

Municipality of North Perth

2023 Capital and Operating Budget

FINAL REPORT

Presented by: Lee Anne Andriessen, Councillor & Budget Chair

Dated: May 1, 2023



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Municipality of North Perth

2023 Budget Presentation to Council

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Budget Chair's Review

Through the 2023 Budget Process, members of Council and staff have worked to find a balanced position between the need to support important municipal services, invest in current and future infrastructure and asset needs, while limiting tax increases.

Council began the 2023 Budgeting Process with a policy statement and pre-budget public survey, followed by a visioning session. The visioning session gave each member of Council the opportunity to outline their concerns about municipal services provided and the delivery of those services in North Perth, as well as their priorities for the 2023 budget.

Capital Project Ranking

All new proposed capital projects for 2023 were ranked based on standard criteria to assist in establishing a priority list for Council's consideration. The cumulative list was reviewed by the Senior Management team, with some minor adjustments being made. Any project that was not started in 2022 was not considered a carry-over and was ranked with the rest of the 2023 projects.

Public Engagement

The development of the proposed 2023 Operating and Capital Budgets included a range of opportunities for public input and engagement. Opportunities included:

- the "2023 North Perth Budget" project page on www.yoursaynorthperth.ca. Engagement activities hosted on this page included:
 - 2023 Pre-Budget Survey – a brief summary is attached outlining common concerns/themes in the survey results and how they are being addressed through the 2023 Budget and other municipal initiatives
 - 2023 Proposed Budget Virtual Consultation – video and feedback form
- a Budget page on the municipal website at www.northperth.ca/budget.

Interested parties had the opportunity to view the live stream of all 2023 Budget meetings on the North Perth YouTube channel.

Communication and engagement on the implementation of the proposed 2023 Budget will continue throughout the year.

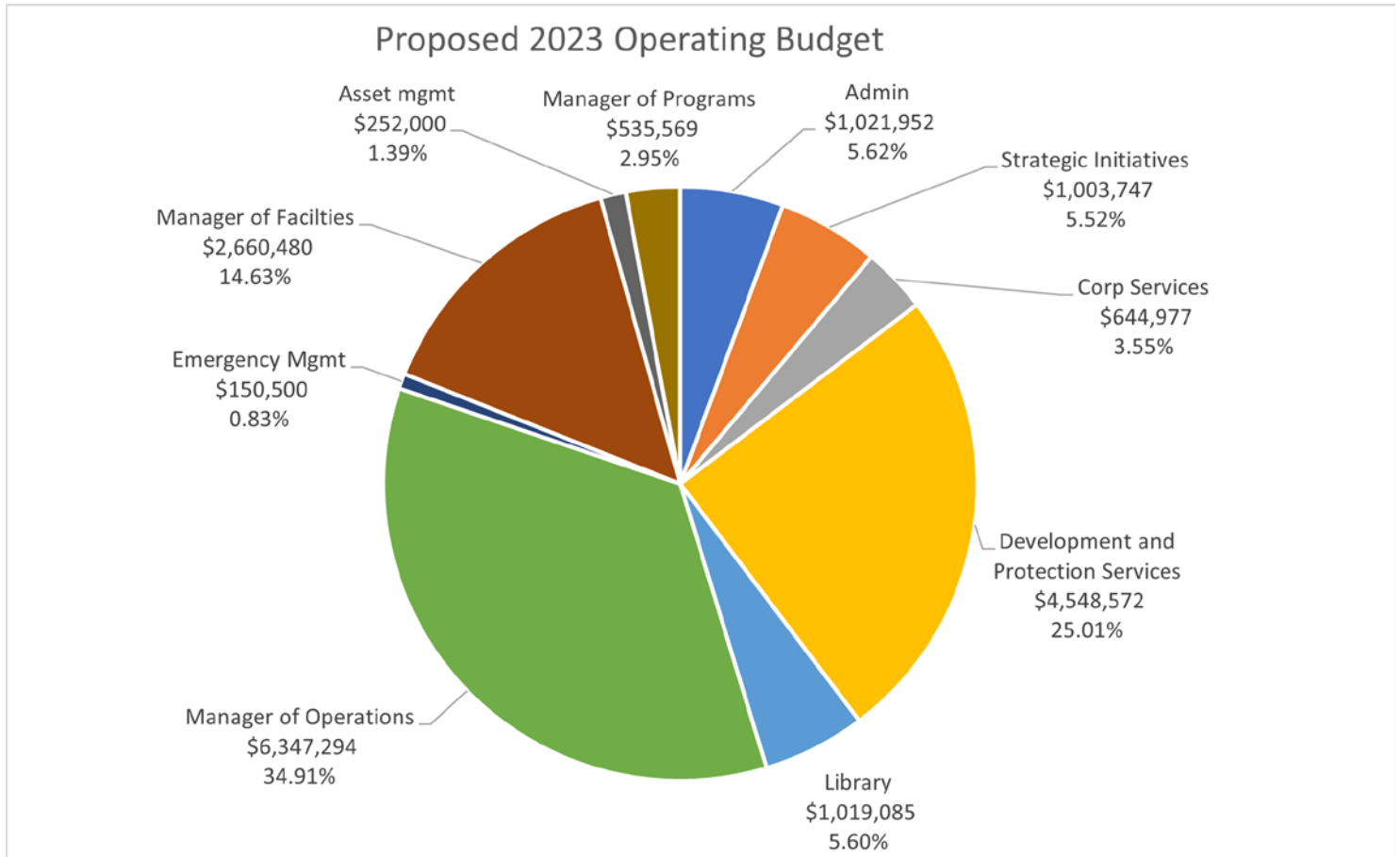
2023 Operating Budget

In 2023, the Province is providing the Municipality with \$1,620,900 in funding through the Ontario Municipal Partnership Fund (OMPF), which is equivalent to \$272 per household (compared to \$1,509,000 in 2022). 2023 OMPF revenue has been distributed amongst the municipal department operating budgets.

OMPF is the primary funding source provided by the Province to municipalities. When the current Provincial Government came into power, a review was conducted on the OMPF program. The Province has announced its commitment to consult with municipalities to better focus OMPF on communities that need it most, including small, northern and rural municipalities.

For services funded by tax dollars raised by the Municipality, the Municipality's operating expenses for 2023 are budgeted at \$18,184,173. The following chart illustrates the allocation of North Perth tax dollars to various services:





Other operational budgets totalling \$12,116,742.00 are solely funded by user fees, including Child Care Services, Building Department, Water Services, Wastewater Services, Waste Management and Perth Meadows.

As part of the Asset Management Financing Strategy approved by Council, \$242,000 per year (beginning in 2020) is included in the annual operating budget. This should close the funding gap by 2048.

The Stormwater Management Area Rate (SMAR) for 2023 is estimated at \$275,000 and is shared amongst the properties within the SMAR boundary. This area rated levy provides for future stormwater management services (SMS) in the built-up area of Listowel, including some of the fringe development.

2023 Capital Budget

The 2023 Capital Budget includes some carryover and new projects. Some significant projects include:

- NEDL Walton and Davidson Pump Station
- Transportation Master Plan
- Master Servicing Plan
- SRS/Clarifier Upgrades/Auger Replacement
- Atwood Core Revitalization and Water
- Monkton Ball Lights

- On-going Road 140 Reconstruction
- Water Meter Replacement
- Aquatic Facility Drawings
- Park Consultation and Development
- Listowel Memorial Park Playground Replacement
- PUC Building Roof
- Asphalt Resurfacing
- Downtown Listowel Parkette
- Development Charges Review and Update

The overall project cost estimate for 2023 is just over \$25.7 million. Carryover project costs represent \$17,444,390.00, or 68% of the overall amount. The ongoing project work is being funded by Development Charges revenues, reserves/reserve funds, the tax levy, donations and provincial/federal grant funding.

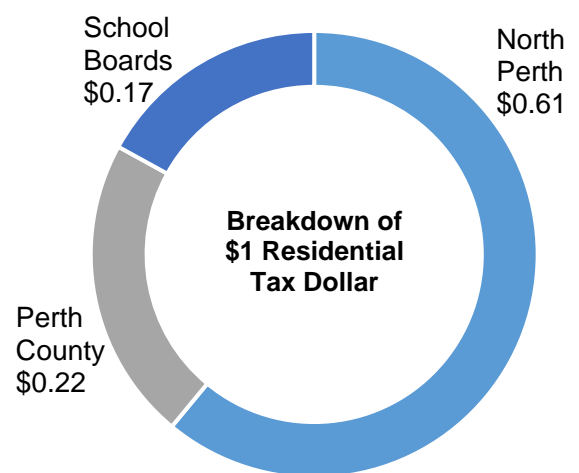
Maintaining and improving North Perth's municipal infrastructure will continue to require significant and planned investment.

Impact on Property Taxes

The North Perth Building Department had yet another busy year in 2022, issuing 415 building permits, which included the creation of 149 new residential dwelling units. This increased tax base allows the costs related to growth to be applied across a greater number of properties.

Due to the COVID-19 pandemic, MPAC postponed the 2020 property reassessment that would have reassessed properties based on a valuation date of January 1, 2019, with reassessments applied and used in budgeting through the 2021-2024 period. Therefore, 2020 property assessments have been used for the 2023 budget.

The North Perth 2023 tax levy increase is \$1,452,968 for local municipal purposes. A total property tax bill reflects taxes levied by the Municipality of North Perth, the County of Perth and local school boards. Specifically, for every residential tax dollar received in 2023, approximately 61 cents will be kept by North Perth, approximately 22 cents will be transferred to Perth County and 17 cents will be transferred to local school boards. The overall levy increase in North Perth is 8.7%. Due to growth in assessment, the residential impact is about 3.6%, or about .31 cents per day. Actual percentage change will depend on any individual assessment changes and specific relative tax class. This amount includes the Listowel Ward and fringe areas Stormwater Management Levy.



2023 Property Tax & User Fee Impact Example

A) Calculation based on \$450,000 residential assessment

	2023	2022	Difference	Per Day
Taxes	\$5,559.19	\$5,368.60	\$190.59	\$.52
Stormwater Levy	\$99.17	\$96.63	\$2.54	\$0.01
Small Waste Bin	\$135.00	\$132.00	\$3.00	\$0.01
Average Water/Sewer Bill	\$1,442.31	\$1,406.31	\$36.00	\$0.09
Total	\$7,235.67	\$7,003.54	\$232.13	\$.63

This example includes property tax and stormwater levy (charged to Listowel and fringe area only) on a \$450,000 assessed residence, small garbage wheelie bin and average water/sewer use. In this example, the ratepayer will experience an increase in their municipal costs for 2023 compared to 2022 totalling \$232.13. This equals .63 cents per day. For properties located in the municipality's hamlets, the services they do not receive, such as Stormwater Levy or Water/Sewer, can be removed to calculate their increase.

B) Calculation based on \$1,483,500 farm assessment with \$182,500 residential assessment

	2023	2022	Difference	Per Day
Taxes – Farm Portion	\$4,582.00	\$4,425.00	\$157.00	\$0.43
Taxes – Farm Residence	\$2,255.00	\$2,177.00	\$78.00	\$0.21
Small Waste Bin	\$135.00	\$132.00	\$3.00	0.01
Total	\$6,972.00	\$6,734.00	\$238.00	\$0.65

This example includes property tax a \$1,483,500 assessed farm property with \$182,500 assessed farm residence, as well as a small garbage wheelie bin. In this example, the ratepayer will experience an increase in their municipal costs for 2023 compared to 2022 totalling \$238.00. This equals .65 cents per day.

Conclusion

This budget addresses operational and infrastructure needs to maintain anticipated municipal service levels required by our community, while managing past provincial revenue cutbacks in OMPF funding. Members of Council will be closely monitoring the 2023 financial statements to ensure that the Municipality is sustaining the desired levels of services, while moving forward with current development to ensure growth and prosperity during 2023.

On behalf of Councillor Neil Anstett, Vice-Chair, and myself, I thank members of Council, our staff and the public for participating in developing the future of North Perth via the 2023 budget deliberations.

Yours sincerely,

Lee Anne Andriessen
Councillor and Budget Chair



2023 Combined Operating Budget



Municipality of North Perth
All Departments
Combined Operating Budget
 Run Date: 29-Mar-2023

	2023 Base Budget	2023 Inflationary Impact / Adjustment	2023 One Time Items	2023 Growth	2023 Service Level	2023 Capital Impact	2023 BUDGET
01 General	(1,604,415)	17,626,125	204,131	456,014	431,039		17,112,894
02 Waterworks		(34,500)	34,500				
03 Sewer							
04 Stormwater	494,298	(442,104)					52,194
06 Library	872,612	66,612	27,970	38,345	13,546		1,019,085
07 Solidwaste		(18,370)	11,000	7,370			
08 Perth Meadows							
Total Department	(237,505)	17,197,763	277,601	501,729	444,585		18,184,173





Municipality of North Perth
Capital - Project Details

Run Date: 29/03/23 1:47 PM

	2023	2023	2023	2023	2024
	Project Type	Strategic Link	Project Rating	Budget	Budget
General					
Council/CAO Administration					
CAO - West Development Plan (WDP)	Growth	Growth and Economic Development	56		
5900 CAO - West Development Plan (WDP)	Growth	Growth and Economic Development	56	165,000	110,000
Total CAO - West Development Plan (WDP)				165,000	110,000
Total				165,000	110,000
Facilities Administration					
Parent - New Equipment/Vehicles					
5001-23-005 PARKS - Zero Turn Mower & Mulching Kit	Repair and Replacement	Service Effectiveness	46	20,000	
5001-23-006 PARKS - 8' Dump Trailer	Repair and Replacement	Service Effectiveness	47	10,000	
Total Parent - New Equipment/Vehicles				30,000	
PARKS - Park Updates					
5008-23-001 STRATEGIC Carryover - Monkton G2G Trailhead	Growth	Growth and Economic Development	26	46,850	
5008-23-003 PARKS - Tennis Courts (Atwood & Llistowel)	Condition and Risk	Service Effectiveness	55	60,000	
5008-23-004 PARKS Carryover- Monkton Ball Lights	Repair and Replacement	Service Effectiveness	59	144,600	
5008-23-005 PARKS - Memorial Park Fencing	Repair and Replacement	Service Effectiveness	62	7,500	
5008-23-006 PARKS - Trowbridge Pavilion	Repair and Replacement	Service Effectiveness	36	22,000	
5008-23-007 PARKS - Wayfinding Signs	Growth	Growth and Economic Development	25		25,000
5008-23-008 PARKS - Gowanstown Trail Head Parking	Growth	Community Planning	26	20,000	
5008-23-009 PARK - Atwood Cenotaph Upgrade	Repair and Replacement	Community Planning	26	14,000	
5008-23-010 PARKS - OPP CTV Project - Memorial Park	Growth	Service Effectiveness	76	30,000	
Total PARKS - Park Updates				344,950	25,000
Parent - Trails					
5009-23-001 Project - ICIP Trail Project	Growth	Growth and Economic Development	85	119,556	
Total Parent - Trails				119,556	
Parent- Facility Upgrades					
5010-23-001 FACILITIES- Atwood Fire Station Parking Lot	Repair and Replacement	Service Effectiveness	60	50,000	
5010-23-002 FACILITIES - Atwood Fire Station Lighting	Repair and Replacement	Service Effectiveness	57	8,500	
5010-23-003 FACILITIES- Atwood Fire Station - Truck Bay Upgrade	Repair and Replacement	Service Effectiveness	30	30,000	
5010-23-004 FACILITIES Atwood Fire Station - Ventilation Upgrade	Repair and Replacement	Service Effectiveness	62	14,000	
5010-23-005 FACILITIES - Listowel Fire Station Accessible Doors	Repair and Replacement	Service Effectiveness	53	12,000	
5010-23-006 FACILITIES - EV Charging Station - Listowel Fire Station	Growth	Service Effectiveness	65	20,000	
5010-23-007 FACILITIES - Steve Kerr Memorial Complex - Asphalt Upgrade	Condition and Risk	Service Effectiveness	38	20,000	
5010-23-008 FACILITIES - Steve Kerr Memorial Complex - Shed Mezzanine	Repair and Replacement	Service Effectiveness	28	15,000	
5010-23-009 FACILITIES - Elma Logan Recreation Complex - Dehumidifier	Repair and Replacement	Service Effectiveness	62	40,000	
5010-23-010 FACILITIES - Elma Logan Recreation Complex - Ice Surface Heating	Repair and Replacement	Service Effectiveness	67	10,000	
5010-23-011 FACILITIES - Elma Memorial Community Centre Staging	Repair and Replacement	Service Effectiveness	51	20,000	
5010-23-012 FACILITIES - Municipal Office Security	Growth	Service Effectiveness	66	20,000	
5010-23-013 FACILITIES - Municipal Office Work Stations	Growth	Service Effectiveness	65	25,000	
5010-23-014 FACILITIES - OPP Municipal Office Washroom Renovation	Repair and Replacement	Service Effectiveness	60	25,000	
5010-23-017 FACILITIES - Municipal Office Roof Repair	Repair and Replacement	Service Effectiveness	73	50,000	
5010-23-018 FACILITIES - Accessible Doors and ramps for St. Mary's Child C	Repair and Replacement	Service Effectiveness	80	40,264	
5010-23-019 FACILITIES - Fairview Cemetery Fence	Condition and Risk	Service Effectiveness	50	14,000	
Total Parent- Facility Upgrades				413,764	
PARKS - MAP59	Repair and Replacement	Growth and Economic Development	49		



