridge Inspection Submission

(Jewell Engineering, 2019), the Municipality's 2018 Tangible Capital Assets Report, and information provided by the Municipality. This information can be found directly on Table 2b – 2019 Bridges and Large Culvert Summary.

Based on the 2018 OSIM Bridge Inspection Submission (Jewell Engineering, 2019), the Municipality maintains a total of fifty-two (52) bridges and/or large culverts (> 3.0 metres) that are inspected every two (2) years, at a minimum. The following details are provided as a summary of the bridge and large culvert assets for the Municipality (Table 4b):

Structure Type	Quantity	Average Age (years)	Replacement and/or Upgrade Cost
Bridges	45	29	\$ 23,804,500
Culverts	7	7	\$ 1,265,000
TOTAL	52	16	\$ 25,069,500

In accordance with the requirements of O.Reg. 588/17, the community levels of service (qualitative descriptions) for the bridges and large culverts in the Municipality include provision for traffic from motor vehicles, heavy transport vehicles, emergency vehicles, pedestrians, and cyclists. With respect to technical levels of service (technical metrics), the following is a summary of the % Load Restrictions and % Dimensional Restrictions of the Municipality's bridges and large culvert, as noted on Table 2b.

Structure Type	Quantity	% Loading Restrictions	% Dimensional Restriction
Bridges	45	44%	58%
Culverts	7	0%	14%
TOTAL	52	38%	52%

Additional details on the Municipality's bridges and large culverts can be found in the 2018 OSIM Bridge Inspection Submission (Jewell Engineering, 2018) and on Table 4b.

Assumptions and notes related to bridges and large culverts are included on Table 4b – Detailed Summary of Municipal Assets (Bridges & Large Culverts).

The financial strategy for the upgrade and/or replacement of Municipal bridges and large culverts is discussed in Section 5.0 of this report and in Table 5b.

2.6 Water Supply Services (Updated August 2021)

The following information in this section is based on Table 4c – Detailed Summary of Municipal Assets (Water Supply Services), which was prepared using information from applicable water supply services-related documentation (as included as appendices in the Water Asset Study, Greenview, 2019b), the Municipality's 2018 Tangible Capital Assets Report, and information provided by the Municipality. This information can be found directly on Table 2c – 2019 Water Supply Services Summary. As part of this AMP Report Version 1.2, updates to Asset IDs WS21-67 and WS21-88 were applied, which corresponding changes to the following data:

Asset Description & Class		Construction Material	Quantity	Units	Average Age (years)	Replacement and/or Maintenance Cost
Building	Distribution		1	#	22	\$ 1,500,000
Building	Treatment		1	#	21	\$ 1,000,000
Equipment	Distribution		5	#	7	\$ 2,085,000
Water Main	Distribution	Cast Iron	7,570	m	82	\$ 7,257,190
Water Main	Distribution	PVC	8,002	m	17	\$ 6,801,887
Equipment	Hydrant		97	#	20	\$ 970,000
Equipment	Treatment		8	#	14	\$ 275,000
TOTAL		-	-	-	33	\$ 19,889,077

With respect to technical levels of service (technical metrics), the following is a summary of the requirements of O.Reg. 588/17 for water supply services assets:

Percentage of Properties Connected to Municipal Water System	Percentage of Properties where Fire Flow is Available	No. of Connection Days per Year where a Boil Water Advisory Notice is in Place Compared to the Total Number of Properties Connected to the Municipal Water System	No. of Connection-Days per Year Due to Water Main Breaks Compared to the Total Number of Properties Connected to the Municipal Water System
= (730 / 4,695)	= (730 / 4,695)	= (730 x 2) / 730	= (10 x 2) / 730
= 15.5%	= 15.5%	= 2	= 0.027

Detailed mapping completed in order to satisfy the requirements of O.Reg. 588/17 with respect to community levels of service (qualitative descriptions), with a focus on the areas of the Municipality that are connected to the municipal water system and have fire flow, are included in the Water Asset Study (Greenview, 2019b). Assumptions and notes related to water supply services are included on Table 4c – Detailed Summary of Municipal Assets (Water Supply Services).

The financial strategy for the upgrade and/or replacement of the Municipality's water supply services assets are discussed in Section 5.0 of this report and in Table 5c.

2.7 Wastewater Services

The following information in this section is based on Table 4d – Detailed Summary of Municipal Assets (Wastewater Services), which was prepared using information from applicable wastewater services-related documentation (as included as appendices in the Wastewater Asset Study, Greenview, 2019c), the Municipality's 2018 Tangible Capital Assets Report, and information provided by the Municipality. This information can be found directly on Table 2d – 2019 Wastewater Services Summary.

Asset Description and Class		Sewer Type	Quantity	Units	Average Age (years)	Replacement and/or Maintenance Cost
Facility	Distribution		2	#	44	\$ 450,000
Equipment	Distribution		5	#	5	\$ 98,000
Equipment	Treatment		3	#	15	\$ 155,000
Land	Treatment		2	#	44	\$ 200,000
Sewer	Distribution	PVC	6,982	m	16	\$ 3,490,965
Sewer	Distribution	Asbestos Cement	6,146	m	81	\$ 3,072,868
Sewer	Distribution	Forcemain	1,570	m	44	\$ 785,000
TOTAL		-	-	-	45	\$ 8,251,833

With respect to technical levels of service (technical metrics), the following is a summary of the requirements of O.Reg. 588/17 for wastewater services assets:

Percentage of Properties Connected to the Municipal Wastewater System	No. of Events per Year Where Combined Sewer Flow in the Municipal Wastewater System Exceeds System Capacity Compared to the Total Number of Properties Connected to the Municipal Wastewater System	No. of Connection-Days per Year Due to Wastewater Backups Compared to the Total Number of Properties Connected to the Municipal Wastewater System	No. of Effluent Violations per Year Due to Wastewater Discharge Compared to the Total Number of Properties Connected to the Municipal Wastewater System
= (730 / 4,695)	The municipal wastewater system does not have combined sewers.	No connection-days occur when a wastewater service issue arises, as there are no interruptions in service as bypassing and/or discharges are undertaken to avoid backups.	= (3 / 730)
= 15.5%			= 0.004

Detailed mapping (and related information) completed in order to satisfy the requirements of O.Reg. 588/17 with respect to community levels of service (qualitative descriptions), with a focus on the areas of the Municipality that are connected to the municipal wastewater system, are included in the Wastewater Asset Study (Greenview, 2019c). Assumptions and notes related to wastewater services are included on Table 4d – Detailed Summary of Municipal Assets (Wastewater Services).

The financial strategy for the upgrade and/or replacement of the Municipality's wastewater services assets are discussed in Section 5.0 of this report and in Table 5d.

2.8 Stormwater Assets (New June 2021)

The following information in this section is based on Table 4e – Detailed Summary of Municipal Assets (Stormwater Assets), which was prepared using information from applicable stormwater services-related documentation (as included as appendices in the Stormwater Asset Study, Greenview, 2021a), the Municipality's 2018 Tangible Capital Assets Report, and information provided by the Municipality. This information can be found directly on Table 2e – 2020 Stormwater Asset Summary.

Based on information presented in the Stormwater Asset Study (Greenview, 2021a), seven (7) catchment areas were identified within the Village of Tweed, and five (5) catchment areas in the Municipality's hamlets, including Actinolite, Marlbank, Queensborough, Stoco, and Thomasburg. The catchment area in Actinolite was not reviewed in detail, as it is understood that there are no known stormwater assets located within the hamlet.

Asset Description	Number of Catchment Areas	Total Hectares (ha)	Total Inlet Structures (#)	Total Outlet Structures (#)	Total Properties At Risk to Flooding to 100-year Storm (#)	Total Systems Not Resilient to a 5-year Storm (#)	Average Age (years)	Replacement and/or Maintenance Cost
Catchment Area (Small)	7	8	20	6	61	0	25	\$ 160,000
Catchment Area (Medium)	2	12	49	2	5	1	32	\$ 490,000
Catchment Area (Large)	2	110	226	3	0	1	37	\$ 1,960,000
Catchment Area (Multi)	1	30	61	individual outlets	10	-	37	\$ 610,000
TOTAL	12	160	356	11	76	2	35	\$ 3,220,000

Detailed mapping (and related information) completed in order to satisfy the requirements of O.Reg. 588/17 with respect to community levels of service (qualitative descriptions), with a focus on stormwater catchment areas of the Municipality, are included in the Stormwater Asset Study (Greenview, 2021a). Assumptions and notes related to stormwater assets are included on Table 4e – Detailed Summary of Municipal Assets (Stormwater Assets).

With the exception of the stormwater assets in the hamlet of Stoco (approximately 10 years old), the exact ages of stormwater assets within the Municipality are not well defined, as their various installation dates are understood to predate current senior staff's experience at the Municipality. For this reason, a review of the known asset ages for wastewater assets in the vicinity of the stormwater catchment areas was completed, with estimated installation dates ranges for stormwater-related assets established as likely between 1983 and 1988. If additional information on the various ages of stormwater assets within the Municipality becomes available, the Year in Service for assets within the catchment areas could be updated accordingly in future.

With respect to technical levels of service (technical metrics), the following is a summary of the requirements of O.Reg. 588/17 for stormwater assets:

Percentage of Properties in Municipality that are Resilient to 100-year Storm	Percentage of Municipal Stormwater Management System Resilient to a 5-year Storm
= (4,870 Total Properties in Municipality) - (76 Properties At Risk to 100-year Storm) ÷ (4,870 Total Properties in Municipality) x 100%	= (Total Number of Inlet Structures – Inlet Structures in Tweed East) ÷ (Total Number of Inlet Structures) x 100%
= 98.44%	92.42%

The financial strategy for the upgrade and/or replacement of the Municipality's stormwater assets are discussed in Section 5.0 of this report and in Table 5e.

3.0 Current Levels of Service *(Updated August 2021)*

For the purposes of this AMP Report, level of service is defined as the level of service required for an asset to be maintained to meet the service requirements of the Municipality and its ratepayers. Determination of current level of service includes consideration of social, political, environmental, and economic outcomes that the Municipality delivers. For the purposes of Version 1.2 AMP Report and associated tables, the scale is from one (1) to five (5), where one (1) is very low priority and five (5) is very high priority.

Generally, the current and desired level of service for service issues for each asset category are understood to be relatively consistent. At this time, it is understood that the Municipality does not have the resources (i.e. budget) to increase the level of service for its assets in the short-term, and it is the Municipality's objective to maintain their existing asset base in the best and most effective way possible, given their existing resources. Current levels of service as established by the Municipality as part of this Version 1.2 AMP Report are included in Tables 4a to 4e in columns labeled "Current Level of Service".

As part of any re-evaluation of this AMP Report (as described in Section 2.3 of this AMP Report), levels of service should be concurrently re-evaluated.

The following are descriptions of the current level of service and performance measures review for each of the asset categories included in this Version 1.2 AMP Report.

3.1 Roads

Gravel roads are currently understood to have the following service issues: grading, resurfacing, calcium treatment, brushing, ditching, winter plowing, winter sanding/salting, washout repairs, and shoulder maintenance.

Similarly, paved roads (including HCB and LCB) are currently understood to have the following service issues: sweeping, patching/potholes, shoulder maintenance, resurfacing/sealant, brushing, winter plowing, winter sanding/salting, ditching, and washout repairs.

Current levels of service for the Municipality's roads were reported as part of this AMP Report in Table 4a, and were dependent on pavement type (HCB, LCB, or gravel) and the Municipal Classes identified in the Municipality's *Level of Service Policy – Minimum Maintenance Standards* (Municipality of Tweed, 2018) and in general accordance with O.Reg. 239/02 – Minimum Maintenance Standards for Municipal Highways.

For the purposes of this AMP Report, the following Levels or Service have been designated to specific road sections as follows:

Municipal Road Class	Level of Service (1 = very low, 5 = very high)
Road Class 2 (Arterial)	5
Road Class 3 (Major Collector)	4
Road Class 4 (Minor Collector)	3
Road Class 5 (Local)	2
Road Class 6 (Local or Partially-Maintained)	1

In a general sense, HCB and LCB roads within the Municipality were determined to have the highest level of service (generally values of 5, 4, or 3), whereas gravel roads were determined to have lower levels of service (generally between 2 and 1). The lowest levels of service for road sections in the Municipality were determined to be gravel road sections that do not connect with other roads (i.e. dead-ends).

Table 4a identifies all road sections evaluated as part of this AMP Report and their respective Current Levels of Service.

3.2 Bridges and Large Culverts

Bridges and large culverts are currently understood to have the following service issues: sweeping, blockages, damage (i.e. guide rails), supports (bridges only), winter plowing, winter sanding/salting, surface, and failure. Service issues should be noted in biennial (every 2 years) OSIM reports, as prepared by a Professional Engineer.

Levels of Service for each bridge and large culvert within the Municipality have been reported based on the road on which the bridge or large culvert is located and the Level of Service for that road section, as noted above in Section 3.1 of this AMP Report.

Table 4b identifies all bridges and large culverts evaluated as part of this AMP Report and their respective Current Levels of Service.

3.3 Water Supply Services

All water supply services assets connected to the Municipality's water services system are considered critical to public health and safety and any issues, whether minor or major, should be addressed equally. This applies to assets related to the process or chemical feed system, mechanical and electrical systems, wells, water mains, hydrants, service connections, pumps, valves and related equipment.

Levels of Service for all elements of the Municipality's water supply services are understood to be very high (Level of Service = 5), given their importance to public health and safety (i.e. safe drinking water, fire services, etc.).

Table 4c identifies all water supply services assets evaluated as part of this AMP Report and their respective Current Levels of Service.

3.4 Wastewater Services

All wastewater services assets connected to the Municipality's wastewater services are considered critical to public health and safety and any issues, whether minor or major, should be addressed equally. This applies to assets related to the sanitary sewers, process and chemical feed system, mechanical and electrical systems, service connections, pumps, valves and related equipment.

Levels of Service for all elements of the Municipality's wastewater services are understood to be very high (Level of Service = 5), given their importance to public health and safety (i.e. protection from contamination, safe drinking water, etc.).

Table 4d identifies all wastewater services assets evaluated as part of this AMP Report and their respective Current Levels of Service.

3.5 Stormwater Assets *(New June 2021)*

Stormwater assets connected to the Municipality's stormwater catchment areas were reviewed by the Municipality as part of the asset assessment activities, and stormwater assets in catchment areas located within the Village of Tweed were generally designated with higher Levels of Service than stormwater assets in catchment areas associated with the hamlets located in the Municipality (as stormwater assets in the Municipality's hamlets were generally less complex than those located within the Village of Tweed). This applies to assets related to catchbasins, piping, headwalls, outlets, and related assets.

Levels of Service for elements of the Municipality's stormwater assets within the Village of Tweed were understood to be medium to very high (Levels of Service = 3 to 5), while within the Municipality's hamlets they were understood to be low (Level of Service = 2).

Table 4e identifies all stormwater assets evaluated as part of this AMP Report and their respective Current Levels of Service.

4.0 Procurement and Options Analysis

The following sections discuss procurement methods and options analysis for the Municipality's assets reviewed as part of this AMP Report.

4.1 Procurement Methods

Procurement of new or replacement assets should be completed in accordance with any applicable Municipality procurement bylaws.

Due to the rural nature of many parts of the Municipality and the distance of the Municipality from large urban centres, challenges with regards to procurement of services or products are anticipated, as there are generally fewer available service providers in the vicinity of the Municipality than in more densely populated areas. Depending on the circumstances, the rural nature of the Municipality can have positive and negative impacts on the cost of procurement of products and services. In cases where local service providers are available, the cost for services are generally expected to be less than city prices; however, where no local service providers are available, then the cost for services are generally expected to be elevated as distance-related factors emerge (i.e. elevated mobilization costs, etc.).

Multi-municipal cooperation in new or replacement projects for assets and services could be considered as part of the Municipality's procurement methods. Multi-municipal cooperation as part of procurement methods can have a positive effect from an economies of scale perspective, with the potential of financial benefits to all parties involved.

If any amendments to the Municipality's procurement bylaw are required to enter into multi-municipal agreements or partnerships, they should be considered by the Municipality on a per project basis.

As part of the budgeting of future projects, the Municipality should consider the design-build-finance-maintain model for budgeting purposes (i.e. AFP model), in order to apply due consideration to the total lifecycle costs of asset-related projects.

4.2 Options Analysis Review (Updated June 2021)

Options analysis could be considered when the Municipality is reviewing maintenance, upgrade, or replacement of assets. This can help the Municipality to provide the needed level of service for its assets to its ratepayers.

Options analysis generally involves the following process of establishing project alternatives:

1. Option identification.
2. Feasibility analysis.
3. Option selection.

Financial assessment and projections for each asset category are included Tables 5a to 5e of this AMP Report, and discussed in Section 5.0. Financial projections were developed in straight-line amortizations. If necessary, for any future asset replacement activities, more detailed reviews of replacement costs could be developed, and this AMP Report should be updated accordingly with any new or updated information.

Direct benefits and costs for an asset upgrade or replacement project should be considered on a per asset basis as part of an options analysis process, with specific consideration of the following (as may be applicable):

- Efficiencies and network effects.
 - Ontario Regulation [O.Reg.] 397/11 - Energy Conservation and Demand Management Plans.
 - Labour and vehicle operating cost savings.
 - Multi-municipal cooperation.
 - Performance improvements.

- Investment scheduling and waste minimization.
 - Delay projects that could be impacted by any expansion activities (i.e. roads).
 - Coordinate multiple asset upgrades/replacements (i.e. roads, water supply services, wastewater services, stormwater assets).
- Health and Safety.
 - Accident reduction.
 - Property damage reduction.
 - Injury reduction.
- Environmental Impacts.
 - Greenhouse gas emissions.
 - Nutrient loading.
 - Groundwater and surface water impacts.
 - Drainage impacts/improvements.
 - Climate change.

Indirect benefits and costs for an asset upgrade or replacement project should be considered on a per asset basis, with specific consideration of the following (as may be applicable):

- Municipal well-being and health.
- Amenity values.
 - Public facilities (i.e. washrooms, parks, etc.).
- Culturally/historically significant assets.
 - Historical buildings.
 - Parks and land improvements.
- Municipal image.

As this AMP Report is designed to be an asset planning tool for the Municipality, an assessment of the risks associated with all potential asset maintenance, upgrade, or replacement should be considered using an approach that allows for comparative analysis of the options available. Risks associated with each option could be based on quantitative data (if available). In instances when quantitative data is not available as part of the comparative analysis review, qualitative measures could be utilized with the intent of determining the probability of the occurrence of risk events.

Due to the fact that the Municipality is a small, rural municipality with limited resources, additional study focused on quantitative data gathering with respect to specific risk assessments could be reviewed in future as part of updates to this AMP Report, if deemed valuable by the Municipality (Section 5.5 of this AMP Report).

For any review of this AMP Report, any opportunities to save resources by coordinating solutions to multiple problems concurrently should be explored. Specifically, and as part of any decision-making process, the following opportunities should be considered:

1. Multi-municipal cooperation and contract negotiation.
2. Joint service boards.
3. Shared and/or uploading of services to the upper tier (i.e. County of Hastings).

5.0 Financial Strategy

The following sections discuss the financial strategy for the Municipality's assets reviewed as part of this AMP Report.

5.1 Summary and Definitions *(Updated August 2021)*

The financial strategy for the Municipality was developed with the assistance of Municipal staff and Greenview, and is considered the critical component of this AMP Report. The financial strategy is designed to employ basic fundamentals and assumptions, such that the Municipality could amend and/or update this AMP Report in future years as information and data becomes available.

Tables 5a to 5e – Financial Assessment and Projections describe the core municipal assets included in this AMP Report by asset category including:

- Table 5a - Financial Assessment and Projections – Roads.
- Table 5b - Financial Assessment and Projections – Bridges & Large Culverts.
- Table 5c - Financial Assessment and Projections – Water Supply Services *(Updated – August 2021)*.
- Table 5d - Financial Assessment and Projections – Wastewater Services.
- Table 5e - Financial Assessment and Projections – Stormwater Assets *(New – June 2021)*.

Based on the scope of this AMP Report, Tables 5a to 5e account for an all-inclusive review of the replacement (or upgrade) costs for each core asset, and consideration has been given by the Municipality relative to non-infrastructure solutions, maintenance activities, renewal/rehabilitation activities, replacement activities, disposal activities, and expansion activities associated with the replacement costs identified.

A practical and detailed review was completed by the Municipality and Greenview in the determination of replacement costs, including, but not limited to, actual expenditures on similar assets and/or research completed by the Municipality or Greenview on actual costs of replacement within the last two (2) to three (3) years (where possible).

A summary of the financial assessment and projections of Tables 5a to 5e is included in Table 3a – General Summary of Municipal Assets. As noted in Section 2.0 of this AMP Report, Tables 3b (Municipal Reserves and Allocation Summary) and 3c (Detailed Municipal Reserves Allocation Calculations) were created in an effort to correlate current Municipality reserves that would apply to each asset category. Current reserves were divided into reserves that are applicable to this AMP Report and to reserves that are not applicable to this AMP Report. Reserves that are applicable to this AMP Report, whether directly to specific assets categories, operating departments, or specific assets, or generally to asset categories, were used to reduce the Projected Contributions to Reserves in Table 5a to 5e. As noted in Section 2.0, the Municipality should complete a detailed review on their current reserve funds to determine if any other reserve funds (or portions of reserve funds) could be applied against any core asset categories in this AMP Report.

Tables 5a to 5e incorporate pertinent information required from Tables 4a to 4e, as well as detailing the proposed annual contributions to reserves required to upgrade/replace each municipal asset over its remaining useful life. In the event that an asset has already reached its projected replacement or upgrade year, then the proposed annual contribution to reserves is determined to be equal to the replacement cost of the asset; however, if the asset has not reached the projected replacement or upgrade year, then the value included for Year 1 is equal to the amount of available reserves calculated for the given asset, and the cost of upgrade/replacement (replacement cost) is divided over the remaining useful life years.

Proposed annual contributions to reserves are determined with focus on the five (5) and ten (10) year planning horizon, and with consideration of the thirty (30) year and total life expectancy planning perspective. The proposed annual contributions to reserves (for each year) are the recommended total monies to be saved per year by the Municipality in order to replace/upgrade each asset at the end of its useful life.

For comparison purposes, the estimated borrowing cost is calculated based on the cost for the Municipality to borrow the required monies from Infrastructure Ontario to upgrade/replace each asset, consistent with recent lending rates. Lending rates can be updated on Tables 5a to 5e at any time, to reflect the most recent rates available when this AMP Report is under review by the Municipality. The term of the loan is assumed to be generally equal to asset life expectancy, rounded up to the nearest five (5) years, to a maximum of a thirty (30) year lending term. Additionally, the difference in cost to the Municipality between borrowing or saving the required funds to upgrade/replace each asset is calculated and identified as difference (borrowing – savings). This calculation is designed to illustrate the monetary benefits to the Municipality of saving money (as part of their reserves) in advance of asset upgrade/replacement, in comparison to the high costs of borrowing; however, in some cases, borrowing money to upgrade and/or replace a municipal asset may be the appropriate action (as may be applicable).

The proposed annual contributions to reserves and associated replacement costs assume the Municipality will need to obtain all funds required to upgrade/replace each asset without the assistance of Federal or Provincial funding, grants, or any other assistance.

Assumptions and notes associated with Tables 5a to 5e are included on each individual table.

5.2 Integration with Municipal Budgets

The financial strategy was developed with a cost-based approach, using real-life upgrade/replacement costs for assets, as currently understood by the Municipality. This AMP Report is not directly integrated with municipal budgets and is designed to be an independent, third-party review of the actual assets owned and managed by the Municipality.