Municipality of North Perth Capital - Project Details

Run Date: 29/03/23 1:47 PM

	2023	2023	2023	2023	2024
	Project Type	Strategic Link	Project Rating	Budget	Budget
5400 PARKS - MAP59	Repair and Replacement	Growth and Economic Development	49	1,400,000	
Total PARKS - MAP59				1,400,000	
FACILITIES - Listowel Pool Replacement	Repair and Replacement	Service Effectiveness			
5401-23-001 FACILITIES - Aquatic Drawings	Condition and Risk	Corporate Sustainability	62	50,000	
Total FACILITIES - Listowel Pool Replacement				50,000	
FACILITIES - Facility Review	Condition and Risk	Service Effectiveness	69		
5402 FACILITIES - Facility Review	Condition and Risk	Service Effectiveness	69	100,000	
Total FACILITIES - Facility Review				100,000	
FACILITIES - PUC Building Roof	Repair and Replacement	Service Effectiveness	72		
5403 FACILITIES - PUC Building Roof	Repair and Replacement	Service Effectiveness	72	656,000	
Total FACILITIES - PUC Building Roof				656,000	
PARKS - Memorial Park Playstructure (76625)	Repair and Replacement	Service Effectiveness	90		
5404 PARKS - Memorial Park Playstructure (76625)	Repair and Replacement	Service Effectiveness	90	300,000	
Total PARKS - Memorial Park Playstructure (76625)				300,000	
PARKS - Park Consultation & Development	Growth	Growth and Economic Development	60		
5405 PARKS - Park Consultation & Development	Growth	Growth and Economic Development	60	500,000	
Total PARKS - Park Consultation & Development				500,000	
FACILITIES - Atwood Pool Filtration (81349)	Repair and Replacement	Service Effectiveness	89		
5406 FACILITIES - Atwood Pool Filtration (81349)	Repair and Replacement	Service Effectiveness	89	170,000	
Total FACILITIES - Atwood Pool Filtration (81349)				170,000	
FACILITIES- Listowel Carnegie Library Roof Replacement	Repair and Replacement	Service Effectiveness	72		
5408 FACILITIES- Listowel Carnegie Library Roof Replacement	Repair and Replacement	Service Effectiveness	72	156,000	
Total FACILITIES- Listowel Carnegie Library Roof Replacement				156,000	
FACILITIES - Elma Memorial Community Centre - Additional Storage	Growth	Growth and Economic Development	55		
5409 FACILITIES - Elma Memorial Community Centre - Additional Storage	Growth	Growth and Economic Development	55	100,000	
Total FACILITIES - Elma Memorial Community Centre - Additional Storage				100,000	
Total				4,340,270	25,000
Finance Administration					
Project - Master Plans					
5080-23-003 FINANCE - Development Charges Review & Update	Legislative Requirement	Corporate Sustainability	75	25,000	
5080-23-004 FINANCE - Asset Management Plan - Next Steps	Legislative Requirement	Corporate Sustainability	85	70,000	
Total Project - Master Plans				95,000	
Total				95,000	
Fire Administration					
Parent - New Equipment/Vehicles					
5001-23-001 FIRE - Fire Support Vehicle	Growth	Service Effectiveness	64	77,000	
Total Parent - New Equipment/Vehicles				77,000	
Total				77,000	
IT Administration					
Parent - Computers					
5082-23-001 IT - Corporate Systems Upgrades (Annual)	Annual Program	Corporate Sustainability	92	69,400	
5082-23-002 IT - Governance Initiatives (Annual)	Annual Program	Corporate Sustainability	40	160,000	
5082-23-003 IT - Disaster Recover Site	Repair and Replacement	Corporate Sustainability	90	30,000	
5082-23-004 IT - Communication Building	Growth	Service Effectiveness	40	20,000	



Municipality of North Perth

Capital - Project Details

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	2023	2023	2023	2023	2024
	Project Type	Strategic Link	Project Rating	Budget	Budget
Total Parent - Computers				279,400	
Total				279,400	
Program Administration					
Parent - Software					
5081-23-001 Programs - Recreation/Daycare Software	Growth	Corporate Sustainability	47	30,000	
Total Parent - Software				30,000	
Total				30,000	
Roads Administration					
Parent - New Equipment/Vehicles					
5001-23-002 PW - New 3/4 Ton Truck - Listowel	Growth	Service Effectiveness	56	96,000	
5001-23-003 PW - Replacement - 76264 Trackless	Growth	Service Effectiveness	63	193,000	
5001-23-004 PW - Replacement - 81481 Sweeper	Annual Program	Service Effectiveness	64	425,000	
5001-23-007 PW - Radio Upgrades	Condition and Risk	Service Effectiveness	74	26,000	
Total Parent - New Equipment/Vehicles				740,000	
PW Parent - Asphalt Resurfacing	Annual Program	Corporate Sustainability			
5002-23-001 PW - Ongoing Re-construction Rd 140	Annual Program	Service Effectiveness	63	400,000	
5002-23-002 PW - Monkton - Station Street (Rd 164 to Street limit)	Repair and Replacement	Service Effectiveness	63	65,000	
5002-23-003 PW - Road 169 Chip/seal (Line 86 to Line 81)	Repair and Replacement	Service Effectiveness	47	112,000	
5002-23-004 PW - Line 81 Chip/seal (Rd 169 to Rd 173)	Repair and Replacement	Service Effectiveness	48	56,000	
5002-23-005 PW - Barber Avenue (McDonald to Campbell)	Repair and Replacement	Service Effectiveness	59	225,000	
5002-23-006 PW - Road Widening Rebuild Line 81 (Britton to 140)	Repair and Replacement	Service Effectiveness		150,000	
5002-23-007 PW - Arthur St Trowbridge	Repair and Replacement	Service Effectiveness	55	22,000	
Total PW Parent - Asphalt Resurfacing				1,030,000	
Parent - Bridges/Culverts					
5003-23-001 PW - Storm Bridge/Culvert - 088013 Box Culvert Line 88 (71098)	Repair and Replacement	Service Effectiveness	71	736,000	
5003-23-002 PW - Storm Bridge/Culvert -087125 Bridge Line 87 (71087)	Repair and Replacement	Service Effectiveness	62	21,000	505,000
5003-23-003 PW - Storm Bridge/Culvert - 157067 Box Culvert - Rd 157	Repair and Replacement	Service Effectiveness	64	15,000	225,000
5003-23-004 PW - Storm Bridge/Culvert - 071023 Box Culvert Line 71	Repair and Replacement	Service Effectiveness	79	30,000	410,000
5003-23-005 PW - Storm Bridge/Culverts - <3m (2)	Repair and Replacement	Service Effectiveness	62	45,000	
5003-23-006 PW - OSIM Report	Condition and Risk	Service Effectiveness			28,000
Total Parent - Bridges/Culverts				847,000	1,168,000
PW - Sidewalks	Annual Program				
5007-23-001 PW - Sidewalks Sarah Street	Repair and Replacement	Community Planning	71	56,000	
Total PW - Sidewalks				56,000	
Project - Master Plans					
5080-23-001 PW Carryover - Transportation Master Plan	Annual Program	Corporate Sustainability		72,000	
5080-23-002 PW Carryover - Master Servicing Plan	Annual Program	Corporate Sustainability	74	194,000	
Total Project - Master Plans				266,000	
PW - York Ave N Resurfacing	Growth	Service Effectiveness	74		
5600 PW - York Ave N Resurfacing	Growth	Service Effectiveness	74	15,000	125,000
Total PW - York Ave N Resurfacing				15,000	125,000
PW Carryover - NEDL					
5601-23-001 PW - NEDL Phase 1 Walton St/Davidson Pump Station	Repair and Replacement	Service Effectiveness		7,055,000	
5601-23-002 PW - NEDL Phase 2 Commercial/Industrial Subdivision	Repair and Replacement	Service Effectiveness	76	579,000	12,200,000
Total PW Carryover - NEDL				7,634,000	12,200,000
PW Carryover - Atwood Core Revitalization and Water	Growth	Service Effectiveness	76		
5602 PW Carryover - Atwood Core Revitalization and Water	Growth	Service Effectiveness	76	98,000	
Total PW Carryover - Atwood Core Revitalization and Water				98,000	
PW- Proposed Truck Route	Growth	Community Planning	73		
5603 PW- Proposed Truck Route	Growth	Community Planning	73	70,000	



Municipality of North Perth

Capital - Project Details

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	2023	2023	2023	2023	2024
	Project Type	Strategic Link	Project Rating	Budget	Budget
Total PW- Proposed Truck Route				70,000	
PW - Louise Ave North Construction	Repair and Replacement	Service Effectiveness	79		
5604 PW - Louise Ave North Construction	Repair and Replacement	Service Effectiveness	79	1,225,000	
Total PW - Louise Ave North Construction				1,225,000	
PW - Elma St North (Victoria to Wallace)	Repair and Replacement	Service Effectiveness	79		
5605 PW - Elma St North (Victoria to Wallace)	Repair and Replacement	Service Effectiveness	79	1,902,000	
Total PW - Elma St North (Victoria to Wallace)				1,902,000	
PW - Elm Ave North (Main to Elizabeth)	Repair and Replacement	Service Effectiveness	83		
5606 PW - Elm Ave North (Main to Elizabeth)	Repair and Replacement	Service Effectiveness	83	1,701,000	
Total PW - Elm Ave North (Main to Elizabeth)				1,701,000	
PW - Tremaine Ave South	Growth	Service Effectiveness			
5607 PW - Tremaine Ave South	Growth	Service Effectiveness		185,000	3,967,000
Total PW - Tremaine Ave South				185,000	3,967,000
PW - Road Widening 23 @ Westwood	Repair and Replacement	Service Effectiveness	53		
5608 PW - Road Widening 23 @ Westwood	Repair and Replacement	Service Effectiveness	53	17,000	97,000
Total PW - Road Widening 23 @ Westwood				17,000	97,000
PW - Listowel Downtown Reconstruction & Revitalization	Repair and Replacement	Growth and Economic Development	78		
5609 PW - Listowel Downtown Reconstruction & Revitalization	Repair and Replacement	Growth and Economic Development	78	70,000	
Total PW - Listowel Downtown Reconstruction & Revitalization				70,000	
PW - Nelson Ave	Repair and Replacement		62		
5610 PW - Nelson Ave	Repair and Replacement		62	57,700	
Total PW - Nelson Ave				57,700	
PW - 71112 Elma Street Bridge Rehabilitation	Repair and Replacement	Service Effectiveness	68		
5611 PW - 71112 Elma Street Bridge Rehabilitation	Repair and Replacement	Service Effectiveness	68	535,000	
Total PW - 71112 Elma Street Bridge Rehabilitation				535,000	
PW Carryover - Binning St Reconstruction	Repair and Replacement	Service Effectiveness	74		
5612 PW Carryover - Binning St Reconstruction	Repair and Replacement	Service Effectiveness	74	49,000	2,940,000
Total PW Carryover - Binning St Reconstruction				49,000	2,940,000
Total				16,497,700	20,497,000
Strategic Administration					
PARKS - Park Updates					
5008-23-002 STRATEGIC - Downtown Listowel Parkette	Growth	Growth and Economic Development	51	179,620	
Total PARKS - Park Updates				179,620	
Parent - Software					
5081-23-002 Strategic - Municipal Website Update & Branding	Growth	Service Effectiveness	60	20,000	
Total Parent - Software				20,000	
Total				199,620	
Total General				21,683,990	20,632,000
Perth Meadows					
Facilities Administration					
Parent- Facility Upgrades					
5010-23-015 FACILITIES Carryover - Perth Meadows Driveway Resurfacing	Condition and Risk	Service Effectiveness	72	110,000	
5010-23-016 FACILITIES Carryover - Perth Meadows Suites - Air Conditioning	Repair and Replacement	Service Effectiveness	68	16,000	
Total Parent- Facility Upgrades				126,000	
Total				126,000	



Municipality of North Perth

Capital - Project Details

Run Date: 29/03/23 1:47 PM

	2023 Project Type	2023 Strategic Link	2023 Project Rating	2023 Budget	2024 Budget
Total Perth Meadows				126,000	
Sewer					
Legislative Services					
Parent- Waste water pump/equipment					
5005-23-001 WW - RAS Pump Replacement	Repair and Replacement	Service Effectiveness	45	45,000	
Total Parent- Waste water pump/equipment				45,000	
Total				45,000	
Waste Water Administration					
Parent - Water Meters					
5800-23-001 WATER- 2023 Water Meter Replacement	Repair and Replacement	Service Effectiveness	65	775,000	
Total Parent - Water Meters				775,000	
WW - WWTP Waste Station Upgrade	Repair and Replacement	Service Effectiveness	55		
5801 WW - WWTP Waste Station Upgrade	Repair and Replacement	Service Effectiveness	55	100,000	
Total WW - WWTP Waste Station Upgrade				100,000	
WW - SRS/Clarifier Upgrades/Auger Replacement	Repair and Replacement	Service Effectiveness	60		
5802 WW - SRS/Clarifier Upgrades/Auger Replacement	Repair and Replacement	Service Effectiveness	60	2,020,000	2,290,000
Total WW - SRS/Clarifier Upgrades/Auger Replacement				2,020,000	2,290,000
Total				2,895,000	2,290,000
Total Sewer				2,940,000	2,290,000
Waterworks					
Water Administration					
Parent - New Equipment/Vehicles					
5001-23-008 WATER - 4 Wheel Drive Pickup				53,000	
Total Parent - New Equipment/Vehicles				53,000	
Parent - Water Equipment					
5004-23-001 WATER - Water Tower Cleaning & Inspection	Condition and Risk	Service Effectiveness	50	50,000	
Total Parent - Water Equipment				50,000	
Parent - Water Meters					
5800-23-001 WATER- 2023 Water Meter Replacement	Repair and Replacement	Service Effectiveness	65	775,000	
Total Parent - Water Meters				775,000	
WATER - Hydrogeological Assessment - Atwood Water System	Growth	Service Effectiveness	65		
5804 WATER - Hydrogeological Assessment - Atwood Water System	Growth	Service Effectiveness	65	25,000	
Total WATER - Hydrogeological Assessment - Atwood Water System				25,000	
WATER - Bulk Water Station	Repair and Replacement	Service Effectiveness	50		
5806 WATER - Bulk Water Station	Repair and Replacement	Service Effectiveness	50	100,000	
Total WATER - Bulk Water Station				100,000	
Total				1,003,000	
Total Waterworks				1,003,000	
Total Capital Projects				25,752,990	22,922,000
Total Carry-over Projects				17,444,390	
Total New Projects for 2023				8,308,600	

2023 Budget Consultation Follow-Up

Pre-Budget Survey Themes Addressed in Budget

Below are some key concerns that were identified by residents who completed the 2023 Pre-Budget Survey. We have highlighted how components of North Perth's 2023 Capital and Operating Budget address these concerns.

Traffic Issues

Traffic issues was the most important concern among respondents of the survey. There are some projects outlined in the 2023 Public Works department budget that would address traffic concerns including the completion of the Transportation Master Plan which would include a report back to Council in the next month. Additionally, the beginning stages of a Listowel By-pass Plan was introduced in the 2022 budget and further funding was included in the 2023 Capital Budget

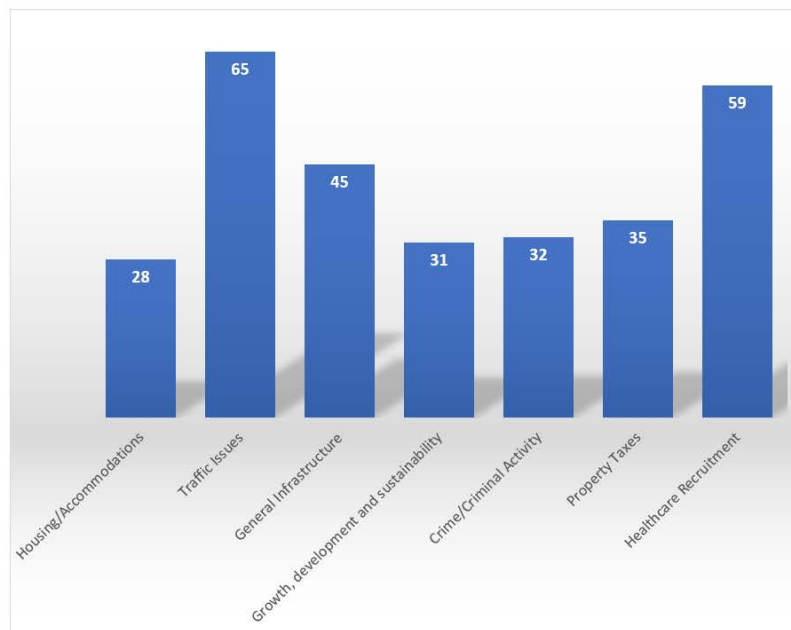
General Infrastructure

The second most important concern facing survey respondents was growth, development and infrastructure. There are numerous projects throughout the 2023 capital budget that address the need to maintain and enhance current infrastructure including; roadwork projects and replacing bridges and culverts. Additionally, the 2023 Operating Budget allows for routine maintenance of existing infrastructure.

Healthcare Recruitment

Concerns were addressed regarding Healthcare Recruitment. The Municipality's annual allocation towards healthcare recruitment has been increased by \$10,000 in 2023, for a total of \$20,000. Staff time and in-kind support is also expected through participation on the North Perth Recruitment Committee and related initiatives.

Topics that ranked highest as the most important concerns currently facing the Municipality.
(Pick your top five.)



Budget Visioning Registry - January 11, 2023

Is This Critical Right Now? Will This Provide Benefit Now or in the Future? Is This Cost Neutral?

		Department	3rd Party Input	Carry Over	Critical Right Now	Provided Benefit Now (within the year) or in Future >5 yrs	Cost Neutral	Budget	Comments
Strategic Initiatives									
3	Affordable/attainable housing/workforce	Strategic Initiatives	# of partners at table /planning	yes - was on list but no numbers put to it	yes	now	no	70,000 Background work - Operating budget	Council direction/option to provide financing further reports will be coming forward.
2	Funding for short term affordable housing plans	Strategic Initiatives	yes	no	yes	now	no	80,000 - Operating budget	Consulting fees to Housing CIP development plus grant money for CIP programs. Additionally need direction as to what is considered short term.
	Longer term tangible plan for affordable housing	Strategic Initiatives	yes	was on list but no numbers put to it	yes	future	no	Council to determine once background work is done	Council direction/ option to provide financing. Housing Forum being planned for Council to gain background knowledge on local context.
	Agriculture excellence strategy	Strategic Initiatives	no	yes	no	now	no	55,992 - Operating budget	\$30,000 already spent in 2022 to fund development of Agriculture Excellence Strategy Report. Implementation of wayfinding staff position budgeted at \$100,000 for 2023. RED Application submitted - pending decision. Prior commitment of council from Economic Dev Committee.
2	Provincial Housing tax line	CAO - Admin	no	no	yes	now	no	Development Chg update RFP will include coming up with this calculation	This will be part of the RFP proposal when we do our Development Charges By-law update to look at a calculation to come up with estimates for the future.
	Encouraging Additional Dwelling Units	Strategic Initiatives / Development and Protective Services	yes	no	yes	now	no	staff time	Included in 2023 business plans. Development of ADU by-law, registration system and then marketing/promotion of ADU guidelines. Additional building department and by-law support will likely be necessary.
	Increased funding for healthcare recruitme	CAO - Admin / Strategic Initiatives	no	no	yes	now	no	20,000 - Operating Budget EDC	Letter from North Perth Council to be sent to North Perth Recruitment Committee re: funding formula and other opportunities.
	Explore private investment in Economic Dev (restaurants/motels)	Strategic Initiatives/Economic Dev	yes	no	no	future	no	Staff time	Economic Development Committee Direction

Roads								
								Transportation Master Plan will address this. MTO is in control of intersection improvements
4	Hwy 23 and Line 87	Roads	yes	yes				
2	Truck by-pass project	Roads	yes	yes			70,000 - Capital Budget	Funds will be allocated in project budget
2	Growing pains - infrastructure	Roads		yes			Operating Budget	Road program in place
	Ditch maintenance - mowing	Roads	no				Operating Budget	Program in place in operating/ brush removal
	Sidewalk accessibility in Atwood	Roads	yes	yes				This will be part of the Project Atwood Servicing and Downtown upgrades. These upgrades will be in co-ordination with the MTO. There will be some items addressed in 2023 but some further delayed.
	Boundary roads Rd 140	Roads	yes	yes			400,000 - Capital Budget	Last year for joint program with Perth East
	County involvement Rd 140	Roads	yes		no	future	no	Will come out of transportation master plan and will be reviewed at that time
	Downtown traffic	Roads	no	yes	yes	now	no	Will come out of transportation master plan
	Increase allocated funds for road maintenance	Roads	no	yes	yes	now	no	Asphalt Resurfacing - Capital Budget Part of the capital maintenance plan
	Research innovative ideas to improve road drainage	Roads	no	yes	no	future	no	Will be integrated into road design standards
	Transportation Master Plan - setting funding aside	Roads	no	yes	yes	now	no	This will be implemented into the 2024 & future capital budgets Capital projection for the next 10 years
	Arthur Ave in Trowbridge paving	Roads	no	no	no	future	no	Within the next two years
Services/Amenities/Facilities								
	Tile/municipal drains	Drainage	no	no	no	future	no	Drain inventory done and working on drain maintenance program
	Facilities review - consultant	Facilities	yes	no	yes	now	no	100,000 - Capital Project Has been some time since being done, but being address in project budget for 2023
	Increased lighting along walking trails - Memorial Park/Atwood	Facilities	no	no	yes	now	no	Staff will be doing inventory and identify priority areas staff time for 2023
	Consulting on public transit in North Perth	CAO Admin	yes	no	no	future	no	Determine future of PC connect
	Living snow fences (partner with landowners)	Drainage	yes	no	no	future	no	Will do inventory where problems are, consult with land owners Staff time
	Wallace community parks/playground improvements	Facilities	no	no	yes	future	no	500,000 - Capital Projects park consultation and development Consultant will do a needs assessment - New ones DC applicable and old ones being replaced will be reserves
Community Well-Being/Safety								

	Economic development welcome newcomers, educate new residents and encourage to stay	Strategic Initiatives/Economic Dev	yes	yes	yes	now/future	no	staff time	Work on diversity equity and inclusion part of 2023 business plan. Exploring programming and other initiatives.
	Youth/adolescent recreation - non-sports related (Camp Gailbraith)	Programs	yes	discussed/report to council	no	now	no	Report to come back to council	Galbraith Camp - operational or capital - letters have been sent to county for support as well as other entities
	Enhanced security controls on facilities (cameras)	Facilities	no	no	yes	now	no	20,000 Capital Project Municipal Office	Phased approach
Additional Requests									
	City of Stratford affordable housing in North Perth	CAO - Admin	yes	no	yes	future	non		Determine how many units Stratford and how many else where, start discussions for more in Listowel. Data to be included in Housing Forum.
	Perth line 86 improvements - County involvement	Roads	yes	no					Letter to be sent to County asking them to consider HWY 86 commuter road issues and that the County work with Region.
	4 Responsible spending/budget	Council decision on what is presented							
	Timely reporting from OPP to council	CAO Admin	no	no					Staff will communicate request for activity updates.
	Land inventory owned by North Perth	GIS							Data map can be provided
	Focus on household impact	Part of budget presentation every year already							Will continue to do this as part of budget presentation



Administration Department 2023 Business Plan

Overview of the Department

The Administration Department is responsible for the following services:

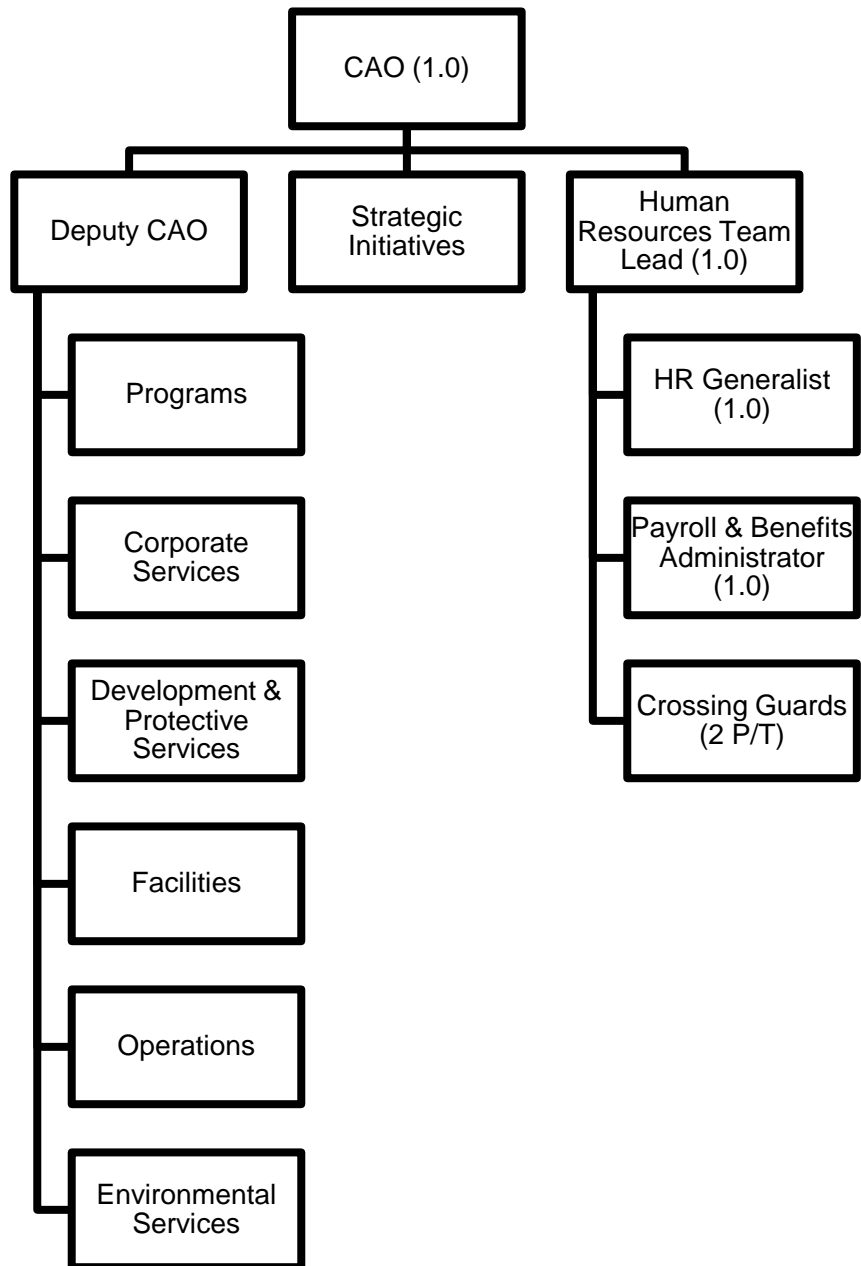
Service	Description	Service Measure	KPI
Corporate Leadership	Provides direction for all municipal services to the corporate leadership team.	<ul style="list-style-type: none"> - Employee satisfaction 	<ul style="list-style-type: none"> - Employee survey - Employee retention
Business Support	Provides an environment that fosters business growth and prosperity.	<ul style="list-style-type: none"> - Business retention and growth 	<ul style="list-style-type: none"> - 48-hour response to questions - # meetings with existing & new business (e.g., business tours)
Community Planning	Partners in programs and policies that enhance the quality of living for residents of all demographic sectors.	<ul style="list-style-type: none"> - Offering competitive infrastructure 	<ul style="list-style-type: none"> - Input or participation in community organization - # of community or partner org. events attended and/or supported - # meetings with community/partner org. on initiatives or issues
Strategic Plan	Provides long-term direction for the municipality aligning overall vision, goals and priorities of the current Council term.	<ul style="list-style-type: none"> - Update completion - Goals being advanced and completed 	<ul style="list-style-type: none"> - # of actions completed in Strategic Plan
Human Resources	Manages all aspects of the employment relationship from recruitment to end of employment ensuring people are in the right place at the right time. HR supports	<ul style="list-style-type: none"> - Employee Turnover - Employee Morale - Safety Metrics (focus 	<ul style="list-style-type: none"> - # of hires & terminations - # of vacant positions - Survey results and employee feedback

Department Plan

Administration Department

	<p>organizational effectiveness through robust policies and practices that align with corporate values so employees can develop to full potential and contribute to overall organizational goals.</p>	<p>& productivity)</p> <ul style="list-style-type: none"> - Attendance Metrics (engagement) - Employee Attraction 	<ul style="list-style-type: none"> - # of accidents - Sick time/time off data - # of applications/position
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Department Structure



Legislated Standards

- Municipal Act, SO 2001
- Planning Act
- Relevant Ontario Regulations
- North Perth By-laws and Policies
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020

- Accessibility of Ontarians with Disabilities Act (AODA)
- Employment Standards Act
- Occupational Health & Safety Act
- Human Rights Code

2022 Review and 2023 Outlook

CAO's Office

Municipal operations in 2022 continued to be fast-paced as North Perth experienced continued growth and development. Additionally, municipal operations and staff continued to adapt to changing circumstances in response to the COVID-19 pandemic. Although North Perth underwent significant organizational restructuring in 2022, the number of municipal and private projects/initiatives continue to stretch municipal staff and financial resources. The organizational structure within the municipality has not yet been fully implemented – the position of Deputy CAO is currently vacant. This is a new position intended to replace the two Director positions that were initially proposed.

Some of the projects that were successfully implemented in 2022 include:

- North East Master Plan (NEMP)
- Organizational Restructuring
- North Perth GIS Support

Projects and initiatives that will be the focus of the CAO's Office in 2023 include the development of a Council Dashboard, completion of the North East Master Plan, initiation of the Binning Street Master Plan, and participation in the Corporate Strategic Plan update.

The 2023 Budget includes Cost of Living Adjustment (COLA) and market review implementation effective July 1, 2023.

OMPF

In 2023, the Province of Ontario is providing the Municipality of North Perth with \$1,620,900 in funding through the Ontario Municipal Partnership Fund (OMPF), which is the equivalent of \$272 per household (compared to the 2022 allocation of \$259). 2023 OMPF revenue has been distributed amongst the department operating budgets.

Human Resources

2022 was a challenging year with high employee turnover and retirements. There were significant organizational staff changes in all departments that required HR support and execution. Additionally, 2/3 of HR staff were hired in 2022 so institutional knowledge needs to be further developed through clear processes and SOP's. Fortunately, HR was able to successfully implement the below programs and processes in 2022:

- Employer Branding: Mission/vision statements, recruitment video, website enhancements
- ADP HRIS Kickoff & Acquired Payroll

- Performance Management Updates
- Compensation Market Review
- Projects and other initiatives that will be the focus of the Human Resources division in 2023 include: ADP Human Resource Information System (HRIS) Implementation: HR metrics and efficiency focus
- Policy Optimization/Program Enhancements (pay, rewards & recognition, health & safety program)
- Leadership Training & Succession Planning

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Administration Department:

CAO Division (1.5 FTE)

Total Departmental Capacity			2860
Services	Base Hours	Estimated Overtime	Total Hours
Corporate Leadership	260		260
Council/Mayor Implementation/Communications/Relations	260		260
Management – (Dept mgt, Complex HR issues, Police, Legal, DWQMS, Capital projects, etc.)	390		390
Strategic/long-term planning (Budget, Asset Mgt, Business Plans, Strategic Plan, Land Use, etc.)	208		208
Communication (stakeholders, public, developers, etc.)	520		520
Economic Growth, Planning & Development (Subdivision, Site Plan, Studies, etc.)	260		260
Service Delivery	260		260
Communications support to CAO (email, phone, calendar, council reports, etc.)	500		500

Support to Mayor (letters, responding to requests, etc.)	25		25
Agendas and minutes	100		100
Annual Budget support	64		64
Regular Budget support (invoice/expense approvals)	20		20
Total Service Hours			2867
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>1.1.1 Promote the attraction and retention of diverse corporations</i> North East Master Plan	52		52
<i>1.1.2 Promote North Perth as an agricultural and technology hub</i> Agriculture Excellence Strategy Implementation and Set7 becoming a sustainable institution	15		15
<i>1.8.2 Collaborate in development of County transportation network</i> PC Connect	10		10
<i>1.8.3 Support the development of flexible transportation options throughout south-western Ontario</i> Lobby Provincial Government	10		10
<i>3.2.2 Support development of community hub for social services</i> Access Centre with United Way	25		25
<i>3.3.1 Support County in the development of a modern, flexible and relevant Official Plan</i> Adopt and implement Official Plan	25		25
<i>3.3.4 Lead in the development of desired housing options through development of municipal lands</i> Binning Street Master Plan, Access Centre, other identified municipal properties	100		100
<i>4.3.1 Promote improvement of internet connectivity in the community</i> Continue lobbying upper levels of government	5		5

5.3.3 Assess and evolve municipal facilities to efficiently deliver municipal services Continue to work with Sr. Management to assess and audit service levels of municipal facilities	5		5
Total Strategic Project Hours			247
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Council Dashboard	15		15
Binning Street Master Plan	100		100
Strategic Plan Update	30		30
Total Department Project Hours			145
Total Planned Hours			3259
Total Remaining (Over Capacity) Hours			(399)

Human Resources Division (3 FTE)

Total Departmental Capacity			5590
Services	Base Hours	Estimated Overtime	Total Hours
Recruiting: posting, interview, reference checks, offer of employment, communicating with candidate, orientation	1820		1820
Health and Safety (1.5 day/week to maintain min) to run the program effectively (3 days/week)	546		546
WSIB & Disability Management	75		75
Benefits/Pension/Pay Compensation including job description development – 6 days/month	504		504
Payroll (4 days/month)	365		365
Policy & Procedure – 2.5 days per month	210		210
HRIS maintenance – 8 days per month	672		672
Employee Relations (coaching/mentoring/performance management)	84		84
Performance review process	35		35
Administrative Tasks – telephone, email inquiries, meeting support and attendance	100		100
Training and Development, corporate movement	150		150

Leadership Mentoring & Support	104		104
Employee Morale and Events	55		55
Total Service Hours			4720
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
5.2.3 Investigate and invest in technology solutions to more effectively and efficiently support service delivery within the municipality ADP HRIS Implementation	140		140
5.1.1 Develop and implement an HR Strategy and staffing plan to sustain service levels Attraction & Retention Program Enhancements (Attendance, vacation, etc.)	90		90
5.1.3 Develop and implement a succession plan for the municipality Succession Planning	100		100
Total Strategic Project Hours			330
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Leadership Training	75		75
Program Enhancements (Retirement, employee events)	100		100
Health & Safety Program Enhancements	200		200
SOP development and Optimizing Departmental Tasks	170		170
Total Department Project Hours			545
Total Planned Hours			5595
Total Remaining (Over Capacity) Hours			(5)

Total Planned Hours	8769
Total Remaining (Over Capacity) Hours	(404)



Corporate Services Department 2023 Business Plan

Overview of the Department

The Municipality of North Perth's Corporate Services Department is the support center for the organization's legislative, technology and financial needs. The Legislative Services, Information Technology (IT), Procurement, and Finance divisions fall within the Department's scope and provide a focused provision of services to the public and other municipal departments.