This AMP Report should be reviewed, updated, and utilized with consideration of future municipal budgets, existing municipal reserves, Financial Information Returns (FIR), audited Financial Reports, audited Tangible Capital Asset Reports, and any other pertinent financial or planning documents of the Municipality.

On an annual basis, or at least every two (2) years, it is recommended that any new municipal assets not represented in this AMP Report be included for future planning purposes.

5.3 Maintenance Versus Upgrade/Replacement of Assets

As the upgrade and/or replacement costs of each asset are understood to be generally costly to the Municipality, particularly in years where multiple assets require at least some level of upgrade or replacement, maintenance activities on assets should be strongly considered as a viable alternative.

Maintenance activities can be used to prolong the asset life expectancy, improve the condition rating of the asset, and in some cases revise the year in service of the asset where maintenance activities improved the condition of the asset to a like-new state.

The benefits of an appropriate maintenance schedule for municipal assets include, but may not be limited to, the following:

- Increasing available funds to be used in other maintenance, upgrades, or replacement of assets.
- Prolonging asset life expectancies beyond accounting-based estimates/pre-determined values.
- Allowing for additional years for the Municipality to save/budget for replacement assets.

5.4 Assumptions on Future Changes in Population and Economic Activity

Given the small, rural nature of the Municipality, significant changes in population and economic activity are not expected within the next 10-year and 30-year planning horizons. Conditions are anticipated to remain generally consistent with current Statistics Canada data (Table 1). Per Statistics Canada, the population percent change

in the Municipality between 2011 to 2016 was -0.2%, which was interpreted to represent a generally steady-state for the Municipality's population.

Based on the above, the following is interpreted to be pertinent to lifecycle activities for municipal assets:

1. Maintaining levels of service at current levels for municipal assets is interpreted to be possible, based on the current tax base.
2. Lifecycle activities for specific core municipal assets should be considered on a case-by-case basis by Municipal Staff and/or consultants, but in general, lifecycle activities for similar assets (i.e. roads, bridges, etc.) should be conducted in a consistent manner, and be based on appropriate studies/reviews and technical metrics.
3. As part of the determination of lifecycle activities that differ from replacement/upgrade (or similar), the Municipality should also consider if risk elements are subsequently increased as it pertains to level of service on a case-by-case basis for any municipal asset.
4. Decision-making processes with respect to level of service and risk should be completed with consideration of the lowest cost alternative, whilst maintaining the desired level of service for its ratepayers over the short and long-term planning horizons.

5.5 Detailed Risk Assessments and Asset Management Planning Activities

A detailed risk assessment for the core assets of the Municipality was not part of the scope of the AMP Report (Version 1.2). However, in future it may be desirable for the Municipality to consider analysing their core assets from a risk management perspective. Risk may be defined in various way; however, the following two (2) examples of the definition of risk are interpreted to be useful for establishing context:

1. Federation of Canadian Municipalities (FCM) Definition:
 - The product of the likelihood and consequence of an undesirable event or circumstance (i.e. Risk = (Likelihood X Consequence)).
2. ISO 55000:2014 – Asset Management Definition:
 - The effect of uncertainty on objectives (or result to be achieved). An effect is a deviation from the expected – either positive or negative.

Risk management involves a focus on identifying and assessing risk and determining methods to mitigate the risk from multiple potential risk elements: Examples of risk elements include:

1. Deteriorating or aging assets.
2. Threats to public health and safety.
3. Natural disasters.
4. Climate change.
5. Downgrading Level of Service of assets.

As part of risk assessment activities, there are many tools that can be utilized including the Bowtie model, Risk Matrix model, and Decision Tree model, among others. The appropriate model to utilize should be examined at the time of implementation of detailed risk assessments for municipal assets.

5.6 Determination of Priority Assets for Replacement/Upgrade *(Updated June 2021)*

The determination of priority assets for replacement or upgrade should be considered based upon multiple factors, rather than on a singular element (i.e. Projected Replacement or Upgrade Year). It is recommended that the determination of a priority asset for replacement or upgrade should, at a minimum, consider the following aspects, as indicated in Tables 4a to 4e:

1. Year in Service.
2. Asset Life Expectancy.
3. Projected Replacement or Upgrade Year.
4. Condition Rating (or PCI/BCI, in case of road or bridge assets).
5. Current Level of Service.

Determination of priority assets for replacement or upgrade should also consider available municipal budget monies, available municipal reserves, or any Federal or Provincial funding or grants available at that time. Any special projects, as determined by the Municipality prior to the development of this AMP Report, should also be considered for priority asset status (as may be applicable).

6.0 Priorities and Recommendations *(Updated August 2021)*

Based on the data presented in Tables 4a to 4e, and Tables 5a to 5e, the following is a summary of the priority assets, by category, that should be considered for replacement and/or upgrade (or additional review) by the Municipality as part of this AMP Report (Version 1.2).

6.1 Roads

Based on the details presented in Table 4a – Detailed Summary of Municipal Assets (Roads) and related field investigations of the Municipality’s roads in the 2019 Road Needs Study (Greenview, 2019a), the following priority road sections are recommended to be investigated further as part of future road reconstruction/rehabilitation, and/or maintenance opportunities. The priority road sections for further investigation were determined by the following procedure:

1. Sorting the data for all road sections by pavement type, based on the PCI (lowest to highest).
2. Sorting the top ten (10) road sections with the lowest PCI by Current Level of Service (highest level of service = 5, lowest level of service = 1), and then by PCI value.

The top five (5) road sections with the lowest PCI values were then selected and included the sections below. In cases where road sections in the top 10 had identical PCI values and Current Levels of Service, then they were included, in order to not preferentially select road sections based on alphabetical order. For this reason, both Sections 6.1.1 (HCB Road Sections) and 6.1.3 (Gravel Road Section) have six (6) road sections identified below, and Section 6.1.2 (LCB Road Sections) has seven (7) road sections identified in their respective table.

It is recommended that the Municipality consider population density and traffic volumes (i.e. established through traffic studies) in order to further review the above noted list of potential priority road sections for reconstruction, rehabilitation and/or maintenance.

Priority road assets recommended for further review are summarized in Table 6a of this AMP Report.

6.1.1 HCB Road Sections

The following HCB road sections have been identified as assets that should be considered for additional review as part of asset management planning initiatives in the Municipality. Six (6) HCB road sections are included below:

Asset ID	Asset Name	Detailed Asset Desc.	Road Location From	Road Location To	Section Length (m)	Asset Life Expectancy	PCI (0-100)	Current Level of Service	Recon. / Rehab. Cost
R19-194	Marlbank Road	HCB	Bethel Road	Mulroney Lane	703	5	57	4	\$ 158,619
R19-200	Marlbank Road	HCB	East Hungerford Road	St. Edmunds Road	397	5	57	4	\$ 88,123
R19-205	Marlbank Road	HCB	Mulroney Lane	Kenner Court	886	6	60	4	\$ 190,163
R19-286	Quinns Lane	HCB	Victoria Street	Colborne Street	95	4	46	2	\$ 13,943
R19-149	James Street North	HCB	Jamieson Street	Hannah Street	100	5	56	2	\$ 20,271
R19-268	Pomeroy Court	HCB	College Street	End	52	5	56	2	\$ 5,915

6.1.2 LCB Road Sections

The following LCB road sections have been identified as assets that should be considered for additional review as part of asset management planning initiatives in the Municipality. Seven (7) LCB road sections are included below:

Asset ID	Asset Name	Detailed Asset Desc.	Road Location From	Road Location To	Section Length (m)	Asset Life Expectancy	PCI (0-100)	Current Level of Service	Recon. / Rehab. Cost
R19-245	Napanee Road	LCB	Moneymore Road	Municipal Boundary	2,015	4	41	3	\$ 270,804
R19-244	Napanee Road	LCB	Marlbank Road	Moneymore Road	561	4	44	3	\$ 73,231
R19-334	Store Street	LCB	Hungerford Street	Highway 37	333	5	50	2	\$ 38,778
R19-313	Sexsmith Road	LCB	Highway 7	End	264	4	49	1	\$ 37,950
R19-47	Charles Road	LCB	Charles Court	End	470	5	50	1	\$ 59,083
R19-296	Rapids Road	LCB	Martin Road	Marrisett Road	1,498	5	50	1	\$ 186,000
R19-342	Sulphide Road	LCB	Potter Settlement Road	Peter Street	1,850	5	50	1	\$ 260,231

6.1.3 Gravel Road Sections

The following gravel road sections have been identified as assets that should be considered for additional review as part of asset management planning initiatives in the Municipality. Six (6) gravel road sections are included below:

Asset ID	Asset Name	Detailed Asset Desc.	Road Location From	Road Location To	Section Length (m)	Asset Life Expectancy	PCI (0-100)	Current Level of Service	Recon. / Rehab. Cost
R19-160	Kaladar Street	Gravel	Bridgewater Road	Highway 37	215	n/a	52	2	To be determined
R19-150	James Street South	Gravel	George Street	River Street	134	n/a	55	2	To be determined
R19-266	Peterson Road	Gravel	Highway 7	End	560	n/a	44	1	To be determined
R19-14	Bethel Road	Gravel	Mulroney Lane	End	80	n/a	48	1	To be determined
R19-80	Deroche Road	Gravel	Conchie Road	Deroche Lane	1,422	n/a	50	1	To be determined
R19-175	Lingham Lake Road	Gravel	Boundary	End	6,500	n/a	50	1	To be determined

6.2 Bridges and Large Culverts

Based on a review of the 2018 OSIM Bridge Inspection Submission (Jewell Engineering, 2019), specific repair and rehabilitation requirements were noted for the Municipality's bridges and large culverts. Details regarding

each bridge or large culvert are included on Table 4b – Detailed Summary of Municipal Assets (Bridges and Large Culverts).

Based on the details presented in Table 4b – Detailed Summary of Municipal Assets (Bridges and Large Culverts), and reported in the 2018 OSIM Bridge Inspection Submission (Jewell Engineering, 2019), the following priority bridges and large culverts are recommended to be investigated further as part of future repairs, reconstruction/rehabilitation, replacement and/or maintenance opportunities. The priority bridges and large culverts for further investigation were determined by the following procedure:

1. Sorting the data for all bridges and large culverts based on the Bridge Condition Index (BCI) from lowest BCI to highest BCI.
2. Sorting the top ten (10) bridges and large culverts with the lowest BCI by Current Level of Service (highest level of service = 5, lowest level of service = 1), and then by BCI value.

The top five (5) bridges and large culverts recommended for further review based on the above-noted process are as follows:

Asset ID	Asset Name	Detailed Asset Desc.	Asset Life Expectancy Remaining (years)	Condition Rating	BCI (0-100)	Current Level of Service	Replacement and/or Upgrade Cost
BC19-39	Reynolds Culvert (Bridge #38)	Culvert	10	Poor	44.76	3	\$510,000
BC19-41	Rocky Alter Bridge (Bridge #12)	Bridge	5	Poor	21.13	1	\$855,000
BC19-26	Lost Channel Bridge (Bridge #6)	Bridge	5	Poor	23.06	1	\$2,158,000
BC19-13	East Red Bridge (Bridge #30)	Bridge	5	Poor	27.83	1	\$495,000
BC19-05	Catons Bridge North Structure (Bridge #8)	Bridge	5	Poor	28.42	1	\$1,555,000

Given that the Catons Bridge South Structure (Bridge #7) also has a similarly poor BCI rating as its North Structure counterpart (Bridge #8), it is recommended that it be included in any further investigations for repairs, reconstruction/rehabilitation, or replacement activities as they are located in approximately the same location. Similarly, the West Red Bridge (Bridge #31) reportedly has a poor condition rating and a BCI of 50.93, similar to its East Red Bridge counterpart, so consideration of further investigations of the West Red Bridge concurrently with investigations at the East Red Bridge are recommended. Details regarding the West Red Bridge and the Catons Bridge South Structure are as follows:

Asset ID	Asset Name	Detailed Asset Desc.	Asset Life Expectancy Remaining (years)	Condition Rating	BCI (0-100)	Current Level of Service	Replacement and/or Upgrade Cost
BC19-06	Catons Bridge South Structure (Bridge #7)	Bridge	5	Poor	31.17	1	\$ 1,555,000
BC19-52	West Red Bridge (Bridge #31)	Bridge	5	Poor	50.93	1	\$ 815,000

Priority bridge and large culvert assets recommended for further review are summarized in Table 6b of this AMP Report.