The Legislative Services Division is responsible for fulfilling the statutory and administrative functions of the Municipal Clerk. These functions include agenda and meeting management for Council and its committees; administration and management of the municipal election; processing Freedom of Information requests; ensuring accessibility requirements are met under the AODA; vital statistics; and licensing. Legislative Services also provides leadership to other staff members to ensure that proper procedure and protocol are followed in accordance with the Municipal Act, Planning Act, Drainage Act, and other pieces of legislation. Customer service to all municipal departments, elected officials, other levels of government and the public is provided on a continuous basis. The Legislative Services Division also monitors, research and reports on any developments in the municipal sector to ensure that the organization is aligned with any legislative changes.

Procurement management encompasses the evaluation, selection, and creation of formal contractual agreements as well as managing the company's ongoing supplier relationships. Procurement is a complex discipline spanning many interrelated activities with its main areas being the support of operational requirements, managing the procurement process efficiently and effectively, the development of strong relationships with internal management areas and vendors and supporting organization goals and objectives. For this year's Business Plan, the Procurement Management Division will be integrated with the Finance Department and will be segregated out with the development of a new organizational strategic plan.

The IT Division ensures that the municipal network of computers and telecommunication systems function properly and connect well. IT staff have three major areas of responsibilities, which include governance of the Municipality's technological systems, maintenance of the infrastructure, and functionality of the systems overall. Staff work with computer software and hardware to configure, monitor, evaluate and maintain reliable and secure systems for the Municipality's network, computer, and telecommunication systems. In addition, IT staff provide technical support for software and hardware issues that users encounter by responding to and resolving help desk requests and ensuring appropriate backups of data. Network (intranet and internet) and email play a key role in the Municipality's communication and data transfer of information to Council, staff and the public, both internally and externally. Productivity and efficiency improvements using technology are the key focus to support all municipal services to achieve their objectives.

The Finance Division includes the services of Budgeting, Asset Management, Accounts Receivable, Accounts Payable, Payroll, and Development Coordination supports. The Division is responsible for managing the Municipality's financial resources in a fiscally responsible manner. The Division's responsibilities include establishing and implementing policies for the invoicing, receipt and expenditure of municipal funds, maintaining the municipality's accounting and other financial records, budget development, municipal levy calculations for general, stormwater and BIA, property taxation, water and sewer billing, payroll and related administration, grant funding, debt financing, investments, risk management, quarterly and

year-end financial reporting to the public, Council, provincial/federal governments, and coordinating internal and external audits. The Finance Division works in collaboration with the other departments to ensure the fiscal responsibility and stewardship of the municipality’s operations and asset management.

Finance staff also provide general phone and in person counter reception for the Municipality and are often the first point of contact for information and service. As well, Finance staff have been managing the Perth Meadows residential campus temporarily for the past 10 years.

The Corporate Services Department is responsible for the following services:

Service	Description	Service Measure	KPI
Council and Committee Support	Provide meeting support for Council, boards and committees, including agenda and minute preparation, coordination of technical requirements, and coordination of delegations.	Agendas, minutes and by-laws prepared in an accurate and timely manner In-meeting support provided to Chair, members and staff Council meeting follow-up completed in a timely manner	Requirements met under Procedural By-law and Municipal Act Meeting agendas and decision documents published according to timelines Customer service levels maintained for members of Council, boards and committees
Vital Statistics	Acts as a Division Registrar under the Office of the Registrar General to carry out responsibilities under the Vital Statistics Act, including death registrations and issuing marriage licenses.	Marriage licenses issued in an accurate and timely manner Death registrations are completed and sent to Province in a timely manner Staff present to sign burial permits	Requirements met under Vital Statistics Act Customer service levels maintained for applicants and funeral homes
Animal Control Administration	Issues dog tags for the licensing of dogs in the Municipality and oversees the contract with the animal control service provider.	Dog tags issued and paid by owner Kennel licenses issued following by-law inspection Residents are directed to contact	# of dog tags issued # of kennel licenses issued; inspections completed # of animal-related complaints

		<p>animal control service provider (Stratford-Perth Humane Society)</p> <p>Animal Control By-law is enforced in consultation with by-law enforcement officer</p>	
Licensing and Permits	<p>Issues various licenses and permits to businesses and residents, including taxi licenses, lottery licenses, special event permits, business and transient trader licenses.</p>	<p>Licences and permits issued in a timely manner</p>	<p>Requirements under applicable legislation and by-laws are adhered to</p> <p>Customer service levels maintained for applicants</p>
Records Management and Freedom of Information	<p>Ensures corporate compliance with the Municipality's records management program. Responds to all Freedom of Information requests and/or appeals in accordance with applicable legislation.</p>	<p>Administers records management program and provides training</p> <p>Responds to Freedom of Information requests in a timely manner</p>	<p>Requirements met under Municipal Freedom of Information and Protection of Privacy Act</p> <p>Freedom of Information requests are completed within legislated timelines</p>
Election Administration	<p>Conducts and administers the Municipal and School Board Elections in accordance with the Municipal Elections Act.</p>	<p>Administers Municipal and School Board Elections and by-elections (if required)</p> <p>Coordinates Council orientation following election</p>	<p>All legislative requirements met under Municipal Elections Act</p> <p>Little to no issues with the election process</p>

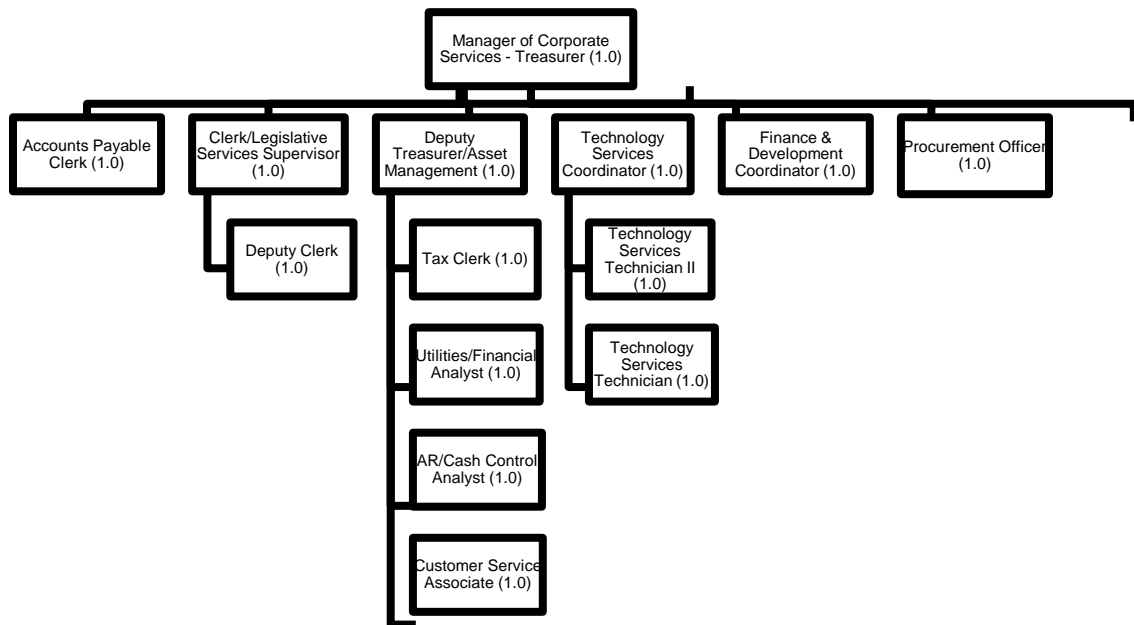
<p>Cash Management</p>	<p>The process that involves collecting and managing cash flows from the operating, investing, and debt financing activities of the municipality. Interaction with customers, customer agents, financial institutions, provincial and federal governments. This is a key aspect of North Perth's financial stability.</p>	<p>Tax Roll Collection \$15.3M North Perth \$ 5.3M County \$ 4.9 School Boards \$546,610 Wheelie Bins \$ 42,000 Tile Debenture \$118,573 Servicing Loans</p>	<p>Annual Budgets Annual External Audit Public Sector Accounting Standards requirement Provincial Annual Repayment Limit Municipal Act Education Act Assessment Act North Perth Various By-laws</p>
<p>Accounting Functions</p>	<p>The process that provides a systematic record of all financial transactions, identified in an orderly and classified manner, at the time it occurred. The accumulated record provides the data for the preparation of the Municipality's trial balance: Revenues, Accounts Receivable, Expenses, Accounts Payable/Payroll, Assets and Liabilities.</p>	<p>Quarterly Operating Budget Variance Report Quarterly Project Budget Variance Reports Annual Repayment Report Development Charges Reconciliation Bank Account Reconciliations Deferred Revenue Reconciliations Various Deposit Reconciliations</p>	<p>Annual Budget Policy Annual Comprehensive Financial Statements Annual Cemetery Trust Financial Statements Financial Information Return – provincial comparison</p>

<p>Financial Planning and Policy</p>	<p>The process that provides Council approved and legislative policy parameters for establishing operating and capital budgets, procurement procedures, <u>asset management planning</u>, corporate financial planning, potential grant funding, taxation and service fee rates, development charges, penalty/interest charges, collection enforcement, asset disposal, long and short term investment and debt, general insurance coverage, external auditors.</p>		
<p>Financial Analysis</p>	<p>The process that provides Council, management and the public with financial information regarding the operations and financial stability of the Municipality. This would include, but not limited to, budget variance reports, property assessment</p>	<p>Quarterly Operating Budget Variance Report Quarterly Project Budget Variance Reports Annual Repayment Report Development Charges Reconciliation Bank Account Reconciliations</p>	

	analysis, cost benefit reviews, accounting and usage reconciliations, internal and external audits, Financial Statements, Financial Information Report, HST submission, Revenue Canada, WSIB and Stats Can	Deferred Revenue Reconciliations Various Deposit Reconciliations	
Corporate Reception	The process for ensuring coverage to respond appropriately and efficiently to incoming phone calls and to customers attending the front counter.	One Central Switch Board Two Service Areas at one location Cashier/Information	Council, Staff and public complaints Record of Calls
Information and Technology	The process for the governance of the Municipality's technological systems, maintenance of the infrastructure, and the functionality of the computer and telecommunication systems.	6 Servers 2 VOIP Servers 10 Virtual Servers 3 Back-up Servers 150 Desk/Lap/Tablet units with accessories 60 Cell Phones 75 Desktop Phones (Jabber capable)	Internal System downtime - # Internal System Capabilities to meet corporate needs for operations – current hardware & software Security - Penetration Testing IT Governance Committee Annual Budget Variance
Procurement Management	The evaluation, selection, and creation of formal contractual agreements for the purchase of	Sourcing: Qualifying suppliers, Tenders, Requests for Proposal, Requests for Quotations, etc.	Successful consumption of goods and services in compliance with federal, provincial and North Perth's legislation

	goods and service for the organization.	Negotiations as needed Contracting agreements Monitoring of suppliers' performance with functional Departments Compliance with business protocols and municipal by-laws Leveraging technology to help in procurement functions	
Risk Management	Insurance Review	Annual costing	Adequate coverages

Department Structure



Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- North Perth By-laws and Policies

- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)
- Municipal Elections Act
- Gaming Control Act
- Vital Statistics Act
- Marriage Act
- Pounds Act
- Public Sector Account Board (PSAB) – various standards and requirements
- Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act.
- Assessment Act
- Municipal Property Assessment Corporation property assessment
- Drainage Act, R.S.O. 1990, c. D.17
- Planning Act, R.S.O. 1990, c. P.13
- Bill 23, More Homes Built Faster Act 2022
- Development Charges Act, 1997, S.O. 1997, S.O. 1997, c.27
- Heritage Act
- Provincial Offences Act
- Planning Act
- CRA Requirements for HST, etc.
- Procurement Legislation

2022 Review and 2023 Outlook

Finance Department

The Finance Department worked diligently throughout 2022 on three major projects, including the General Ledger (GL) conversion, Budgeting Software, and Paperless Accounts Payable Software, as well as ongoing operational efficiencies.

The General Ledger Conversion project was a complete modification of all accounts in the municipal general ledger. The transition results in a total change to all reporting templates for financial reporting internally and externally. Staff are still working on mapping account detail to reporting templates like the Financial Information Report (FIR) for the province and work will be required with our external auditors on their control sheets.

This GL conversion laid the foundation for the much-needed new budgeting software, called FMW from Public Sector Digest. The new software will provide multi-year budgeting capabilities as required by the Public Sector Accounting Board (PSAB). Managers are finding it much better for ease of use and documentation of budgeted items. Staff are looking forward to improved usability and reporting with ongoing use. Budget annual comparison have been complicated by the GL changes and the municipal structural changes for service areas and departmental responsibilities. The budgeting process will continue to evolve with ongoing use.

As part of the KPMG Administrative Efficiency Review recommendations, the accounts payable process is being automated. The automation will move North Perth towards a paperless procedure for receiving, approving, and paying invoices. As well, this will ensure receiving appropriate approvals prior to payment which was becoming more difficult as our organization has grown so rapidly. Once fully implemented, the A/P process will be much more controlled and accessible for staff. Although processing will be more time-consuming for Accounts Payable staff, it is anticipated that less time will be required by Managers and Supervisors to review and approve invoices, as well as time savings in invoice look ups and audits.

The Finance Division experienced structural, operational, and staffing changes throughout 2022 that have impacted the current capacity of the division. External auditor staffing challenges have also impacted division processes and time commitments. At the same time, additional and anticipated workload resulting from increased development, strategic/departmental projects, and legislative requirements of Bill 23 are further limiting current staff capacity.

To prepare and support the implementation of 2022 capital projects, a contract position was approved for the Finance division mid-way through the year. These additional staff resources have been critical to the implementation of the budgeting software and will benefit the future implementation of the Water/Wastewater Meter Replacement project.

To address the staff capacity deficit, two full-time positions are being proposed in the 2023 operating budget (one additional FTE and transition of existing contract position to full-time/permanent). These positions are required to support the basic service needs of the municipality to address asset management, A/P volumes/backup, external audit preparation and FIR reporting, and granting funding analysis for application preparation and reporting. This is somewhat being managed by contract staff and extra hours by current staff but does not support a healthy, balanced workplace.

Information Technology

IT initiated and completed several significant projects in 2022, including:

- Dell server upgrade
- DUO Multi-Factor Authentication
- Carbon Black migration
- O365 Email and Teams transition

As well, other departmental project work completed by IT included Listowel Station Bell phone system upgrade, numerous construction items, TV installations, equipment moves, AP digitalization (complete), PSD and FMW troubleshooting/integration with the organizations current systems, Fille Transfer Service (FTS) to download bank records via Secure File Transfer Protocol (SFTP) but we will continue to receive FAX's (complete), printer deployment, Rogers cellphone migration, new Council device deployment, updates to AV system/documentation, and network upgrades at St. Marys daycare and SKMC (RED Wi-Fi).

2023 projects have been itemized in the Service Delivery Plan outlined below.