6.3 Water Supply Services (Updated August 2021)

Based on the details presented in Table 4c – Detailed Summary of Municipal Assets (Water Supply Services),

and reported in the Water Asset Study (Greenview, 2019b), the following priority water supply services assets are recommended to be investigated further as part of future repairs, reconstruction/rehabilitation, replacement and/or maintenance opportunities. The priority water supply services assets for further investigation were determined by the following procedure:

1. Sorting the data for all water supply services assets based on the condition rating, from lowest (poor) to highest (good).

Given that the current level of service for all water supply services assets were understood to have the highest level of service (Level of Service = 5), further sorting by current level of service was not deemed to be significant, and an alternative method of priority sorting was required.

The following alternative priority sorting methodology was utilised:

1. Given that water supply services assets that were identified as having a “poor” condition rating were dominantly Fire Hydrants, all Fire Hydrant assets with a “poor” condition rating were then sorted by Year in Service (or Last Upgrade Year). The five (5) oldest Fire Hydrants with a “poor” condition rating were identified as follows:

Asset ID	Asset Name	Detailed Asset Desc.	Asset Class	Year in Service	Condition Rating	Additional Information	Replacement and/or Upgrade Cost
WS19-187	Fire Hydrant (No. 82)	Equipment	Hydrant	1931	Poor	Leaking from operating nut. Formerly #429.	\$ 10,000
WS19-199	Fire Hydrant (No. 94)	Equipment	Hydrant	1949	Poor	Leaking from operating nut. Caps need gaskets. To be replaced. Formerly #432.	\$ 10,000
WS19-198	Fire Hydrant (No. 93)	Equipment	Hydrant	1950	Poor	To be replaced. Formerly #433.	\$ 10,000
WS19-185	Fire Hydrant (No. 80)	Equipment	Hydrant	1953	Poor	To be replaced. Formerly #406.	\$ 10,000
WS19-175	Fire Hydrant (No. 70)	Equipment	Hydrant	1969	Poor	Caps need new gaskets. Formerly #415.	\$ 10,000

The replacement and/or upgrade costs of approximately \$10,000 per hydrant represent the cost to replace and install a full, new hydrant; however, based on observations of deficiencies in 2019 (i.e. during the fire flow testing completed by Lakeshore Hydrant Services Inc.), only two (2) of the five (5) hydrants noted above are understood to require replacement. It is recommended that as many of the Fire Hydrants identified on Table 4c as requiring maintenance only (not replacement) be considered as part of municipal budgeting in the short-term planning period. Ultimately, thirty-three (33) Fire Hydrants in the Village of Tweed were identified as being in “poor” condition, and require either maintenance or replacement (Table 4c).

As it pertains to other water supply services assets (excluding Fire Hydrants), the following sorting methodology was conducted in order to determine water supply services assets for further investigation:

1. Sorting the data for all water supply services assets based on the condition rating, from lowest (poor) to highest (good), followed by sorting on Year in Service (or Last Upgrade Year).

The sorting of water supply services assets (excluding Fire Hydrants) by this methodology resulted in an asset set of Water Mains of similar age and construction material, with the exception of WS21-67 which was understood to have a “poor” condition rating and others identified as “fair”:

Asset ID	Asset Name	Asset Class	Construction Material	Location		Length (m)	Year in Service	Condition Rating	Replacement and/or Upgrade Cost
				Location From	Location To				
WS21-67	Water Main	Distribution	Cast Iron	Moira River North Connection		91	1930	Poor	\$ 900,000
				Bridge Street East	Moira Street				
WS19-31	Water Main	Distribution	Cast Iron	Hungerford Road		291	1925	Fair	\$ 246,992
				Park Avenue	Metcalf Street				
WS19-33	Water Main	Distribution	Cast Iron	James Street North		112	1925	Fair	\$ 95,200
				Jamieson Street East	End (South-East)				
WS19-34	Water Main	Distribution	Cast Iron	James Street South		74	1925	Fair	\$ 62,900
				River Street East	End (North-West)				
WS19-35	Water Main	Distribution	Cast Iron	Jamieson Street East		95	1925	Fair	\$ 80,750
				Mary Street	Colborne Street				
WS19-36	Water Main	Distribution	Cast Iron	Jamieson Street East		97	1925	Fair	\$ 82,450
				Louisa Street	Mary Street				
WS19-37	Water Main	Distribution	Cast Iron	Jamieson Street East		94	1925	Fair	\$ 79,900
				James Street North	Louisa Street				
WS19-38	Water Main	Distribution	Cast Iron	Jamieson Street East		97	1925	Fair	\$ 82,450
				Colborne Street	Victoria Street North				

Priority water supply services assets recommended for further review are summarized in Table 6c of this AMP Report.

6.4 Wastewater Services

Based on the details presented in Table 4d – Detailed Summary of Municipal Assets (Wastewater Services), and reported in the Wastewater Asset Study (Greenview, 2019c), the following priority wastewater services assets are recommended to be investigated further as part of future repairs, reconstruction/rehabilitation, replacement and/or maintenance opportunities. The priority wastewater services assets for further investigation were determined by the following procedure:

1. Sorting the data for all wastewater services assets based on the condition rating, from lowest (poor) to highest (good), followed by sorting on Year in Service (or Last Upgrade Year).

The sorting of wastewater services assets by this methodology resulted in an asset set of Sewer Mains of

generally similar age and construction material:

Asset ID	Asset Name	Asset Class	Construction Material	Location		Length (m)	Year in Service	Condition Rating	Replacement and/or Upgrade Cost
				Location From	Location To				
WW19-70	Sewer Mains	Distribution	Asbestos Cement	Moira Street		291	1930	Poor	\$ 145,500
				Highway 37	Old Bogart Road				
WW19-71	Sewer Mains	Distribution	Asbestos Cement	Moira Street		240	1930	Poor	\$ 120,000
				Old Bogart Road	Arthur Street				
WW19-14	Sewer Mains	Distribution	Asbestos Cement	Arthur Street		263	1931	Poor	\$ 131,500
				Brooklyn Road	Louisa Street				
WW19-31	Sewer Mains	Distribution	Asbestos Cement	Hannah Street		92	1925	Fair	\$ 46,000
				Louisa Street	James Street North				
WW19-38	Sewer Mains	Distribution	Asbestos Cement	James Street North		105	1925	Fair	\$ 52,500
				Jamieson Street East	Hannah Street				
WW19-39	Sewer Mains	Distribution	Asbestos Cement	James Street South		128	1925	Fair	\$ 64,000
				River Street East	George Street				
WW19-41	Sewer Mains	Distribution	Asbestos Cement	Jamieson Street East		102	1925	Fair	\$ 51,000
				Colborne Street	Victoria Street North				
WW19-42	Sewer Mains	Distribution	Asbestos Cement	Jamieson Street East		96	1925	Fair	\$ 48,000
				Colborne Street	Mary Street				
WW19-43	Sewer Mains	Distribution	Asbestos Cement	Jamieson Street East		90	1925	Fair	\$ 45,000
				Louisa Street	James Street North				
WW19-44	Sewer Mains	Distribution	Asbestos Cement	Jamieson Street East		97	1925	Fair	\$ 48,500
				Mary Street	Louisa Street				

In addition to the above noted Sewer Main sections that are recommended for further review, the Municipality has an immediate need to expand the capacity of their existing waste stabilization ponds. The existing two (2) waste stabilization ponds are understood to be in fair condition at this time; however, their volumetric capacity is understood to be insufficient for the volumes of wastewater requiring treatment, resulting in unplanned and

planned wastewater discharges to the adjacent Stoco Lake. A new waste stabilization pond is required to address the deficiency in wastewater flow generated in the Village of Tweed.

Priority wastewater services assets recommended for further review are summarized in Table 6d of this AMP Report.

6.5 Stormwater Assets (New June 2021)

Based on the details presented in Table 4e – Detailed Summary of Municipal Assets (Stormwater Assets), and reported in the Stormwater Asset Study (Greenview, 2021a), the following priority stormwater assets are recommended to be investigated further as part of future repairs, reconstruction/rehabilitation, replacement and/or maintenance opportunities. The priority stormwater assets for further investigation were determined by the following procedure:

1. Sorting the data for all stormwater assets based on the current level of service, whether the catchment area systems were interpreted to be resilient to a 5-year storm, and condition rating, from lowest (poor) to highest (good).

The sorting of stormwater assets by this methodology resulted in an asset set recommended for further review as follows:

Asset ID	Asset Name, Description, Area (ha)	Inlets (#)	Outlets (#)	Number of Properties At Risk of Flooding to 100-year Storm	Systems Resilient to a 5-year Storm	Year in Service	Condition Rating	Level of Service	Replacement and/or Upgrade Cost
STW20-06	Tweed Centre Catchment Area (Large) 60 ha	172	1	0	No	1983	fair	5	\$ 1,720,000
STW20-09	Tweed East Catchment Area (Medium) 6 ha	27	1	0	No	1988	fair	4	\$ 270,000
STW20-12	Tweed North Catchment Area (Multi) 30 ha	61	individual outlets	10	Yes	1983	fair	4	\$ 610,000
STW20-01	Actinolite Catchment Area (Small) 1 ha	unknown	unknown	10	unknown	unknown	unknown	unknown	unknown

With respect to further review of the above noted stormwater related assets, the following additional review activities are recommended:

1. Stormwater catchment areas of Tweed Centre (STW20-06) and Tweed East (STW20-09) are recommended to be reviewed in additional detail, in order to better establish whether there are any undetermined factors that influenced the calculations of whether the two (2) catchment area systems were resilient to a 5-year storm. Based on available information at the time of completion of the Stormwater Asset Study (Greenview, 2021a), the Estimated Inlet Flow rates for both Tweed Centre and Tweed East were larger than the Estimated Outlet Flow rates, resulting in both catchment area systems being identified as not resilient to a 5-year storm. Additional study is recommended to confirm or disprove these preliminary calculations.
2. Based on the review of the Tweed North catchment area (STW20-12), the stormwater systems in this catchment area were determined to be complex, with an unknown quantity of outlets identified as a data gap, with assumed discharge to the Moira River. Additional study is recommended in this area to further establish the quantity of outlets and better understand how stormwater is managed in the catchment area.
3. At the time of completion of the Stormwater Asset Study, it was understood that there were no known stormwater assets located within the small catchment area associated with the hamlet of Actinolite (STW20-01); however, if any stormwater assets are identified within the hamlet of Actinolite in the future, then additional study is recommended to be completed in the catchment area to establish specific locations of any/all inlet and outlet locations, and related components, and have them integrated into the Municipality's Asset Management Planning documents.

Priority stormwater assets recommended for further review are summarized in Table 6e of this AMP Report.

6.6 Coordination of Asset Replacements/Upgrades (Updated June 2021)

Given the interconnection of surficial linear assets (i.e. roads, bridges and large culverts) and sub-surface linear assets (i.e. water mains, sewer mains, stormwater assets, etc.), the Municipality should consider combining asset replacements/upgrades where the upgrade/replacement of one (1) asset may impact other asset categories in the same area (i.e. if a water main requires replacement, also consider replacement of the sewer mains, stormwater assets, and road pavement surface in the same area). Similarly, the Municipality may consider extending a replacement schedule for a given asset in order to time its replacement with a planned replacement schedule for another related asset.

Financial benefits (i.e. cost savings) may be attained with this asset management approach.

6.7 Recommendations for Future Asset Management Planning Activities (Updated June 2021)

It is recommended that, as part of any future development of this AMP Report, the Municipality should consider completing a detailed operational review of all assets, with a focus on the potential for decreasing the quantity of existing Municipal assets (i.e. buildings, vehicles, etc.) while at the same time maintaining the current level of service expected by its ratepayers. Inclusion of all Municipal asset categories in a future AMP is required by no later than July 1, 2023, per Section 5 (1) of O.Reg. 588/17 (Appendix A).

Updates to studies related to Municipality assets should be completed in accordance with timelines outlined in O.Reg. 588/17 (as applicable).

As noted in Section 5.5, it is recommended that the Municipality consider conducting a detailed risk analysis for municipal assets as part of future asset management planning activities to further assist in the decision-making process of establishing priority assets for additional review, upgrade and/or replacement.

7.0 Closing

Greenview has prepared this Asset Management Plan Report (Version 1.2) in order to meet with the requirements of O.Reg. 588/17 – Asset Management Planning for Municipal Infrastructure, including the following core asset categories:

1. Roads.
2. Bridges and Large Culverts.
3. Water Supply Services (*Updated August 2021*).
4. Wastewater Services.
5. Stormwater Assets (*New June 2021*)

This report is governed by the attached statement of service conditions and limitations (Appendix B).

All respectfully submitted by,

Greenview Environmental Management Limited



Dan Hagan, P.Geol.
Senior Project Manager / Geologist



Tyler H. Peters, P.Eng.
Project Director

8.0 Selected References

- Greenview, 2019a. 2019 Road Needs Study. Greenview Environmental Management Limited, August 30, 2019.
- Greenview, 2019b. Water Asset Study – Municipal Water System. Greenview Environmental Management Limited, August 30, 2019.
- Greenview, 2019c. Wastewater Asset Study – Municipal Wastewater System. Greenview Environmental Management Limited, August 30, 2019.
- Greenview, 2019d. 2019 Asset Management Plan Report (Version 1.0). Greenview Environmental Management Limited, December 06, 2019.
- Greenview, 2021a. Stormwater Asset Study. Greenview Environmental Management Limited, June 2021.
- Greenview, 2021b. Asset Management Plan Report (Version 1.1). Greenview Environmental Management Limited, June 28, 2021.
- Jewell Engineering Inc., 2019. Municipality of Tweed – 2018 OSIM Bridge Inspection Report. Jewell Engineering Inc., January 24, 2019.
- Ontario Ministry of Transportation (MTO), 2016. Manual for Condition Rating of Flexible Pavements – Distress Manifestations (SP-024). MTO Highway Standards Branch, 2016.
- Ontario Ministry of Transportation (MTO), 1989. Manual for Condition Rating of Surface-Treated Pavements – Distress Manifestations (SP-021). MTO Research and Development Branch, August 1989.
- Ontario Ministry of Transportation (MTO), 1989. Manual for Condition Rating of Gravel Surface Roads (SP-025). MTO Research and Development Branch, August 1989.
- Ontario Regulation 232/02 – Minimum Maintenance Standards for Municipal Highways.
- Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure.
- Queen's Printer for Ontario, 2012. Building Together – Guide for Municipal Asset Management Plans, Infrastructure Ontario. 2012.
- Quinte Conservation Authority Flood Mapping, 2009 & 1983.
- Statistics Canada, 2019. Census Profile, 2016 Census, Municipality of Tweed.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3512030&Geo2=PR&Code2=01&SearchText=Tweed&SearchType=Begin&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=3512030&TABID=1&type=0>

From: David Mullett <davemullettpq@msn.com>
Sent: November 11, 2021 2:47 PM
To: Allan Broek
Subject: Esker Road Pit, 2022 Budget

Hello Alan,

Further to your request I'm outlining an estimate of what the expenses may be and what they're for, to proceed with the licence application on the Esker Road Pit in 2022.

I've spoken to Ken Hurford our Planner and he suggests we set aside about \$1500. for any additional fees that Ecovue Consulting may have in connection with finalizing the Official Plan and Zoning amendments. It all depends on whether anyone appeals them.

Once the OP and Zoning are in place, I will make the updates to the site plan to incorporate the commitments we made to MNRF (now MNDMNRF) for them to withdraw their objections. This includes revisiting the files, drafting some new notes, modifying the Operations and Rehabilitation drawings as well as Cross-Section A1-A2. Then a trip to the Draftsman to make the changes on his computer. This should be around \$3500. assuming I only need one visit.

Next is to revive the application with the Integrated Aggregate Operations Section of MNDMNRF. We aren't dealing with Darren Bonenberg anymore, although he is still the Inspector for the area regarding compliance issues. Our contact with the IAOS is Calinda Manning in Thunder Bay. A year ago in September I sent her a summary of our application status to the point where Mr. & Mrs. Kameka withdrew their objection. Once we reopen the dialogue, I anticipate having to supply pretty much the same documentation I've already given Darren. As I learned from a similar project, because of Covid they won't transfer hard copies of information from the Kingston office. They will not accept paper versions of anything from me either, it must all be electronic correspondence. Depending on how much of the existing paperwork they need, along with any additional information required to complete the application process, this may consume another \$5000. conservatively.

Altogether I'd suggest you earmark at least \$10,000. to \$12,000. for next year.

If you have any questions, give me a call.

Dave



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Municipality of Tweed
Long Term Capital Plan - Community Development, Parks, and Recreation Departments

Asset	Year Acquired/ Last Updated	Expected Replacement/ Renovation	Historical Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Arena	2010	2030	1,255,899.85	127,000.00	105,000.00	65,000.00	20,000.00					2,000,000.00	140,000.00	
Arena Hot Water Tank	2013	2023	1,765.54		1,765.54									
Arena Lights	2017	2032	176,684.45											176,684.45
Arena Dehumidifiers	2014	2022	31,545.60	45,000.00						50,000.00				
Zamboni (includes refurb and ice)	2006	2024	160,694.33			185,000.00			5,000.00			5,000.00		
Arena cooling tower	2015	2025	15,912.00				15,912.00							
Arena compressor	2017	2032	28,317.30											35,000.00
Cameras - parking lot		2022		3,000.00										
Canteen - Grill		2022		1,500.00										
Scrolling Message Board		2022		1,650.00										
Control Box for Score clock		2022		6,000.00										
Sound system upgrades		2022		15,000.00										
Ice edger		2022		6,000.00					6,000.00					
Floor scrubber		2022		4,000.00										
Marlbank Ball Diamond Fencing	2013	2023	4,273.92		7,500.00									
Ball Diamond Upgrades	2017	2027	48,536.42						48,536.42					
Stoco Ball Diamond Netting	2019	2029	9,259.60								9,259.60			
Ball Diamond Netting	2018	2018	17,641.26							17,641.26				
LED lighting Stoco/Chareilton		2022	45,000.00	5,000.00										
Charlton In-Field screenings and edging		2022		10,000.00										
Pumptrack/Skatepark		2022		250,000.00										
New Recreation Area Shelter		2022		40,000.00										
Fencing		2022		5,000.00										
Tree Removal and Replanting	Annual			15,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00		
Garbage and Recycling		2022		5,000.00										
Beach sand		2022		25,000.00										
Aqua Thruster (2)		2022		20,000.00										
Tweed Open Shelter	1992	2032	30,000.00											30,000.00
Park Washroom	1987	2027	34,637.40						34,637.40					
Marlbank Pavillion	2020	2060	94,000.00											
Stoco Pavillion	2016	2031	41,454.06										41,454.06	
Tweed Storage	2012	2032	5,689.42											5,689.42
Barns		2022	-	2,500.00										
Tweed Playground Equip	2021	2041	314,574.19											
Marlbank Playground Equip	2017	2037	13,006.28											
Outdoor fitness equipment	2018	2033	50,000.00											
Fountain	2021	2028	10,542.34							10,542.34				
Mower - 13 Kubota	2013	2023	11,571.23		15,000.00									
Benches	2019	2039	4,948.11											
Picnic tables	2019	2039	3,250.72											
Vacuum sweeper	2019	2039	2,784.97											
Riding mower - 15	2015	2025	10,583.04				15,000.00							
Riding mower - Kubota	2020	2030	14,135.00									15,000.00		
Mower		2022		15,000.00										
Truck with Dump Box		2023			70,000.00									
Grass catcher	2016	2036	5,088.00											
Rake for tractor		2022		1,000.00										
Royal Victoria Parkette Gazebo			25,000.00											
Planters		2022		1,000.00										
2009 GMC Pickup	2009	2024	35,000.00			35,000.00								
2018 Dodge Truck	2018	2033	32,555.08											
Decorations	Annual			5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00		
Boat Launch	2018	2048	154,326.03											
Boat Launch Parking	2018	2028	14,587.30							14,587.30				

Municipality of Tweed
Long Term Capital Plan - Community Development, Parks, and Recreation Departments

Asset	Year Acquired/ Last Updated	Expected Replacement/ Renovation	Historical Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Pool	2010	2022	193,840.02	-	200,000.00									
Pool pumps		2028	8,000.00							8,000.00				
Gas heater to pool		2022		-		152,700.00								
Splash Pad	2015	2035	456,963.02	23,500.00	1,500.00		2,000.00	1,000.00	4,500.00	2,000.00				
Kiwanis Pavillion	2014	2054	96,788.64											
Queensborough Hall	2011	2022	45,062.21	357,000.00										
Actinolite Hall	2011	2051	21,270.26											
Actinolite Furnace	2019	2039	6,410.88											
Thomasburg Hall	2012	2052	18,426.98											
Thomasburg Furnace	2019	2039	3,943.20											
Jailhouse Signage	2013	2033	2,947.52											
Jailhouse Building	1898	2040	7,880.40											
Hydrant Painting		Annual		4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	
Banners		2022		6,000.00										
Tweed Welcome Signs	2019	2039	8,242.24											
Total Costs			3,573,038.81	999,150.00	415,765.54	452,700.00	67,912.00	16,000.00	113,673.82	117,770.90	24,259.60	2,035,000.00	181,454.06	247,373.87
Other grants				541,400.00										
Parks and recreation reserve to				77,340.50										
Parkland reserve fund to use				43,154.19										
Splash pad reserve to use				1,250.00										
Pool reserve to use				-	89,000.00									
Heritage reserve to use														
Arena reserve to use				103,623.00	-	-	-							
Remaining Amounts to be Funded				232,382.31	326,765.54	452,700.00	67,912.00	16,000.00	113,673.82	117,770.90	24,259.60	2,035,000.00	181,454.06	247,373.87
2022 Transfer to Reserves Requirement			710,528.82	-	163,382.77	150,900.00	16,978.00	3,200.00	18,945.64	16,824.41	3,032.45	226,111.11	18,145.41	22,488.53
5 year basis only - arena			147,527.44											
5 year basis only - parks			91,478.97											
5 year basis only - splashpad			2,200.00											
5 year basis only - pool			106,400.00											
5 year basis only - community development/heritage			5,800.00											

Municipality of Tweed
 Long Term Capital Plan - Community Development, Parks, and Recreation Departments

Asset	2033	2035	2036	2037	2039	2040	2041	2048	2051	2052	2054	2060
Arena												
Arena Hot Water Tank												
Arena Lights												
Arena Dehumidifiers												
Zamboni (includes refurb and ice												
Arena cooling tower												
Arena compressor												
Cameras - parking lot												
Canteen - Grill												
Scrolling Message Board												
Control Box for Score clock												
Ice edger												
Floor scrubber												
Marbank Ball Diamond Fencing												
Ball Diamond Upgrades												
Stoco Ball Diamond Netting												
Ball Diamond Netting												
LED lighting Stoco/Charelton												
Charlton In-Field screenings and												
Pumptrack/Skatepark												
New Recreation Area Shelter												
Fencing												
Tree Removal and Replanting												
Garbage and Recycling												
Beach sand												
Aqua Thruster (2)												
Tweed Open Shelter												
Park Washroom												
Marbank Pavilion												94,000.00
Stoco Pavilion												
Tweed Storage												
Barns												
Tweed Playground Equip								314,574.19				
Marbank Playground Equip					13,006.28							
Outdoor fitness equipment	50,000.00											
Fountain												
Mower - 13 Kubota												
Benches					4,948.11	2,500.00	2,500.00					
Picnic tables					3,250.72							
Vacuum sweeper					2,784.97							
Riding mower - 15												
Riding mower - Kubota												
Mower												
Truck with Dump Box												
Grass catcher			5,088.00									
Rake for tractor												
Royal Victoria Parkette Gazebo												
Planters												
2009 GMC Pickup												
2018 Dodge Truck	32,555.08											
Decorations												
Boat Launch								175,000.00				
Boat Launch Parking												
Pool												
Pool pumps												