Operationally, there has been a considerable increase in the number of devices, servers, laptops and accessories, cell phones, phone systems, software applications and interfaces, other department project work, etc.

Legislative Services

2022 was very busy operationally with preparation and implementation of the Election process and Council/Committee orientation. The 2021 Ward Boundary project was put on hold in 2022 due to the election and will be resuming in 2023 so that Council’s decisions regarding electoral boundaries are in place well ahead of the next election.

Council has formed a new Committee to review and amend current governance by-laws. As well, other North Perth by-laws and procedures require review and updating to ensure efficient and effective local legislation and compliance with provincial legislation and regulations. There will be a focus on by-law support during 2023 with the dedication of Legislative Services staff.

Corporate Record Management is a key function of the Department which needs to be fully evaluated and updated to an effective electronic format. An electronic format was developed internally a couple of years ago but before implementing a full paperless effort, the process requires a full review by a Record Management consultant to identify our current strengths and weaknesses and make recommendations. Currently, the format is not being utilized effectively by all departments. A request for proposal would be circulated in late 2023, for project work to be done in 2024. The consultant would also review and recommend ongoing staff needs to ensure a successful data base is maintained.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Corporate Services Department:

Finance & Procurement Services (2 FTE= 3,900 hrs/yr + 7 FTE= 12,740 hrs/yr)

Total Departmental Capacity			16,640
Services	Base Hours	Estimated Overtime	Total Hours
Procurement	1820	200	2,020
Cash Management, Accounting Functions, Financial Planning & Policy, Financial Analysis, Corporate Reception, Financial Reporting	14,840	1,540	16,380

Total Service Hours	16,660	1,740	18,400
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
Tax Ratio Review/Growth Master Plan	15		15
Internal Collaboration	50	10	60
Facilities Inventory/Community Hub/Brownfields	50	10	60
Reconstruction/Online Promotion/Department Succession Planning/Staffing locations/	75	20	95
Other	100	50	150
Total Strategic Project Hours	290	90	380
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Asset Management – Legislative/Update	150	120	270
Development Charges – Legislative/Updates	150	110	260
Water Meter Support	150	60	210
2022 GL Transfer Reconciliation	100	100	200
Maintenance Management System - Applications	50	50	100
Procurement By-law Update and tools	30	50	80
Support for Other projects work – IT, SI	80	20	100
Total Department Project Hours	710	510	1,220
Total Planned Hours	17,660	2,340	20,000
Total Remaining (Over Capacity) Hours			(3,360)

Information Technology Services (3 FTE= 6,240 hrs/yr)

Total Departmental Capacity			6,240
Services	Base Hours	Estimated Overtime	Total Hours
Information Technology Support & Maintenance	5,980	360	6,340
Total Service Hours	5,980	360	6,340
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
Support of Corporate Initiatives	120	20	140
Total Strategic Project Hours	120	20	140

Departmental Projects	Base Hours	Estimated Overtime	Total Hours
DR Site	150	40	240
Sophos FW	40	10	60
Windows 11 Migration	150	20	220
Ransomware - Security	150	40	240
Pen Test/Firewall Upgrade	25	10	60
WiFi and Scada Upgrades	25		50
Total Department Project Hours	540	120	660
Total Planned Hours	6,640	500	7,140
Total Remaining (Over Capacity) Hours			(900)

Legislative Services (2 FTE= 3,900 hrs/yr)

Total Departmental Capacity			3,900
Services	Base Hours	Estimated Overtime	Total Hours
Council Meetings – Preparation/Follow-up/Support	800	80	880
Council Meetings	250	10	260
Committees – attendance/support	100		100
Corporate Records Management – Paper/Electronic	300		300
Support to Planning/Development (preparation of agreements, circulation, and Committee of Adjustment)	300		300
Drainage Act processes	100		100
Public Support - Telephone/Email/Counter Service	450	50	500
Vital Statistics marriage licenses/burial permits/death certificates, Affidavits	300		300
By-law Review and Support	400	50	450
Animal Control Administration	50		50
AODA	30		30
Licensing (lottery, Taxi, etc.)	300		100
Total Service Hours	3,380	190	3,270
Strategic Projects	Base Hours	Estimated Overtime	Total Hours

Support of Corporate Initiative	100		100
Total Strategic Project Hours	100		100
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Ward Boundary Review	250	20	270
By-Law Development, Review and Update	150	40	190
Expansion of eSCRIBE for Boards and Committees	100		100
Initiating Records Management Review	100		100
2022 Municipal Election Wrap-up	50		50
Total Department Project Hours	650	60	710
Total Planned Hours	4,130	250	4,380
Total Remaining (Over Capacity) Hours			(480)

Total Planned Hours	
Total Remaining (Over Capacity) Hours	(4,740)



Development and Protective Services Department 2023 Business Plan

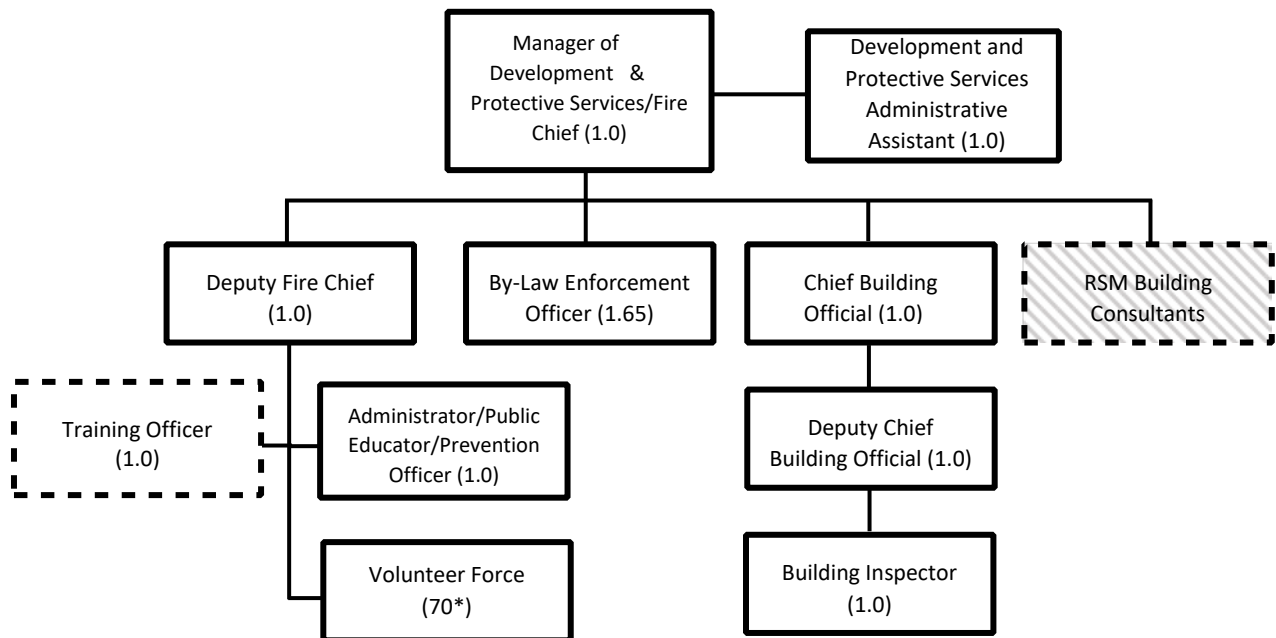
Overview of the Department

The Development and Protective Services Department is responsible for the following services:

Service	Description	Service Measure	KPI
Public fire and life safety education	Provide public fire and life safety education through events and the distribution of information and materials	Engagement with the varied demographic within North Perth (e.g., youth, seniors, newcomers, etc.).	Number of attendees at public education events including station tours, school visits, fire safety demonstrations, etc.;
Fire safety standards and code enforcement	Perform fire safety inspections to multiple types of premises under the direction of the Ontario Fire Code and applicable standards.	Increased compliance with the Ontario Fire Code.	Number of properties inspected; number of properties brought into compliance;
Emergency response	Supply fire suppression, auto extrication, rescue, land-based water rescue & medical assistance		Call volume and response times;
Development approval/land use planning	The North Perth Development Approval service reviews and approves development plans submitted by developers.	Applications are considered by Council, meeting Planning Act requirements.	Total pre-consultation meetings, site plan approvals
Building inspections & permits	The North Perth Building Inspection service provides inspections and permits for people building or renovating buildings.	Permits issued as required by legislation within specified timelines. Inspections are conducted as required by legislation within specified timelines.	Number of building inspections issued, dwelling units created, permit value, permit fees collected;

By-law Enforcement	The North Perth Bylaw Enforcement service enforces local bylaws.	Increased by-law compliance	Number of by-law complaints received and resolved;
Police Services	The OPP provides policing services including: road patrol, crime investigation, specialized response services, transportation of offenders, and works collaboratively with local and provincial partner agencies.	Increased community safety	Number of calls for service received and resolved.

Department Structure



Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- Building Code Act, 1992, S.O. 1992, c. 23
- Fire Protection and Prevention Act, 1997, S.O. 1997, c.4
- County of Perth Official Plan

- Provincial Policy Statement, 2020
- North Perth By-laws and Policies

2022 Review and 2023 Outlook

The building department, by-law enforcement, planning services and the North Perth Fire Department were combined into a service area mid way through 2022. Renovations to the Listowel fire station and the relocation of building, planning and by-law staff were not accounted for in the 2022 workplan and involved significant time commitment by key staff. Renovations to the Listowel station were paid for from building department reserve funds.

Staff turnover in the Development & Protective Services, due to retirements, maternity leave, and temporary leave, required increased recruitment efforts and advertising costs throughout 2022. Despite recruitment efforts, the CBO position remains vacant. Although the Municipality has retained RSM Building Consultants as an interim measure, a portion of the CBOs workload has been shifted to the Manager of Development and Protective Services/Fire Chief. Similarly, the management of by-law enforcement has shifted from the Clerk under the municipal restructuring plan to become the responsibility of the Manager of Development and Protective Services/Fire Chief. A portion of the Manager of Development and Protective Services/Fire Chief's wage has been reallocated to building, planning and by-law budgets respectively, and there have been additional funds allocated for contracted services.

The market review recommendations have been incorporated into the proposed 2023 budgets across Development & Protective Services, as well as set increases of 10% for both insurance and technology expenses.

Building Department

Building department activity remains strong in North Perth, with 415 building permits issued in 2022, creating 149 new dwelling units, and 8 new commercial/industrial buildings. Bill 23, More Homes Built Faster, will require collaboration between building department and county planning staff in 2023. Building department rates and fees will be reviewed in 2023, the first review in over a decade. Legislation provisions encourage municipalities to operate building departments on a cost recovery basis. Rates and fees are anticipated to increase to account for the increased costs associated with administering and enforcing the Ontario Building Code in our growing community. An increased staffing complement within the building department is anticipated in 2024. In the meantime, existing staff are being mentored and developed to leverage retention and succession planning opportunities moving forward.

By-law Enforcement

In 2022, the Municipality entered into an agreement with Tenet Security Group to provide by-law enforcement, resulting in an increase in contracted service costs, offset by a decrease in full time salary and wages. In 2023, by-law will work together with the Clerk and other departments to review by-laws that require updating, including animal control, noise and parking. A review of set fines will also be undertaken to ensure fines are in line with other jurisdictions and to assist in offsetting the costs associated with by-law enforcement.

Fire Department

The fire department rate and fees have been reviewed, and full cost recovery for false alarms recommended to council to recoup the costs of these unnecessary calls for service. A slight increase to rental income is expected at the Listowel station due to outside bookings of the training room, and a renegotiated radio tower rate to be more in keeping with other radio towers in the County. The costs associated with operating the Listowel fire station are now shared with the building, planning and by-law departments. COLA has been applied to the fee North Perth pays the Town of Minto for fire protection, and the fee we charge the Municipality of West Perth to provide fire protection as per written agreements.

The NPFDF volunteer firefighter complement increased to address growth related call volumes and personnel turnover; challenges being experienced by volunteer fire services across Canada. The NPFDF recruitment campaign was incredibly successful, with 14 new members hired, nine for the Listowel station, four for the Atwood Station and one for the Monkton station. Recruitment focussed on the department's skillset inventory, whereby new members were chosen to address skill and knowledge gaps such as fluency in languages other than English, skilled trades, and advanced medical training. The coordinated effort involved in recruiting, training, and on-boarding this many volunteer firefighters was significant.

Mandatory firefighter certification, the intensification of building density in North Perth, and the need to provide more in-house training opportunities for our personnel necessitates changes to the existing NPFDF training program. This provides the opportunity to introduce a full-time training officer position to the department. If approved through the 2023 budget process, the job description for this position will include a requirement to respond to day-time emergencies, augmenting response capabilities for our community during hours of the day that our volunteer complement is less available to respond due to their full-time work commitments. This position would also assist in alleviating the workload on our volunteer training committee, ensure compliance with mandatory certification requirements, and enable redistribution of some tasks currently performed by the Manager of Development and Protective Services/Fire Chief and the Deputy Fire Chief, which will reduce the capacity challenges currently faced by the department.

An internal training officer will reduce the need for the department to hire external agencies to provide required training and allow for greater flexibility in course offerings that accommodate our volunteer firefighters' schedules. Increased training and education costs have been incorporated into the proposed budget to build in house training capacity, train two-day staff as fire investigators, and complete year two of a three-year plan to train all NPFDF firefighters as first responders. Increased wages to account for COLA and automatic two stations response during daytime hours have been incorporated into the budget.

Increased costs to appropriately outfit both volunteer firefighters and full-time day staff have been included in the 2023 proposed budget. Additional legal fees have also been accounted for to reflect the costs associated with preparing fire department personnel for court proceedings, which is becoming a more frequent reality.

An additional support vehicle has been included in the proposed budget. Currently, the Atwood station is the only North Perth fire station that does not have a support vehicle, and volunteer firefighters are frequently required to drive personal vehicles to emergency scenes. This creates unnecessary traffic congestion on scene and introduces contaminants into the

firefighter's personal vehicle. Industry best practice is for firefighters to respond to emergencies in fire department vehicles that have appropriate lights and emergency vehicle features for the safety of first responders and the public.

In addition to funds for a support vehicle, reserve funds have been allocated to replace Unit 30, a 2004 support vehicle currently housed at the Monkton station. This is the first of a four-year replacement plan for this fully depreciated vehicle.

Social media account presence was increased as a method of providing fire safety education and public service messaging with the community, as required by the legislation. Throughout 2022, the NPFDF Facebook account attracted more than 1,400 followers, and 11,500 post engagements, making social media an efficient and cost-effective method of providing information to our community. The electronic sign procured through the 2022 budget will also be used as a method of providing public fire and life safety information to our community. A modest increase to advertising has been requested to pay for a green light awareness campaign as per Council's October 2022 recommendation.

The NPFDFs efforts to engage our community's youth included welcoming a co-operative education student from LDSS, hosting Girls Empowerment Workshops, a week-long Junior Firefighter Camp, Storytime with the NPFDF and engagement with the Specialist High Skills Major program. These opportunities allowed the NPFDF to form partnerships with North Perth Programs, the North Perth Library, and LDSS, relationships that will continue to be leveraged moving forward.

Police Services

The 2023 estimated policing cost per property is \$409.60, an increase of only \$0.03 per property when compared to the 2022 budget. The total estimated policing cost for 2023 is \$2,603,609. The year-end adjustment for the year 2021 (included in the 2023 billing statement) produced an additional amount owed of \$46,797. With this adjustment, the grand total billing for 2022 is \$2,650,407. The 2023 monthly billing amount of \$220,867 has increased by \$8,564 compared to the 2022 monthly billing amount of \$212,313.

The main costs that contribute to the estimated policing cost per property is municipal base services and calls for service costs. The increase in the 2023 budget is due to the addition of more properties (new development) in the municipality and increased calls for service. Other costs include overtime, contract enhancement, court security and prisoner transportation. The contract enhancements purchased by the Municipality of North Perth include the Detachment Sgt. and Detachment Administrative position. Our enhancements allow North Perth to have a staffed OPP office in Listowel.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity. The total capacities outlined in the service delivery plan, assumes Development and Protective Services is fully staffed and does not account for the current vacancy of Chief

Building Official. The CBO position was posted again in early 2023, however the position remains vacant. Our By-law Enforcement Officer (non-contract) remains on leave and efforts to fill temporary contract position were unsuccessful.

As discussed in the 2022 Overview and 2023 Outlook, if approved as part of the 2023 budget, the full-time position of the Training Officer will assist in alleviating capacity challenges currently experienced by the Manager of Development and Protective Services/Fire Chief that resulted from the municipal reorganization in the spring of 2022. The full-time staffing complement of the fire department has remained unchanged since 2013, despite community growth, an increased volunteer complement, and legislation requiring fire safety inspections in vulnerable occupancies, mandatory certification of firefighters, and the development of a Community Risk Assessment.

The 2023 Service Delivery Plan does not include a capacity breakdown for the North Perth Fire Department volunteer firefighter complement due to variable nature of emergency response and the uncertain availability of the volunteer firefighters.