Municipality of Tweed
 Long Term Capital Plan - Community Development, Parks, and Recreation Departments

Asset	2033	2035	2036	2037	2039	2040	2041	2048	2051	2052	2054	2060
Gas heater to pool												
Splash Pad		456,963.02										
Kiwanis Pavillion											96,788.64	
Queensborough Hall									45,062.21			
Actinolite Hall									21,270.26			
Actinolite Furnace					6,410.88							
Thomasburg Hall										18,426.98		
Thomasburg Furnace					3,943.20							
Jailhouse Signage	2,947.52											
Jailhouse Building						7,880.40						
Hydrant Painting												
Banners												
Tweed Welcome Signs					8,242.24							
Total Costs	85,502.60	456,963.02	5,088.00	13,006.28	29,580.12	10,380.40	317,074.19	175,000.00	66,332.47	18,426.98	96,788.64	94,000.00
Other grants												
Parks and recreation reserve to												
Parkland reserve fund to use												
Splash pad reserve to use												
Pool reserve to use												
Heritage reserve to use	2,947.52					7,880.40						
Arena reserve to use												
Remaining Amounts to be	82,555.08	456,963.02	5,088.00	13,006.28	29,580.12	2,500.00	317,074.19	175,000.00	66,332.47	18,426.98	96,788.64	94,000.00
2022 Transfer to Reserves	6,879.59	32,640.22	339.20	812.89	1,643.34	131.58	15,853.71	6,481.48	2,211.08	594.42	2,932.99	2,410.26
5 year basis only - arena												
5 year basis only - parks												
5 year basis only - splashpad												
5 year basis only - pool												
5 year basis only - community development/heritage												

**Municipality of Tweed
2022 Capital Budget Planned Financing Sources**

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-510-58000	Recreation Area Shelter	40,000.00				40,000.00				-	
01-510-58000	Repainting barns	2,500.00								2,500.00	50% Fairboard
01-510-58000	Royal Victoria Parkette Gazebo	-				-				-	
01-510-58018	Tree removal and replanting	15,000.00								15,000.00	
01-510-58019	Garbage and recycling receptacles	5,000.00								5,000.00	
01-510-58038	PARKS Planters	1,000.00								1,000.00	
01-510-58039	Christmas/Seasonal Decorations	5,000.00				5,000.00				-	
01-510-58050	LED lighting at Stoco/Charelton	5,000.00								5,000.00	Realignment of lights only
01-510-58050	Charelton in-field screenings and edging	10,000.00								10,000.00	
01-510-58050	Pumptrack/skatepark	250,000.00			200,000.00			43,154.19		6,845.81	
01-510-58050	Fencing	5,000.00								5,000.00	
01-510-58050	Beach sand	25,000.00								25,000.00	
01-510-58132	New mower	15,000.00				15,000.00				-	
01-510-58132	Rake for tractor	1,000.00								1,000.00	
01-510-58132	Aqua thruster (2)	20,000.00				20,000.00				-	
		399,500.00	-	-	200,000.00	80,000.00	-	43,154.19	-	76,345.81	
01-512-58014	HAMLET REC Actinolite Hall Improver	3,000.00								3,000.00	
01-514-58014	HAMLET REC Marlbank Pavilion Impr	3,000.00								3,000.00	
01-516-58014	HAMLET REC Queensborough Hall In	-								-	
01-516-58020	Queensborough Hall Renovations	357,000.00			256,400.00				100,600.00	-	
01-518-58014	HAMLET REC Thomasburg Hall Impr	3,000.00								3,000.00	
		366,000.00	-	-	256,400.00	-	-	-	100,600.00	9,000.00	
01-520-58000	Arena - upstairs renovations	25,000.00				25,000.00				-	
01-520-58000	Arena - accessible lift/washroom	102,000.00			85,000.00	17,000.00				-	
01-520-58132	Dehumidifiers	45,000.00				45,000.00				-	
01-520-58132	Ice edger	6,000.00				6,000.00				-	
01-520-58132	Cameras - parking lot	3,000.00				623.00				2,377.00	
01-520-58132	Canteen - grill	1,500.00								1,500.00	
01-520-58132	Scrolling message board	1,650.00								1,650.00	
01-520-58132	Control box for score clock	6,000.00				6,000.00				-	
01-520-58132	Sound system	15,000.00								15,000.00	
01-520-58132	Floor scrubber	4,000.00				4,000.00				-	
		209,150.00	-	-	85,000.00	103,623.00	-	-	-	20,527.00	
01-525-58000	Splashpad filter pump replacement	3,000.00								3,000.00	
01-525-58000	Splashpad rain diverter	20,000.00				1,250.00				18,750.00	
01-525-58000	Splashpad replace painting instead of fixture graphics plus covers	500.00								500.00	
		23,500.00	-	-	-	1,250.00	-	-	-	22,250.00	
01-555-58000	Pool liner	-				-				-	
01-555-58052	Gas heater to pool	-				-				-	
		-	-	-	-	-	-	-	-	-	

Municipality of Tweed
2022 Capital Budget Planned Financing Sources

Account	Capital Project	2022 Budgeted Expense	Federal Funding	Provincial Funding	Other Grant Funding	Reserve Funding	Reserve Funds Funding	Obligatory Reserve Fund Funding	Other Funding Sources	Municipal Tax Impact	Notes
01-125-58017	Hydrant Painting	4,000.00								4,000.00	
01-125-58132	Banners	6,000.00								6,000.00	
		<u>10,000.00</u>	-	-	-	-	-	-	-	<u>10,000.00</u>	

Q&E Engineering Inc.
Civil-Structural Engineers

Queensborough Community Centre Structural Assessment



Prepared for:

The Municipality of Tweed

255 Metcalf St.
Postal Bag 729
Tweed, Ontario
K0K 3J0

Submitted by:

Q&E Engineering Inc.
684 Moneymore Road,
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K0K 2Y0

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- APPENDIX A – Approximate Building Sketches
- APPENDIX B – Photographs

1. BACKGROUND AND INTRODUCTION

The week of July 26, 2021, the Municipality of Tweed was notified that the Queensborough Community Centre had several noted deficiencies. On August 4, 2021 a local Contractor assessed the structure and recommended that the kitchen addition be replaced. On August 5, 2021, Greenview Environmental completed a preliminary assessment of the structure as part of their asset management review. Their report recommended closure of the structure until a structural Engineer could assess the condition of the building. At the August 24, 2021 Council Meeting, the Municipality resolved to close the structure until the repairs are completed.

At the request of Ms. Gloria Raybone, CAO/Treasurer, Q&E Engineering Inc. completed a structural assessment of the Community Centre on September 15, 2021.

The existing Community Centre is a single-story brick masonry building founded on stone rubble foundation. The floor and roof are of wood construction. The year of construction was noted as 1901. It is understood that the original building was occupied as a schoolhouse and was later converted to a community hall (assembly occupancy). A contemporary timber framed structure on masonry (block) foundation was added to the west side of the original structure circa 2010. It is understood that the addition was designed and constructed by local volunteers. The building has been closed since early 2020 at the start of the Covid-19 pandemic. It is understood that the Municipality has not utilized the HVAC system in this building since its closure.

The original building, measuring approximately 40 feet x 56 feet, is comprised of a large event space and two small bathrooms and a utility/storage space at the front of the building (north side). The addition, measuring approximately 16 feet x 20 feet, has been used as a kitchen space for events. An approximate layout of the building has been included for reference in Appendix A. Select photographs of the building have been included in Appendix B.

The scope of work for this assessment included visual inspection of the exposed/accessible areas of the structure, removal of localized floor structure for visual access to the subfloor space, structural analysis/evaluation of select structural components, and a report summarizing findings and recommendations for corrective action and associated costs to help the Municipality effectively plan for future use of the building.

2. Observations

2.1 Original Building Floor

The original building floor consists of timber floorboards and 2x10 rough sawn floor joists spaced at 16 inches on center. Localized sagging of the floor was noted near the north (front) exterior wall. A small hole was cut in the washroom floor to allow for visual inspection. The crawl space floor in this area was covered in batt insulation that was moist at the time of inspection. The presence of the batt insulation has likely been contributing to moisture accumulation in this area. The extent of the batt insulation could not be confirmed. It appeared that the joists were supported by wood blocking at approximate mid span of the joists. The blocking appeared loose which suggests some of the blocking may have rotted and is no longer providing support to the joists. In addition, the joists appeared moist and localized areas of severe rot was observed. Given the exposure condition in this area and the observed floor sag, it is speculated that the joists near the front of the building are likely in poor condition.

Floorboards had been previously removed in a section of flooring on the south side of the building which allowed for review of the floor joists and the crawlspace in this section. There were no signs of insulation in this portion of the floor and the area in general appeared to be relatively dry compared to the area near the front of the building described above. The floor joists in this area had been replaced, presumably in conjunction with the

floorboard replacement. The newer joists are nail laminated 2 ply 2x10 SPF dimension lumber, which generally appeared to be in good condition.

2.2 Original Building Roof

The original building roof trusses appeared to be in good condition. The bell tower was not accessible for inspection, however, there were no obvious signs of structural distress when viewed from the exterior. The overhang soffit and overhang outriggers on the south side of the building were significantly deteriorated. Localized deterioration was also noted in the fascia boards along the other sides of the original building. It is speculated that some of the roof truss top chord overhangs may have sustained deterioration behind the areas of fascia board deterioration. This will need to be further investigated during future rehabilitation work.

2.3 Original Building Exterior

The original building exterior is comprised of a stacked stone rubble foundation and masonry brick walls. The adjacent land does not provide positive drainage away from the building. A garden box located along the south side of the building appeared to be an area where water tends to pool. The grade at the southwest corner of the building is currently above the top of the foundation.

Localized cracking and mortar loss was noted in several locations in the brick and stone foundation. The most prominent deterioration (mortar loss) was found in the northeast corner of the foundation within the crawl space of the kitchen addition.

2.4 Kitchen Addition

The addition consists of conventional wood framed walls, pre-engineered wood roof trusses, and a wood floor support on 8-inch block wall foundation walls founded on poured concrete strip footings. The wall and roof structure generally appeared to be in good condition.

A hole was cut in the floor to gain access into the crawl space to facilitate inspection of the floor and foundation. The footing was found to have insufficient ground cover to provide frost protection. Minimum ground cover for this area is 5 feet, the current ground for the existing footings were found to vary from 2.5 to 3.5 feet. The crawl space was not fully backfilled and the clear height to underside of the floor joists was approximately 3 feet. An existing downspout was noted to have been discharging rainwater at the northwest corner of the addition. The combined effect of poor drainage, lack of backfill, and insufficient ground cover has caused significant cracking throughout and an inward bulge of approximately 1 inch in the west block wall.

The crawl space was moist at the time of inspection, and it is assumed to be consistent due to limited ventilation. This exposure condition has caused widespread rot along the bottom of the existing 2x10 floor joists, reducing their strength.

3. Recommendations and Conclusions

Based on our review and findings the following repair recommendations should be completed prior to reopening of the Community Centre:

- Remove wet batt insulation in the crawl space of the original building to help reduce moisture accumulation
- Install mechanical ventilation to help keep the crawl space of the original building dry.
- Repair original floor structure and replace floorboards
- Replace deteriorated outrigger, soffit boards, and fascia board.
- Install drip edge to roof structure.

- Repair original stone foundation and brick by repointing with lime-based mortar.
- Remove the existing garden at the rear of the building and regrade as required.
- Install subdrain around perimeter of foundation and allow for future hookup to municipal services.
- Demolish addition and reconstruct with proper footings and foundation walls

Given the size of the addition, and the type of deficiencies noted, it would not be cost effective to repair. As community centres are required by the Ontario Building Code (OBC) to be designed for assembly occupancy loading, the Community Centre does not fall under Part 9 of the OBC and the repair work and reconstruction of the addition will need to be designed and stamped by a Professional Engineer.