The following chart is a summary of the work plan for the Development and Protective Services Department:

Manager of Development and Protective Services (1 FTE). On-call hours are not included in the capacity breakdown.

Total Capacity			1950
Services	Base Hours	Estimated Overtime	Total Hours
Personnel management (e.g., recruitment, promotions, mentoring, discipline, payroll, etc.)	450		450
JHSC, Officer, Site Plan/Pre-consult, and Staff meetings	150		150
Fire safety standards and code enforcement (e.g., fire safety plan and fire drill approvals)	200		200
Procurement (e.g., RFP, contracts, purchasing, etc.)	45		45
Internal and external partnerships (e.g., Perth County Mutual Aid, North Perth Programs, North Perth Library, etc.)	100		100
Administration and support to building, by-law, planning and fire department staff	400		400
Emergency response	50		50
Council attendance, staff reports	100		100
Management Team meetings	25		25
Conferences and professional development	60		60

Total Service Hours	1580		1580
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
n/a			
Total Strategic Project Hours			
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Medical oversight program	25		25
Post Traumatic Stress Injury Prevention program	40		40
Update rural water supply mapping and agreements	50		50
HazMat response rollout	40		40
Operational Guideline review	150		150
NPFD remuneration review, personnel development plans, and performance reviews	200		200
Community Risk Assessment	150		150
Amending/consolidating municipal by-laws and review of set fines	35		35
Create by-law enforcement policies and SOPs	35		35
Review of building department fees, public meeting	10		10
Succession planning	10		10
Bill 23, Housing Registry	50		50
Total Department Project Hours	745		745
Total Planned Hours	2325		2325
Total Remaining (Over Capacity) Hours			(375)

Fire Department (2 FTE) (On-call hours are not represented in the capacity breakdown)

Total Departmental Capacity			3770
Services	Base Hours	Estimated Overtime	Total Hours
Public fire and life safety education (i.e., fire hall tours, school visits, public event participation, Junior Firefighter Camp, etc.)	800		800

Fire safety standards and code enforcement (i.e., fire safety inspections, Vulnerable Occupancy compliance, fire safety plan review, etc.)	800		800
Fire administration (i.e., payroll, on-boarding, recruitment, staff recognition, communication, etc.)	1500		1500
Training, firefighter certification	500		500
Equipment repair/maintenance/procurement	750		750
Emergency response	104		104
Total Service Hours	4454	684	4454
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
n/a			
Total Strategic Project Hours			
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Transition to electronic maintenance records	75		75
Transition to on-line burn permits	25		25
Updates to policies and Operational Guidelines	50		50
Bill 23/Additional Dwelling Units Registry	100		100
Total Department Project Hours	250	250	250
Total Planned Hours	4704	934	4704
Total Remaining (Over Capacity) Hours			(934)

By-law Enforcement Division (1.65 FTE, 50 weeks)

Total Departmental Capacity	2888		
Services	Base Hours	Estimated Overtime	Total Hours
Responding to complaints/enforcement	1400		1400
Parking infractions	250		250
Support to other departments (building, clerks, operations, parks)	500		500
Email/phone inquiries	250		250
Administration	300		300
Total Service Hours	2700		2700

Strategic Projects	Base Hours	Estimated Overtime	Total Hours
n/a			
Total Strategic Project Hours			
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Updating/consolidating municipal by-laws	50		50
Creating public education content (pamphlets/website/social media)	50		50
Education for bylaw officers (OAPSO, Humane Society and in-house learning)	100		100
Create by-law enforcement policy and SOPs	50		50
Total Department Project Hours	250	62	250
Total Planned Hours	2950	62	2950
Total Remaining (Over Capacity) Hours			(62)

Building Division (4 FTE 35 hr/wk).

Total Departmental Capacity			7280
Services	Base Hours	Estimated Overtime	Total Hours
Input/review building permit applications and plans review	2500		2500
Issue Building permits	500		500
Site Plan/Subdivision Review	400		400
Zoning Compliance letters	75		75
Counter/telephone support	1000		1000
Site Meetings	75		75
Pre-Consultation Meetings	300		300
By-law Enforcement Consultation	250		250
Staff/Chapter Meetings	100		100
Legal & Litigation Matters	100		100
Zoning & Planning Review	400		400
Building Permit Inspections/investigations	2000		2000
Total Service Hours	7700	420	7700

Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Bill 23/Additional Dwelling Units Registry	200	200	200
Total Department Project Hours	200	620	200
Total Planned Hours	7900	620	7900
Total Remaining (Over Capacity) Hours			(620)

Development and Protective Services

Total Planned Hours	17879
Total Remaining (Over Capacity) Hours	(1991)



Environmental Services Department 2023 Business Plan

Overview of the Department

The Environmental Services Department is responsible for the following services:

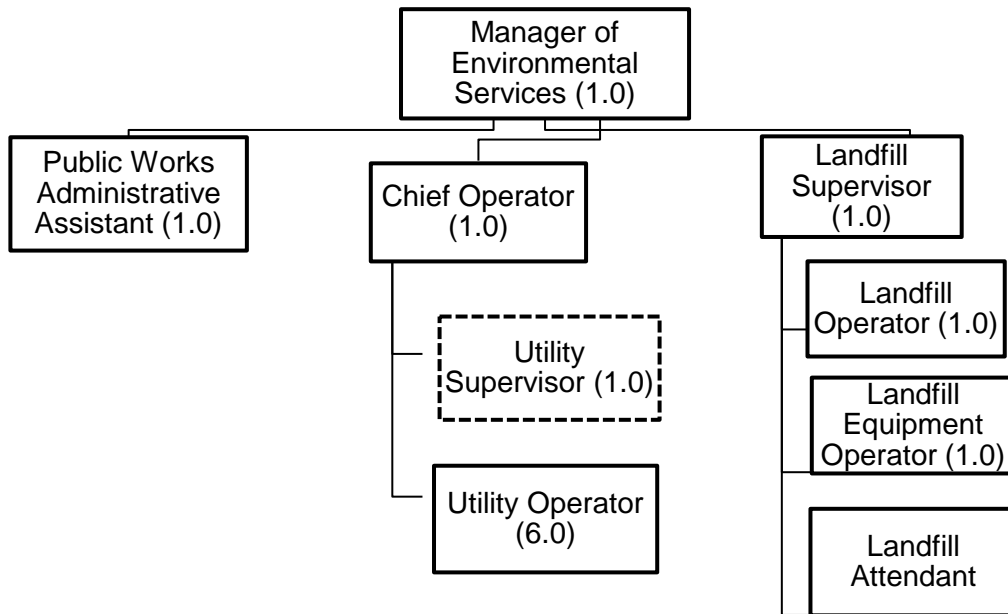
Service	Description	Service Measure	KPI
Water Supply and Distribution	Operating Authority for municipal water services	Water system reliability Water resources/reserves Water system compliance	Water loss audits *MECP Inspections *DWQMS Audits Customer Complaints
Wastewater Treatment and Collection	Operating Authority for municipal wastewater services	Wastewater system reliability Wastewater resources/reserves Wastewater system compliance	MECP Inspections Odor complaints Annual North Perth Compliance Report
Solid Waste Management	Oversees curbside collection of waste and recycling in North Perth and operates and maintains municipal landfill	Solid waste system reliability Solid waste resources/reserves Solid Waste system compliance Landfill compaction rates	MECP Inspections Customer complaints Landfill liability estimates In-situ waste density
Climate Change Initiatives	Oversees climate change initiatives in North Perth	Greenhouse Gas Reduction Plan Implementation Climate Change Lens Development County Clean Water Project	Inventory of recent projects (e.g., Tree Planting inventory) Updated carbon footprint data Updated Energy Conservation and Demand Management Plan
Emergency Management	Alternate Community Emergency Management Coordinator for North Perth	County Emergency Management Plan Prepared facilities and staff	Annual Municipal Emergency Control Group training compliance

			Emergency Response Plan efficiency
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* MECP – Ministry of the Environment, Conservation and Parks

* DWQMS – Drinking Water Quality Management Standard

Department Structure



Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- North Perth By-laws and Policies
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)
- Clean Water Act 2006
- Safe Drinking Water Act
- Ontario Water Resources Act
- Environmental Protection Act (EPA)
- Waste Free Ontario Act 2016

- Resource Recovery and Circular Economy Act 2016
- Waste Diversion Transition Act 2017
- O. Reg 129 (Licensing of Sewage Works)
- O. Reg 435 (Waterworks and Sewage Works)
- O. Reg 128 (Certification of Drinking Water System Operators)
- O. Reg 169/03 (Ontario Drinking Water Quality Standards)
- O. Reg 170/03 (Drinking Water Systems)
- O. Reg 243/07 (Schools and Daycares)
- O. Reg 169/08 (Small Drinking Water Systems)
- O. Reg 232/98 (Landfilling Sites)
- O. Reg 347/90 (General – Waste Management)
- O. Reg 225/18 (Tires)
- O. Reg 30/20 (Batteries)
- O. Reg 522/20 (Electrical and Electronic Equipment)
- Environmental Compliance Approval (ECA)
- Federal Wastewater Systems Effluent Regulations (WSER)
- Municipal Utility Monitoring Program (MUMPs)

2022 Review and 2023 Outlook

Water/Wastewater

Residential growth continued to be strong in 2022 as illustrated by the 1,032 locate requests completed to date. By the end of 2022, the water/wastewater division services the following residential and commercial customers:

- Residential water customers – 3,645 (increase of 120)
- Residential sanitary sewer customers – 3,777 (117)
- Commercial water customers – 309 (3)
- Commercial sanitary sewer customers – 303 (3)

Under Provincial Regulations, water and wastewater systems are required to be self-funding and therefore, are on a user pay system. The goal is to provide a quality product while maintaining affordable pricing.

Efforts were made in 2022 to fill the new position of Utility Supervisor; however, we were not successful in finding a suitable candidate. A Utility Operator position was filled later in the year. The Utility Supervisor position will be re-evaluated in 2023.

Water

The Municipality of North Perth owns and operates four water systems located in Atwood, Listowel, Molesworth and Gowanstown.

The following maintenance activities occurred in 2022:

- Listowel Well #4 – Well Pump Maintenance and Well Inspection
- Hydrant painting program continued
- New Pressure Tanks installed for the Atwood Water System

- Flow Control Valves at all wells checked and inspected
- Yard hydrants install in Molesworth for flushing and sampling purposes
- VFD's where purchased and installed for Well #4 and #6 in Listowel
- Continued with valve turning program and turned valves in the downtown core
- Spring and Fall Watermain Flushing was completed
- ROV Inspection of the Listowel Water Tower was completed
- New air release valves were installed on chlorine contact tanks at Well #4
- Dalmitch Subdivision in Atwood watermain for phase 2 was connected to the water system
- Various valves, curb stops, and sanitary clean out tops where repaired by staff

Ministry of Environment, Conservation, and Parks (MECP) well inspections are completed each year and 2022 saw no non-compliances in any of our water systems, resulting in a 100% rating for each system.

Water system plans for 2023 include the following:

- Hydrant painting program – 100 per year
- Smith Court Well in Atwood Well inspection and maintenance
- Atwood Reservoir Clean Out
- Listowel Water Tower Clean out and Inspection
- Continued valve turning and fire hydrant maintenance
- Automated Meter Infrastructure and Water Meter Replacement Project
- Water System Hydrogeological Assessment in Atwood

Wastewater

The Municipality of North Perth owns and operates the Wastewater Treatment Plant (WWTP) in Listowel, 5 pump stations throughout Listowel and 2 pump stations located in Atwood, as well as the associated collection systems in both Listowel and Atwood.

In addition to the regular operations and preventative maintenance activities required for the wastewater treatment plant, pump stations and collection systems, the following activities took place in 2022:

- All blowers inspected and vibration analysis completed by contractor
- UV bulbs cleaned and replaced as required
- All on-line Dissolved Oxygen and Suspended Solids sensors inspected and calibrated
- Both Filters sand replacement and chemical treatment to porous plates
- New ORP system purchased and installed for the aeration tanks
- Septage Receiving Station tank cleanout and inspection three times
- Roof on the administration building and garage was replaced
- New RAS pump was purchased and installed at the WWTP
- Highway 23 Pumping Station Pump Maintenance completed with overhaul of Pump #2
- Sanitary flushing completed
- New Air Release Valves installed on both Listowel Raw Sewage Forcemains
- Spare pumps refurbished for the Winston Street Pumping Station
- Pump #2 at Atwood Pumping Station #2 full refurbishment

Plans for 2023 include the following:

- Clarifier retrofit at the WWTP to include new scum removal
- Waste Station upgrade at the WWTP
- SRS tank refurbishment and installation of new grit tank
- Continued I & I work to be completed
- Replacement Return Activated Sludge pump to be purchased and installed
- Refurbishment of various pumps at pumping stations

Solid Waste

The Solid Waste Division had a successful year in 2022. Landfill tipping fee revenue was higher than budgeted by approximately \$45,000. Automated collection revenue continues to increase as residential growth in North Perth expands. In 2022, 126 new waste bins and 138 new recycling bins were added to the program.

The Solid Waste Division revenues are generated through user fees such as automated bin fees, tipping fees, the sale of scrap metal, and through provincial programs for electronics and hazardous waste. In 2021, Council directed staff to amend the Solid Waste Fee Schedule to achieve a complete user-fee based operational budget.

Recycling in Ontario continues to see changes. Since 2019, tire recycling, battery recycling, electronics recycling and Municipal Hazardous and Special Wastes have moved to a producer responsibility model. The Blue Box Program is scheduled to move to producer responsibility in 2024.

The mattress recycling program began at the Elma Landfill in April of 2017. Recycling mattresses and box springs saves valuable landfill space and reduces wear and tear on the compactor. A total of 758 mattresses and box springs have been recycled in 2022 to date, the equivalent of six tractor-trailer loads. Since the program began, over 5,330 mattresses and box springs have been recycled equal to 38 tractor-trailer loads.

An Expanded Polystyrene (EPS) Styrofoam recycling program was introduced at the Elma Landfill on October 1st of 2020. Since then, 445 cubic yards of EPS has been collected, the equivalent of over 4 tractor-trailer loads being diverted from the landfill.

Both the Listowel Landfill and the Wallace Landfill continue to be monitored throughout the year with semi-annual water testing as required by their Environmental Compliance Approvals. The Wallace Landfill reporting frequency has been reduced to once every three years rather than annually.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Environmental Services Department:

Environmental Services Department

Total Departmental Capacity			24310
Services	Base Hours	Estimated Overtime	Total Hours
Water Supply and Distribution	7780	60	7840
Wastewater Collection and Treatment	9510	60	9570
Solid Waste	6728	30	6758
Climate Change	104	0	104
Emergency Management	188	0	188
Total Service Hours	24310	150	24460
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
1.7.1 Promote greenhouse gas reduction by the community and the municipality Complete and implement community-wide greenhouse gas emission reduction plan	60	0	60
1.7.2 Promote recycling, waste diversion and reduction of resource consumption by residents and businesses Promote actual recycling businesses	40	0	40
1.7.2 Promote recycling, waste diversion and reduction of resource consumption by residents and businesses Review effect of legislation and regulation changes to MHSW, electronic, composting over next year	40	0	Included in Solid Waste Management
Total Strategic Project Hours	140	0	100
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Water meter replacement and Advanced Metering Infrastructure	500	0	500
Trunk Main Manhole repairs/replacement	40	0	40
Rebuild of WWTP Clarifiers	40	0	40
Refurbishment of Septage Receiving Station	40	0	40
Refurbishment of WWTP Waste Station	20	0	20

Department Plan

Environmental Services Department

Replacement of Return Activated Sludge Pump	10	0	20
Bulk Water Station	10	0	10
Hydrogeological Assessment- Atwood Water System	10	0	10
Total Department Project Hours	670	0	670
Total Planned Hours	25120	150	25230
Total Remaining (Over Capacity) Hours			(920)



Facilities Department 2023 Business Plan

Overview of the Department

The departmental plan has been developed by the Facilities Department staff to outline the work plan for the 2023 budget year.

The departmental vision is to work together to provide quality services and amenities to all residents, visitors and internal stakeholders through Recreation and Parks, Cemeteries and Non-Recreation Facility maintenance. The goals of the department include:

- Responsive service delivery
- Opportunities for all
- Accessible and high-quality facilities
- Connected parks and trails
- Building capacity and partnerships
- Responsible and efficient use of resources
- Collaborative internal facility maintenance

The Facilities Department is responsible for the care of the Municipality’s facilities (recreation and non-recreation), including Perth Meadows, cemeteries, cenotaphs, parks, open spaces, and trails. Facility maintenance of non-recreational facilities includes custodial, capital projects, and some operational responsibilities within Fire, Child Care, Public Works, and Library departments. Within the Recreation and Parks division, sports field maintenance, turf management, horticulture, playgrounds, buildings, arenas, halls, swimming pools and splash pad management are the core functional areas.