Table 1 summarizes the budgetary cost estimates to complete the above recommended repairs:

Repair Recommendations	Construction Cost Estimate
1. Repair original floor structure and replace floorboards	\$85,000
2. Replace all fascia boards, install drip edge, and repair west roof overhang	\$15,000
3. Repair bricks and stone foundation	\$20,000
4. Replace addition	\$100,000

Table 1. Summary of budgetary construction cost estimates

The Municipality should also consider completing a hazardous building material survey to facilitate the work. In addition to the above estimates, an additional budget of 12% should be allocated for engineering and inspection services.

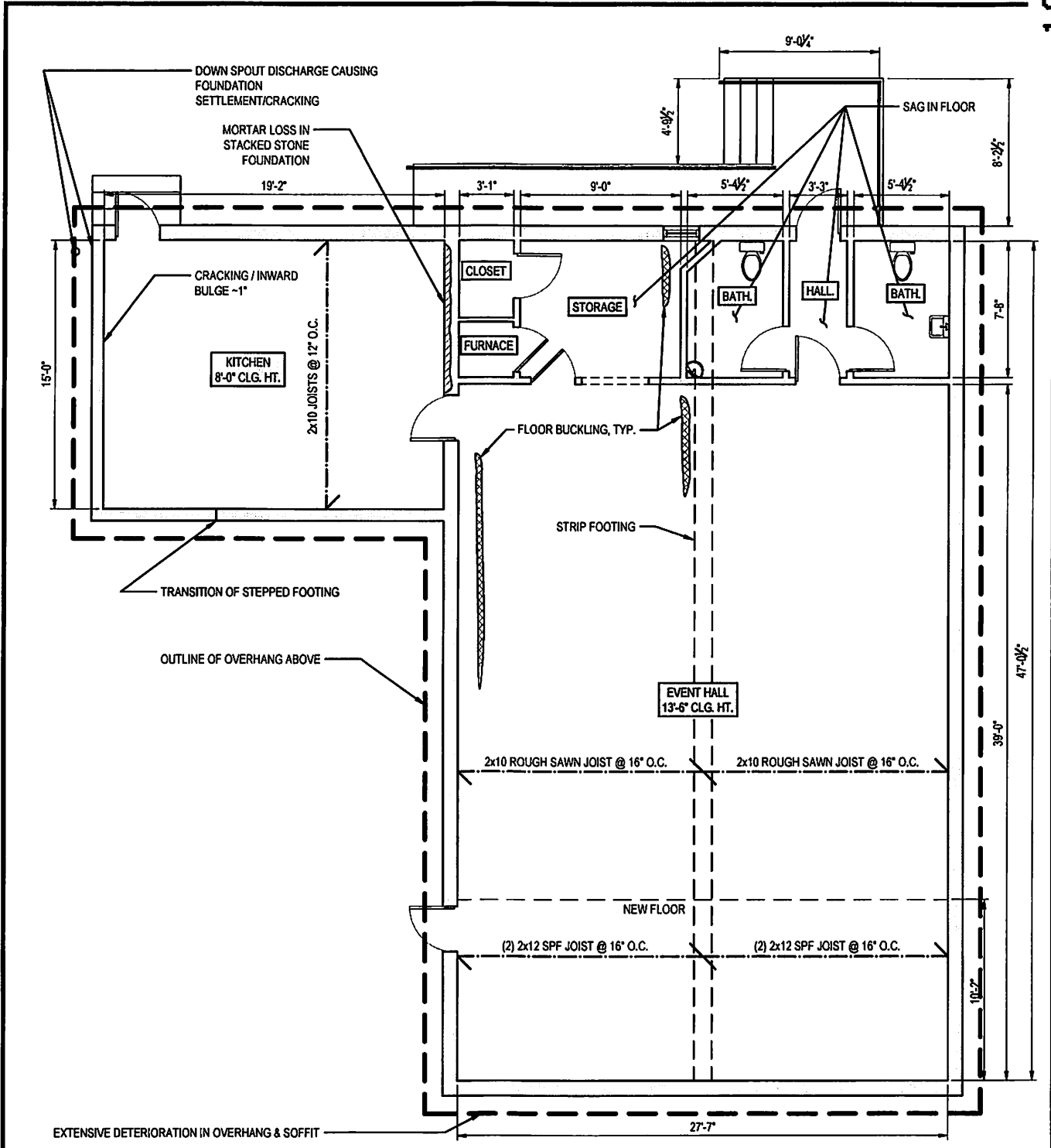
Respectfully Submitted,

Q&E Engineering Inc.



Quan Tan, P.Eng.
Consulting Engineer/Office Manager

Appendix A Approximate Building Sketches



DRAWING NOTES:
 MAIN BUILDING: 1297.5 SQ. FT.
 KITCHEN ADDITION: 287.5 SQ. FT.

Q&E ENGINEERING INC.
 CIVIL-STRUCTURAL ENGINEERS
 684 MONEYMORE ROAD, ROSLIN, ON.,
 O. (613) 707-0706
 M. (613) 813-2808
 E. info@qe-engineering.com

DWG NAME:
GROUND LEVEL FLOOR PLAN

PROJECT INFORMATION: QUEENSBOROUGH COMMUNITY CENTRE		S1
DATE	SEPT 2021	
SCALE	1/8" = 1'-0"	

Appendix B Photos



Photo 1. Building north elevation (front)



Photo 2. Building west elevation



Photo 3. Building south elevation (rear)



Photo 4. Building east elevation



Photo 5. Addition north elevation (front)



Photo 6a. Localized cracking in NW foundation

6b. Localized cracking in SW foundation



Photo 7. Damaged soffit in addition



Photo 8. Mortar loss in exterior stacked stone foundation



Photo 9. Grading above foundation line



Photo 10. Water pooling and mortar loss at SE building corner



Photo 11. Localized step cracking in brick wall (several locations have been previously repaired)



Photo 12. Interior facing south



Photo 13. Removed floorboards on south side of building



Photo 14. Storage Space



Photo 15. NE bathroom



Photo 16. One location of heaved floorboards



Photo 17. Lower attic space of original building looking west



Photo 18. Upper attic space of original building in good condition



Photo 19. Crawlspace on south side of original building



Photo 20. Damp batt insulation found in crawlspace under NW bathroom

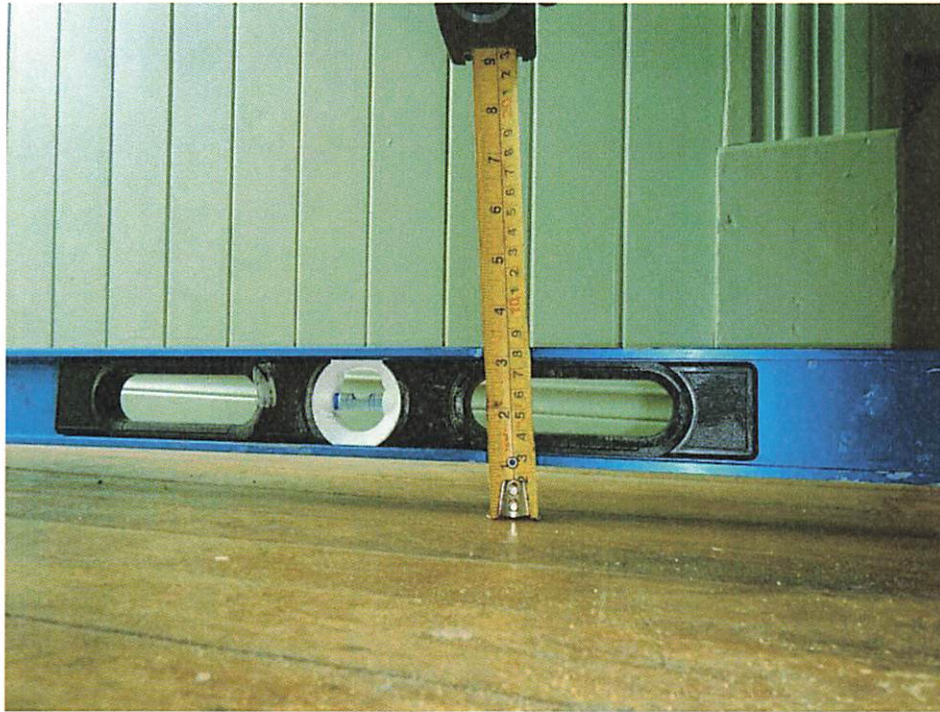


Photo 21. Photo illustrating depth of sagging in north hallway



Photo 22. Crawlspace under addition looking west



Photo 23. Crawlspace under addition showing connection to original structure



Photo 24. Crawlspace under addition showing condition of floor joists



Photo 25. Wide crack in addition foundation wall



Photo 26. Photo illustrating 2" shift in addition foundation wall



Photo 27. Photo illustrating extent of rot in addition floor joists



The AquaThruster

The AquaThruster by Weeders Digest is the most effective tool to help protect, clean & maintain your shoreline & beach. This multi-purpose lake muck blower will meet, or exceed your expectations when used properly. The Aqua Thruster has many benefits and has one of the highest satisfaction rates among our customers. It can sweep away and clear out muck and sludge from your beach bottom wherever you choose. It is the best lake weed control product for getting rid of & preventing lake muck, dead lake weeds, algae, leaves, twigs and other debris on the lake bottom, and floating on the surface. The Oscillator can be set to rotate as much or as little as needed (0-360 degrees). This powerful machine is capable of clearing as much as a **175 foot diameter** area from one spot!

CORPORATION OF THE MUNICIPALITY OF TWEED

BY-LAW NO. 2021-24

SCHEDULE 'A'

WATER and SEWER - SCHEDULE OF RATES

Regular Rates effective for water used on and after July 1, 2021
 Overage Rates effective for water used on and after July 1, 2021

Minimum Water Bill for Three Months (times factor of 1) equals \$93.59
 (Entitles customer to 36 cubic meters or 7,920 gallons of water for three months)
 Note: 1 cubic meter equals 220 gallons.

Rate per cubic meter over base consumption equals \$1.271

Minimum Sewer Bill for Three Months (times factor of 1) equals \$103.21

Rate per cubic meter over base consumption equals \$1.429

Times Factors are based on the size of water meter or number of customers per water meter.