The Facilities Department is responsible for the following services:

Service	Description	Service Measure	KPI
Parks and Recreation Facilities Management and Operations	<p>Ensuring parks and facilities are managed and maintained to the level where we provide safe and pleasing atmospheres to meet both active and passive needs of the people. Includes centralized booking of all facilities such as arenas, halls, sports fields, pavilions and pools.</p> <p>Use of the Parks and Recreation Services master plan as a guide to solidify the division’s role as a facility provider,</p>	<p>56.99 Hectares of municipally owned park and open spaces</p> <p>13 parks</p> <p>12 playgrounds</p> <p>1 outdoor rink</p> <p>1 skateboard park</p> <p>2 cenotaph parks</p> <p>6 Pavilions</p> <p>1 Amphitheatre</p> <p>1 Bandshell</p> <p>5 Bocce courts</p> <p>6 outdoor public washrooms</p>	<p>Park grass cut every/days or maintain length of 3”</p> <p>Park and Playground Inspections Completed</p> <p>Park garbage collected 3-7 days a week</p> <p>Trail garbage collected 3-7 days a week</p> <p>Daily Trail maintenance and repair weekly</p>

	<p>including budgeting, policies and procedures.</p>	<p>Greenspace & naturalized areas 3 indoor ice rinks 7 Halls/meeting rooms 2 outdoor pools 1 splash pad 13 Ball diamonds; 2 batting cages 9 Soccer pitches 6 Tennis courts (pickleball/basketball) 3 outdoor volleyball courts 3 horseshoe pits</p>	<p>Trails patrolled April through October Cleaning and maintenance of outdoor amenities (pavilions, amphitheatre, bandshell, picnic tables, park benches, washrooms) Ice sheets flooded 8-15 times per day Lines groomed 3-7 times per week per diamond Turf cut at 2.5 inches Response to rental enquiries within 24 hours # rental hours/facilities Hall set up 8 hrs for large event and 16-24 hrs to tear down to be ready for next event Conditions of Infrastructure</p>
<p>Horticulture, Parks and Beautification</p>	<p>Horticultural and beautification of our parks, gardens, round-about and BIA areas</p>	<p>38 gardens/flower beds, 30 hanging baskets, 31 flower boxes, 15 clam shells, naturalized areas, parkland and greenspaces 1 community garden (April-October)</p>	<p># beautification gardens Opportunities to beautify downtown areas Water downtown flowers daily during season</p>

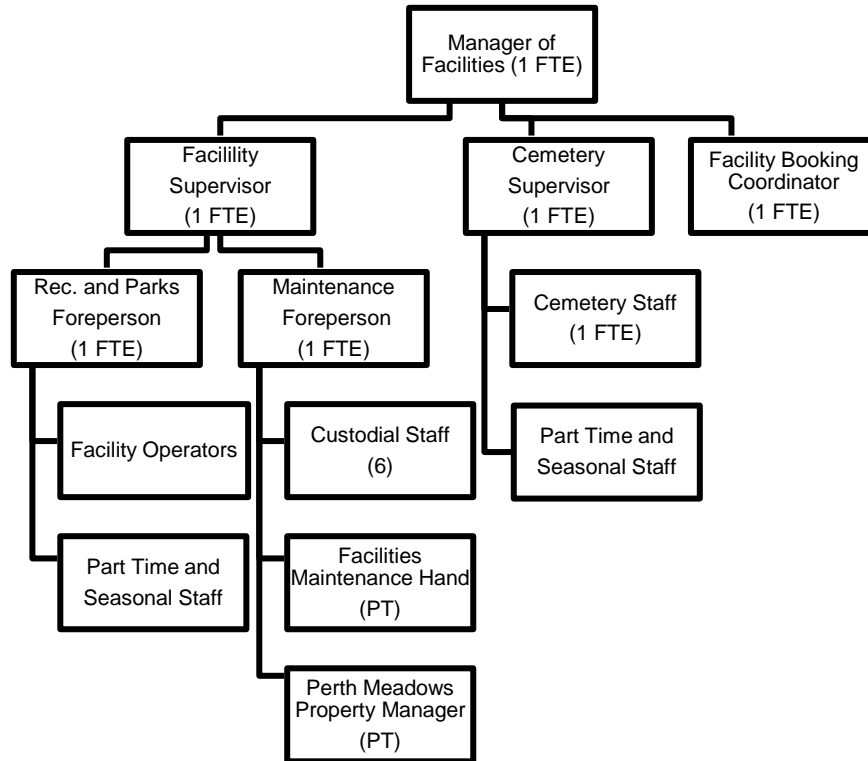
		Seasonal Christmas Decorating	
Trail Maintenance and Development	Trails maintenance and development. Address trail gaps and potential connections of North Perth and G2G trail systems.	27 km of recreational trail and walkways	Km of trail maintained Active transportation incorporated in future road developments Create walkway connections from neighbourhoods to trail system where possible
Reforestation and Maintenance	Maintain existing and new forested areas. Work in conjunction with community groups to implement tree planting events	# Acres of trees # memorial trees Naturalized areas (Monkton, Gowanstown, Listowel, Trowbridge)	Plant 1000 new trees a year (carbon footprint report) Inventory of memorial trees Maintenance of naturalized areas
Public Works Buildings	Provide maintenance and cleaning services to administrative spaces in Public Works Facilities in addition to project management for capital projects.	PUC Building on 580 Main Street and other sheds	Regular maintenance checks Response time for repair requests (per facility work orders and direct time sensitive requests) # of repairs needed Establish maintenance schedules Conditions of Infrastructure Caretaking duties

<p>Fire Stations</p>	<p>Provide maintenance services to administrative spaces in Fire Station Facilities in addition to project management for capital projects.</p>	<p>3 Fire Stations Monkton Atwood Listowel</p>	<p>Regular maintenance checks Response time for repair requests (per facility work orders and direct time sensitive requests) # of repairs needed Establish maintenance schedules Conditions of Infrastructure Caretaking duties</p>
<p>Libraries</p>	<p>Provide maintenance services to administrative spaces in Library Facilities in addition to project management for capital projects.</p>	<p>3 Libraries Monkton Atwood Listowel</p>	<p>Response time for repair requests (per facility work orders and direct time sensitive requests) # of repairs needed Establish Maintenance schedules Conditions of infrastructure Caretaking duties.</p>
<p>Child Care</p>	<p>Provide maintenance services and project management for capital projects in conjunction with lessors.</p>	<p>Monkton St. Mary's, Spinrite</p>	<p>Response time for repair requests (per facility work orders and direct time sensitive requests) # of repairs needed</p>

			<p>Establish Maintenance schedules</p> <p>Conditions of infrastructure</p> <p>Caretaking duties.</p>
Perth Meadows	<p>The administration and management of a Seniors' residential campus development: 18 townhomes and 36 suite units. Overseeing the maintenance including custodial, contracted maintenance and repairs. Coordination of Suite Life Lease agreements, resident communications and services.</p>	<p>18 Town Homes (life lease)</p> <p>Private Driveway</p> <p>36 Suite Units (7 Rentals & 29 Life Leases)</p> <p>Parking Lot</p>	<p>Seniors Residential Inventory 54 Units</p> <p>Committee of Council Recommendations to Council</p> <p>Responding to resident complaints and encouraging public input</p> <p>Annual Budget – Self Funding</p> <p>External Audit Report</p>
Cemeteries	<p>Includes all day to operations of the cemeteries. With 2 active sites in Listowel and Donegal and 11 additional sites that are non-active but maintained. Activities include maintenance and upkeep of grounds and assets, correspondence with the public in response to interment and burial requests and coordination with third parties including funeral homes and regulatory agencies. All activities to conform or to exceed</p>	<p>Burials</p> <p>Grass and grounds maintenance</p> <p>Inspections</p>	<p>Number of burials</p> <p>Grass and grounds maintenance standard of cutting and cleaning</p> <p>Inspection of satellite sites monthly in summer conditions</p> <p>Cemetery Act compliance</p>

	requirements under <i>Cemeteries Act RSO 1990, c.C.4.</i>		
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Department Structure



It is anticipated that departmental structural change will be ongoing to reflect changes in the work force.

Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- North Perth By-laws and Policies
- County of Perth Official Plan
- Alcohol and Gaming Commission of Ontario
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)

2022 Review and 2023 Outlook

Several projects and plans were implemented in 2022. Projects included in the 2022 Facilities Business Plan that were completed include:

- Atwood Cenotaph wall removal and resodding
- Listowel Library masonry
- Wallace Community Centre HVAC Unit
- New truck for Elma Logan Recreation Complex
- Monkton baseball lights – underway
- Listowel Memorial Park Fence Phase 2
- Monkton Fire Station Training Facility roof replacement
- Elma Memorial Community Centre kitchen flooring
- Wayfinding signs

Several projects in addition to what was included in the 2022 Business Plan also arose throughout the year. Additional projects completed include:

- Listowel Fire Station administrative space renovation
- Memorial Arena Park (MAP'59) fundraising committee support
- SET7 Elma Memorial Community Centre facility upgrades
- North Perth Access Centre
- OPP CCTV Video Surveillance project for Listowel Memorial Park
- Monkton G2G Trail connection to Elma Logan Recreation Complex
- Initial stages of development of 4 additional parks with the assistance of a consultant

In 2023, the Facilities Department is proposing to carryover several projects from 2022 due to under budgeting in relation to the supply of goods and services following the pandemic.

These carry over projects include:

- Gowanstown Trail parking spaces
- Davidson and Atwood Tennis Court Refurbishing
- Trowbridge Pavilion in Robert Mathers Park
- Monkton Ball Lighting project completion
- Perth Meadows Town Home Driveways and cement work on pathways
- Aquatic Facility Drawings
- Cemetery Fence at shop

New capital projects and equipment for 2023 include:

- Facility Inventory and Condition Assessment
- Roof on the Public Utilities Building 580 Main Street
- Carnegie Library roof repair
- 4 Floor scrubbers (Listowel Library, Listowel Fire Station, Monkton Child Care, Perth Meadows)
- Listowel Parks Zero Turn Mower
- Listowel Parks dump trailer
- Listowel Park Shed at SKMC pave parking lot and construct mezzanine

- MAP'59 Park
- Phase 3 fencing at Memorial Park
- Listowel Memorial Park Play Structure
- 4 new park developments
- Elma Logan Recreation Complex Dehumidifier and header pipes
- Elma Logan Recreation Complex Hall Lighting upgrades
- Elma Memorial Community Centre portable stage
- Elma Memorial Community Centre Additional Storage facility
- Floor grates and mats at Municipal Office, Listowel Fire Station, Day Care
- Perth Meadows Roof Assessment
- Perth Meadows Security fob system
- Atwood Pool Filtration System
- Listowel Fire Station Electric Vehicle Chargers
- Listowel Fire Station additional workstations
- Listowel Fire Station Accessible Doors
- Atwood Fire Station Parking Lot paving
- Atwood Fire Station lighting and ventilation
- Municipal Office Roof Repair
- Municipal Office additional workstations
- Refurbish OPP washroom area
- OPP Gas Heater in garage
- Municipal Office Water Softener

An additional Facility Operator has been budgeted in the proposed 2023 operating budget to increase the staff capacity to address the growing responsibilities of the department.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Facilities Department:

Facilities Department

Total Departmental Capacity			43,559
Services	Base Hours	Estimated Overtime	Total Hours
Parks and Recreation Facilities Management and Operations including beautification	12,440	250	12690
Trail Maintenance and Development	2556	0	2556

Reforestation and Maintenance	14550	400	14950
Non-Recreation and Parks Facility Maintenance	6500	1000	7500
Facility Bookings and Accounts Receivable	1850	20	1870
Perth Meadows	1280	0	1280
Cemeteries	2432	0	2432
Departmental Management	1950	40	19540
Total Service Hours	43558	1710	45268
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
2.2.3 Identify and establish partnerships to ensure efficient and effective delivery of services			Part of Department Management Service
3.1.1 Develop facilities that support multiple uses and allow them to evolve and be repurposed as the community evolves			Part of Department Management Service
3.1.2 Connect and promote the trail system through North Perth			Part of Department Management Service
3.1.3 Ensure accessibility and AODA compliance of all municipal facilities			Part of Department Management Service
3.2.1 Provide and promote vibrant social and community spaces			Part of Department Management Service
5.3.3 Assess and evolve municipal facilities to efficiently deliver municipal services			Part of Department Management Service
Total Strategic Project Hours			0
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Gowanstown Trail Parking	5		5
Cemetery Fence at shop	40		40

Department Plan

Facilities Department

Monkton Ball Lighting project completion	15		15
Perth Meadows Town Home driveways and cement work on pathways	10		10
Aquatic Facility Drawings	5		5
Davidson and Atwood Tennis Court Refurbishing	10		10
Roof on the Public Utilities Building 580 Main Street Carnegie Library roof repair	40		40
Listowel Park Shed at SKMC pave parking lot and mezzanine construction	10		10
MAP'59 Park	150		150
Listowel Memorial Park Playground	10		10
4 new park developments	100		100
ELRC dehumidifier and header pipes	10		10
ELRC Hall lighting upgrades	5		5
EMCC additional storage facility	15		15
Perth Meadows roof assessment	5		5
Perth Meadows security fob system	20		20
Floor Grates x 3 locations	15		15
Atwood Pool filtration system	15		15
Listowel Fire Station EV chargers	5		5
Listowel Fire Station additional workstations	10		10
Listowel Fire Station accessible doors	5		5
Atwood Fire Station parking lot	10		10
Atwood Fire Station lighting and ventilation	10		10
Municipal Office roof repair	10		10
Municipal Office additional workstations	10		10
Municipal Office OPP washroom renovation	20		20
Total Department Project Hours	560		560
Total Planned Hours	43558	1710	45820
Total Remaining (Over Capacity) Hours			(2261)



Programs Department 2023 Business Plan

Overview of the Department

The Programs Department is responsible for the following services:

Service	Description	Service Measure	KPI
Children Services – Child Care, School Age Program, Day Camp, EarlyON	Child Care: Responsible for the safety and well-being of infants, toddlers, and children.	Offers child care services per <i>O. Reg. 137/15</i> under the <i>Child Care and Early Years Act, 2014 (CCEYA)</i> at 3 centres with a total of 402 spaces: Infants = 20 Toddlers = 30 Preschool = 72 Kindergarten = 130 Primary/junior school age=120 Family age group =30 Before and After Care at schools and child care centres	% Attendance Feedback Comments Opportunities to support additional child care spaces
	Day camps - offered during non-instructional days (PA Days, Winter Break, March Break, Summer) Rec Camps - Registered High Five Organization with Parks and Recreation Ontario Kinder Camps - Licensed	Kinder Camp – 4 programs with 78 spots Day Camp – Main site (up to 60 spots) with satellite sites for specialty camps (between 10-24 spots) Special Guests included to make community connections	# Programs # Participants # Special guests % High Five Quest 2 Program Evaluation Feedback Comments
	EarlyON Offer free, high-quality programs for families and children from birth to 6 years old.	3 EarlyON centres	# Participants # Programs (Indoor and Outdoor) # Referrals made to families to access community services