WATER RATES:

<u>Rate No.</u>	<u>Times Factor</u>	<u>Base Consumption For Three Months</u>	<u>Minimum Charge</u>	<u>Rate Per Cubic Meter Over Base Consumption</u>
1	1	0-36m ³	93.59	\$1.297
2	2	0-72m ³	187.18	\$1.297
3	3	0-108m ³	280.77	\$1.297
4	7	0-252m ³	655.13	\$1.297
5	4	0-144m ³	374.36	\$1.297
6	8	0-288m ³	748.72	\$1.297
7	9	0-324m ³	842.31	\$1.297
8	11	0-396m ³	1,029.49	\$1.297
9	16	0-576m ³	1,497.44	\$1.297
10	18	0-648m ³	1,684.62	\$1.297
11	20	0-720m ³	1,871.80	\$1.297
12	6	0-216m ³	561.54	\$1.297
14	32	0-1,152m ³	2,994.88	\$1.297

SEWER RATES:

<u>Rate No.</u>	<u>Times Factor</u>	<u>Base Consumption For Three Months</u>	<u>Minimum Charge</u>	<u>Rate Per Cubic Meter Over Base Consumption</u>
1	1	0-36m ³	103.21	\$1.429
2	2	0-72m ³	206.42	\$1.429
3	3	0-108m ³	309.63	\$1.429
4	7	0-252m ³	722.47	\$1.429
5	4	0-144m ³	412.84	\$1.429
6	8	0-288m ³	825.68	\$1.429
7	9	0-324m ³	928.89	\$1.429
8	11	0-396m ³	1,135.31	\$1.429
9	16	0-576m ³	1,651.36	\$1.429
10	18	0-648m ³	1,857.78	\$1.429
11	20	0-720m ³	2,064.20	\$1.429
12	6	0-216m ³	619.26	\$1.429
13	N/A	Flat Rate	103.21	N/A
14	32	0-1,152m ³	3,302.72	\$1.429

**BY-LAW NO. 2021-40
SCHEDULE 'A'**

USER FEES

<u>Administration:</u>	Photocopying – black & white	\$0.25 per page	
	Photocopying – colour	\$1.00 per page	
	Bag Tags	\$2.00 each	
	Yard Sale Permit	\$5.00	
	Blue Box	Full Cost Recovery	
	Lottery Licence	3% of total prize value; subject to minimum fee of \$5.00 and maximum fee of \$250.00.	
	Break Open Ticket Licence for Not-For-Profit/Charitable Tweed-based Organization	\$25.00 per year	
	Marriage Licence	\$100.00	
	Burial Permit	\$10.00	
	Commissioner of Oaths	\$10.00 for first 5 pages and \$1.00 per page thereafter	
	Tax Certificate (incl. Work Orders; Liens)	\$75.00	
	NSF Cheque Fee	\$50.00	
	Display Signs (on municipal property)	\$50.00 per year	
	Zoning Letter	\$75.00	
	Zoning Compliance	\$75.00	
	Zoning Amendment	\$600.00 \$1,000	
	Minor Variance	\$400.00 \$600	
	Parkland Fee	\$750.00	
	Road Closing	Applicant pays all costs (advertising, legal, etc.)	
<u>Animal Control:</u>	Fees set as per By-law No. 2014-07, as amended:		
	Dog Tag per calendar year:	January 1st - March 31st	\$15.00/dog
		April 1st - December 31st	\$45.00/dog
	Kennel Licence per calendar year:	January 1st - March 31st	\$100.00/licence
		April 1st - December 31st	\$150.00/licence
<u>Building & Plumbing:</u>	Fees set as per By-law No. 2021-34, as amended.		
<u>Fire:</u>	Burning Permit:	\$15.00 each per calendar year	
	Inspection:	\$125.00	
	Return Inspection:	\$15.00	
<u>Recreation:</u>	Arena Ice Rental:	\$138.00/hour (includes HST) Prime Time Rate \$90.00/hour (includes HST) Non-Prime Time \$98.00/hour (includes HST) Minor Hockey & Figure Skating in Prime Time Hours	
	Prime Time Hours:	Rentals after 5:30 p.m. Monday to Friday and all-day Saturday & Sunday	
	Arena - Summer Use:	Receptions \$600.00 (includes tables and chairs) plus a damage deposit of \$250.00 \$42.00/hour (includes HST) for Ball Hockey, etc.	
	Arena Sign Rental:	Wall Signs \$113.00/season (includes HST) Board Signs \$226.00/season (includes HST) Protective Cover for 1st time Board Sign Purchase \$100.00 Zamboni Signs \$282.50/season (includes HST) Corporate Sponsorship of Public Skating \$56.50 (includes HST)	
	Ball Diamond Rental:	\$27.00 (includes HST) for day use \$33.00 (includes HST) for evening use \$20.00 (includes HST) for day use - youth rate \$25.00 (includes HST) for evening use - youth rate \$60.00 (includes HST) per day for tournaments \$100.00 (includes HST) for Corporate day use	
	Soccer Field Rental:	Tweed Soccer Association - \$1,500.00/season (includes HST) Outside Groups - \$26.00 (includes HST) Outside Groups – Tournaments/day - \$56.00 (includes HST)	
	Splash Pad:	Outside School Groups - \$2.00/person (includes HST)	
<u>Public Works:</u>	Entrance Permit:	Municipality recovers all costs incurred for work carried out which includes the cost of culvert, gravel, and staff hours. Administration Fee - \$100.00 plus applicable Deposit Residential Deposit - \$500.00; Commercial Deposit - \$1,000.00	

CORPORATION OF THE MUNICIPALITY OF TWEED

BY-LAW NO. 2020-31

SCHEDULE 'B'

Waste Disposal Site Schedule of Fees

RESIDENTIAL RATES - Non-recyclable garbage in CLEAR BAGS ONLY

Regular Bags and Containers as defined in Waste Management By-law	\$2.00
Oversize Bags and Oversize Containers	\$4.00

TIRES -

No tires with rims accepted.	FREE
------------------------------	-------------

ELECTRONICS -

Televisions, Computers, Printers, etc.	FREE
--	-------------

METAL HOUSEHOLD APPLIANCES -

(Must be placed in scrap metal pile.)

Stoves, Washers, Dryers, Water Tanks, Toasters, Microwaves, Food Processors, Kettles, Lawn Chairs, Decommissioned Refrigerators, Freezers and Air Conditioners, etc.	FREE
--	-------------

BRUSH -

FREE

BULK ITEMS -

Furniture, Construction Debris, Shingles, Painted & Stained Lumber, etc. **\$130.00 / TON**

LOADS UNDER 350 LBS. -

\$20.00 MINIMUM CHARGE

Construction debris delivered to the Waste Site must result from specific work or project within the Municipality which would be authorized by obtaining a Building Permit or Demolition Permit from the Chief Building Official. A copy of the permit is required to deposit construction debris at the Waste Site.

Tractor Trailers are **NOT** permitted access to the Waste Site.

Projected Reserves and Reserve Funds and Obligatory Reserve Funds

		Jan 1, 2022 Balance	Budgeted Transfers To	Surplus Transferred To	Interest	Transfers From - Operating	Transfers From Capital	Projected Dec 31, 2022 Balance
<i>Working Capital</i>								
Working Capital	03-100-25000	621,373.79				- 503,000.00		118,373.79
<i>General Government</i>								
Municipal Building	03-100-25800	364,142.07	350,000.00				- 98,217.79	615,924.28
Administration capital		22,700.00	6,550.00				- 11,100.63	18,149.37
<i>Protection Services</i>								
Fire equipment	03-100-25600	199,000.00	55,750.00				- 60,000.00	194,750.00
Firehall	03-100-25601	23,202.02	5,925.00				- 23,202.02	5,925.00
Fire Equip mtce	03-100-25602	38,000.00				- 18,000.00		20,000.00
Firefighter wage overage	03-100-25603	15,000.00						15,000.00
<i>Transportation Services</i>								
Public Works	03-100-25110	398,656.34	100,000.00				- 398,656.34	100,000.00
Public Works - Winter Mtce	03-100-25111	100,000.00						100,000.00
Public Works - Bridges	03-100-25112	244,514.71	100,000.00				- 244,000.00	100,514.71
Public Works - Overtime	03-100-25113	15,000.00						15,000.00
Public Works - Contingency	03-100-25200	15,000.00						15,000.00
<i>Environmental Services</i>								
Water	03-100-25400	653,190.00	146,031.00			- 25,726.00	- 362,549.18	410,945.82
Sewer	03-100-25400	626,407.06	145,669.00			- 16,667.00		755,409.06
<i>Recreation Services</i>								
Parks and recreation	03-100-25804	105,491.14	45,740.00				- 80,000.00	71,231.14
Kiwanis Playground	03-100-25804	26,299.17						26,299.17
Arena	03-100-25500	114,221.00	73,765.00				- 103,623.00	84,363.00
Soccer	03-100-25808	745.56						745.56
Splashpad		2,750.00	2,200.00				- 1,250.00	3,700.00
Pool		89,000.00	53,200.00					142,200.00
Heritage	03-100-25801	31,805.90	5,800.00					37,605.90
Hamlets (see below)	03-100-25803	75,297.74						75,297.74
<i>Planning and Development</i>								
Community Improvement	03-100-25201	41,988.75						41,988.75
Teeny Tiny Summit	03-100-25807	3,165.23						3,165.23
		3,826,950.48	1,090,630.00	-	-	- 563,393.00	- 1,382,598.96	2,971,588.52
Aggregate	04-100-26000	206,933.39			2,400.00		- 13,590.00	195,743.39
Waste Site	04-100-26500	1,240,793.30	210,000.00		20,000.00	- 118,700.00		1,352,093.30
		1,447,726.69	210,000.00	-	22,400.00	- 118,700.00	- 13,590.00	1,547,836.69

Projected Reserves and Reserve Funds and Obligatory Reserve Funds

		Jan 1, 2022 Balance	Budgeted Transfers To	Surplus Transferred To	Interest	Transfers From - Operating	Transfers From Capital	Projected Dec 31, 2022 Balance
Parkland	04-100-26600	42,022.03	1,500.00		200.00		- 43,154.19	567.84
Gas Tax	04-100-26800	377,142.01	383,373.00		1,500.00		- 760,000.00	2,015.01
		419,164.04	384,873.00	-	1,700.00	-	- 803,154.19	2,582.85

Hamlets - feeds above account

Actinolite - hall		17,800.40						17,800.40
Actinolite - beautification		8,670.96						8,670.96
Marlbank - ball diamond		10,399.85						10,399.85
Marlbank - beautification		5,514.08						5,514.08
Queensborough - hall		10,738.48						10,738.48
Queensborough - beautification		6,824.73						6,824.73
Thomasburg - hall		15,348.43						15,348.43
Thomasburg - beautification		0.81						0.81
		75,297.74	-	-	-	-	-	75,297.74

Budget Reconciliation Required under O.Reg. 284/09

Purpose: To provide Council with the 2021 Budget Reconciliation report in accordance with *Ontario Regulation 284/09*.

Background: Since tangible capital assets were fully integrated into municipal financial statements in 2009, this has had an impact on budgeting. In order to not result in a significant increase in tax levy in 2009, the Province passed *Ontario Regulation 284/09* which allows for non-cash items for amortization, post-employment benefits and landfill closure and post-closure costs to be excluded from budgeting.

However, this exclusion requires a report to be prepared and adopted by resolution prior to adopting the budget, and this has been in effect since 2011. This report must include an estimate for the change in accumulated surplus as a result of the exclusions as well as an analysis of the estimated impact on future tangible capital asset funding requirements.

The draft budget reconciliation is attached.

The budget is adjusted for the following items for the following reasons:

1. Transfers to and from reserves included in revenues do not meet the PSAB definition of revenues but an allocation and use of accumulated surplus.
2. Proceeds on disposal of tangible capital assets do not meet the PSAB definition of revenues but feed the gain or loss on disposal of TCA.
3. Projected gain on disposition of TCA meets the definition of revenues under PSAB and is the net proceeds less the unamortized costs disposed.
4. TCA additions differ from capital/non-operating expenditures as not all non-operating projects result in improvements to tangible capital asset useful lives or are below thresholds.
5. Amortization is based on the audited 2020 amount, excluding the library's portion, adjusted for the expected amortization for 2021 capital additions and the proposed 2022 capital project additions for TCA and using expected useful lives for the projects.
6. As this year is not expected to see significant changes to annual usage of the landfills and no work will be completed for the main site for closure activities, it is expected that the impact of the landfill costs excluded is based on the average useful lives of the landfills of 17 and 18 years and the need to monitor for 25 years post-closure.
7. Proceeds from loans do not meet the PSAB definition of revenues.

Budget Reconciliation 284/09:**Budgeted Revenues**

Operating	9,858,767.84	
Capital	<u>3,894,865.48</u>	
	13,753,633.32	
Plus gain on disposition of TCA	155,094.50	Note 3
Less transfers from reserves	(2,078,281.96)	Note 1
Less proceeds of debt	(209,100.00)	Note 7
Less proceeds on disposal of TCA	<u>(350,000.00)</u>	Note 2
	<u><u>11,271,345.86</u></u>	

Budgeted Expenses

Operating	9,425,733.00	
Capital/Non-operating	<u>4,327,900.32</u>	
	13,753,633.32	
Less transfers to reserves	(1,323,030.00)	Note 1
Less TCA additions	(3,472,487.51)	Note 4
Plus amortization	2,237,025.00	Note 5
Plus change in landfill closure/post-closure liability	<u>19,257.00</u>	Note 6
	<u><u>11,214,397.81</u></u>	