Department Plan

Programs Department

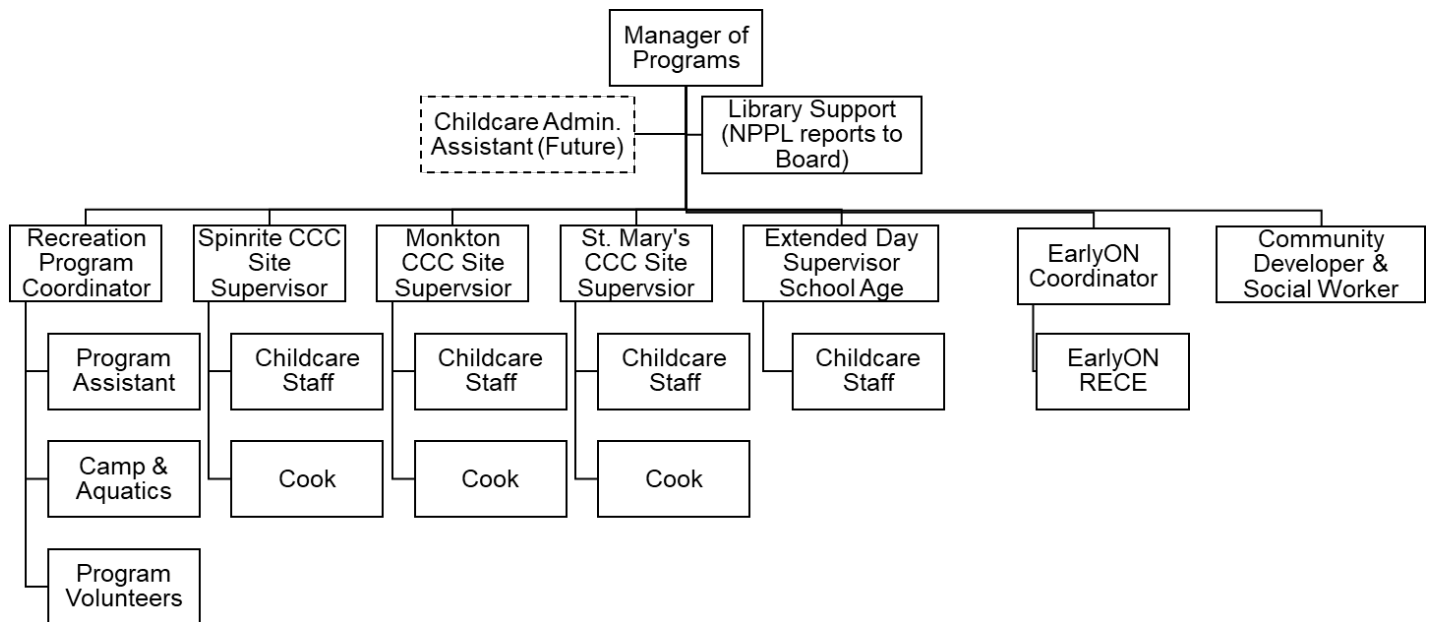
			# Connections made with community agencies Feedback Comments
Delivery of Quality Programming	Maintain current and develop new quality programming opportunities to meet the needs of the community. Include programming for children, youth, adults, and seniors. Includes arts, culture, sports, recreation, leisure, community activities and events.	Fostering a sense of community through quality programs Engage with community Provide programs where gaps exist.	# Programs # Participants # Community Events Response to registration requests within 24 hours Minimum cancellation notification of 24 hours # School community use spaces used for programs Program Grant \$ Feedback/Comments
Marketing and Promotion	Create marketing and promotional material to educate people of our services and encourage participation. Community Connection Newsletter and Spring and Summer Guide; social media, flyers, website pages and events calendars	Program Promotion Program Participation Collaboration	6 Community Connection Newsletters 1 Spring/Summer Guide # Social Media messages (Facebook, Instagram, YouTube); Radio Ads/Interviews Newspaper Ads # cross promotion within program dept. Driftscape Analytics
Support community events	Engage with community and monitor needs for community events,	Community Engagement Create new events where gaps exist	# Events # Participants # Partnerships

	offering programs and services where able	support community organizations to ensure sustainability of their events and resources; develop new partnerships for events that encourage growth to NP	Feedback Comments
Youth Engagement	Create social spaces and programs which welcomes youth engagement and creates positive experiences for them to want to live in North Perth.	Youth engagement Promotions of Programs and social spaces Participation of Youth Programs in North Perth	# Programs # Participants # Partnerships Feedback Comments
Senior Programming	Collaborate with community partners to share programs and events for seniors; Search for gaps and create program opportunities.	Participation of Senior Programs in North Perth	# Programs # Participants # Partnerships Feedback Comments
Aquatic Programming	Oversee aquatic program operations at outdoor pools and splash pad. Includes recruitment and training of seasonal staff. Assists with seasonal opening/closing and daily pool maintenance.	Aquatic operations per <i>R.R.O. 1990, Regulation 565 Public Pools and O. Reg 494/17: Public Pools under the Health Protection and Promotion Act.</i> 2 pools & 1 splash pad -swim lessons -swim team, Aquafit, Lane Swim -public swims	# Programs # Participants Water Safety Awareness Feedback Comments
Arts and Culture	Increase awareness of arts and culture opportunities in North Perth; Engage with North Perth Arts & Culture Council; Seek	Participation in non-recreation and arts/culture programs and events	# Programs and events # Participants # Partnerships Feedback Comments

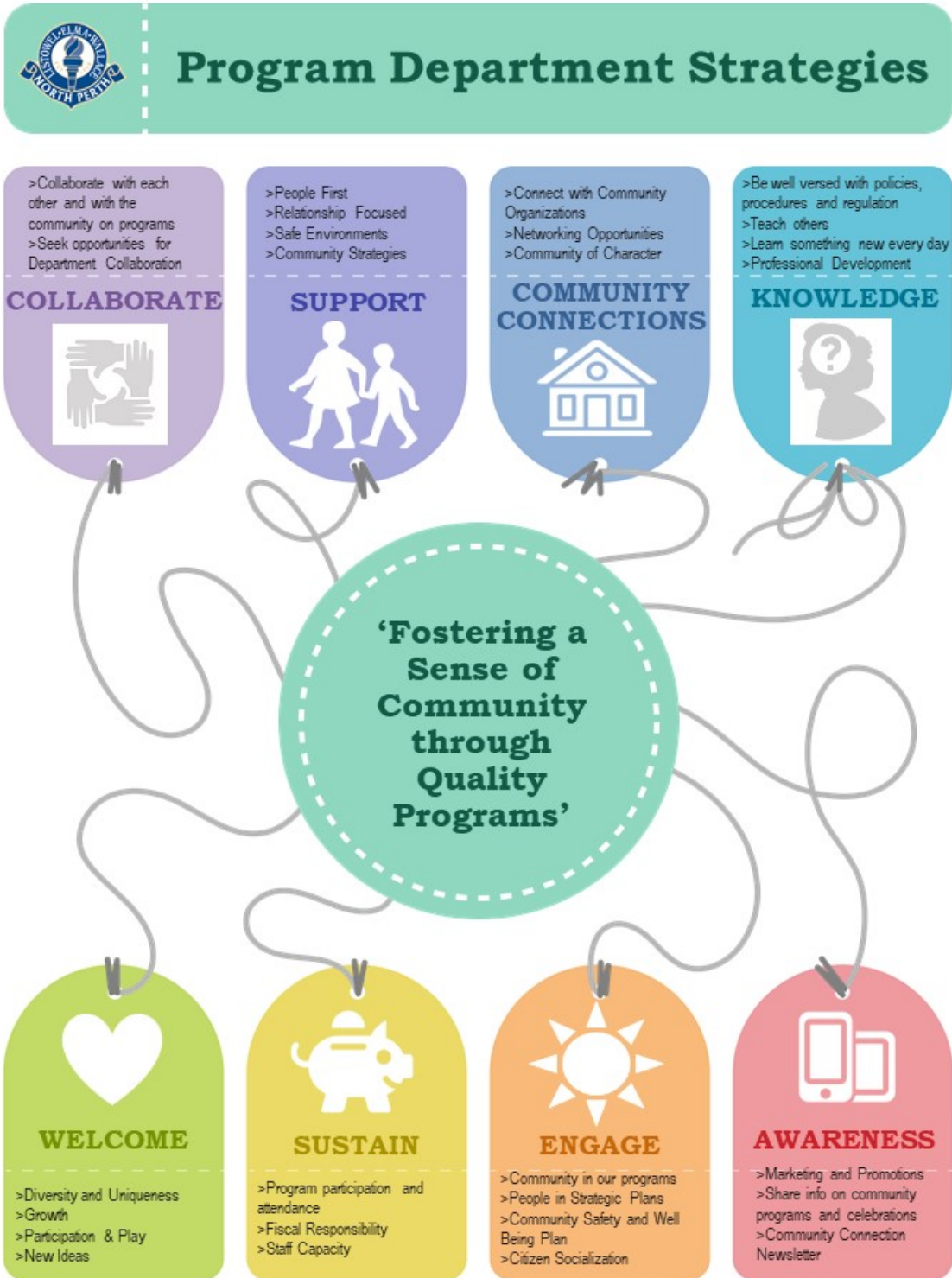
	partnerships to offer programs to community.		
Social Services Navigation	Collaborate with the City of Stratford Social Services and community organizations to provide additional support and resources to North Perth	Community Safety and Well Being Plan Additional (not duplication) of social services	Response to inquiries Resources Developed Social supports provided

Department Structure

The program department oversees children services as well as programs for recreation, aquatic, youth, adult, seniors, and offers community programs and events.



The Manager of Programs oversees the program operations and provide support and direction to staff as well as lead the department through services that meet their established charter of ***“Fostering a Sense of Community through Quality Programs.”***



Legislated Standards

- Child Care and Early Years Act, 2014 (CCEYA)
- O. Reg 137/15: General under CCEYA
- O. Reg 138/14: Funding, Cost Sharing and Financial Assistance under CCEYA
- Occupational Health & Safety Act
- Ontario Public Pools Regulation 565 under the Health Protection and Promotion Act (HPPA)
- Smoke Free Ontario Act
- Ontario Regulation 493: Food Premises
- Child and Family Services Act
- Building Code
- Fire Code
- Safe Drinking Water Act
- Rowan's Law
- Municipal Act, SO 2001
- Ontario Regulations
- North Perth By-laws and Policies
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)

Key Provincial regulatory agencies:

- Ministry of Education
- Ministry of Labour
- Huron Perth Public Health

2022 Review and 2023 Outlook

2022 goals were to engage staff, seek opportunities to collaborate and enhance quality programs and services to the community as well as ongoing pandemic recovery.

As anticipated, 2022 was a busier year for programs in North Perth since the start of the pandemic. As the reopening steps continued to expand, there was an increase in the number of programs we could offer as well as increased participation numbers.

Staff engagement, recruitment and retention continue to be a key focus.

2022 Review

Children Services

- Emergency Child Care for essential workers during the pandemic
- 75-100% attendance. Lower attendance numbers contributed from limited capacity numbers due to COVID-19 guidelines, absences from active screening measures and non-COVID-19 illnesses.
- Provided support to 123 Look at Me Nursery and assisted them with meeting current Ministry requirements to reopen January 2022. Positive feedback received by the MOE.
- Continued to recruit child care staff. Engaged with staff to meet their needs to create a sustainable staffing system.
- Enrolled in Canada Wide Early Learning and Child Care, provided 25% rebates to eligible families (CWELCC fund from the City of Stratford, our CMSM).
- To help offset some operational costs, as well as provide time for annual maintenance work at the child care centres, the program department was shut down the week of December 26-30, 2022. Families and staff were notified at the beginning of the year so they could make plans.
- Our proposal was approved by City of Stratford to cover the costs to offer Mental Health First Aid training to all child care workers. This helped staff, but also gave them the tools to help the families they engage with.
- Engaged with Set7 on the facilitation of a Home Day Care Course.



EarlyON:

- MOE permitted EarlyON centres to return to onsite programming.



May 2022

North Perth EarlyON Child & Family Centre
 Office Phone (519) 293-6626 Call Phone (519) 444-8965
 Email: earlyon@northperth.ca

Follow Our Social Media for Updates and Virtual Programs
 Facebook & Instagram: North Perth EarlyON Child & Family Centre

EarlyON Playroom Locations

<small>North Perth EarlyON: BINNING 955 Binning St. West Listowel ON N4W 1H3 (Shared entrance with North Perth Spinrite Child and Family Centre)</small>	<small>North Perth EarlyON: TREMAINE 1209 Tremaine Ave. Listowel ON, N4W 3G9 (Far left entrance of St. Mary's Child and Family Centre.)</small>	<small>North Perth EarlyON: MONKTON 200 Nelson St. Monkton ON, N0K 1P0 (Located in the same building as to the Library, Monkton Childcare, and Arena)</small>
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MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	Saturday
 PLAY & LEARN 9:30-11:30am EarlyON Playroom: Binning	 NATURE WALK 10:30-11:30am Meet at Listowel Memorial Park, 455 Royal St. E.	 PLAY & LEARN 9:30 - 11:30am EarlyON Playroom: Binning	 BABY TIME 9:30-11:30am EarlyON Playroom: Tremaine	 PLAY & LEARN 9:30-12 pm EarlyON Play- room: Tremaine	 PLAY & LEARN 9:30-11:30 am EarlyON Playroom: Monkton
 PLAY & LEARN 1:30-3 pm EarlyON Playroom: Binning	 PLAY & LEARN 6-7pm EarlyON Playroom: Monkton	 Virtual Post Facebook & Instagram	 Infant Program April 7-May 12 1-2:30 pm EarlyON Playroom: Tremaine ** REGISTERED **	 Virtual Post Facebook & Instagram	
 CLOSED MAY 23			 For more information visit the EarlyON page at www.northperth.ca		<small>Programs proudly operated by</small>

- Families are appreciative and participating in on-site programs at our 3 locations (Binning, Tremaine, Monkton).
- In addition to our regular Play & Learn programs, added: Infant Programs, Circle of Security, weekly virtual activity posts and special events (TBPD, reptile show, family photo session)

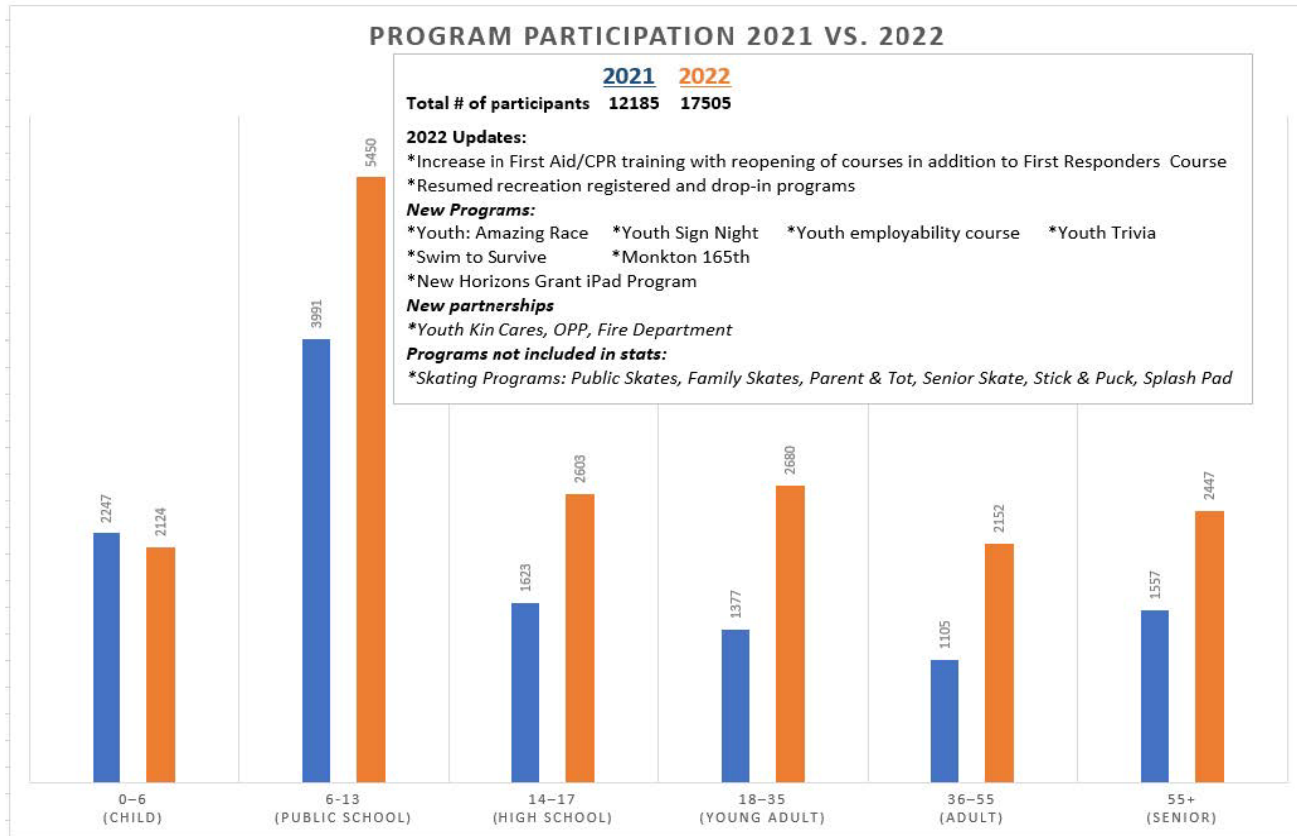
Aquatic Programs

- The Listowel Kinette Splash Pad, the Atwood Lions Pool and Listowel Kinsmen Pool offered aquatic programs in 2022.
- Some measures from the pandemic remained including scheduling and enhanced cleaning/disinfecting.
- Lifeguard shortages still exist in the province, and the North Perth community was no exception. Supervisors focused on supporting staff throughout the season.
- Our aquatic programs provided employment for youth as well as offered a great recreational activity for citizens of all ages.
- 2 Co-op placements occurred

Recreation and Community Programs

- With the gradual lifting of pandemic restrictions and community use of school permits allowed again, recreation and community programs returned.
- We continued our partnership with Gateway Centre for Excellence in Rural Health to offer the Lonely No More Program. Challenges with volunteer capacity led to some programs being rescheduled.
- Recreational Daycamps (School Breaks, Summer) supports programs for ages 6-12 as well as offers employment and leadership opportunities for youth. 1 Co-op Placement
- Successful community events (Monkton 165th Celebration and Teddy Bear Play Day)

- Collaboration with Facilities on Recreational Services



Community Safety and Well Being Plan

- Manager of Programs represents NP at the Community Safety and Well Being Planning Council (CWSBPC).
- Appointment of the Advisory Committee
- Coordination of Communication Leads to establish a Communications Committee, providing a uniformed approach adopted by all municipalities to promote the plan via social media messaging
- Establishment of a Data Working Group to develop KPIs for the priority areas
- Development of a website: <https://www.cswb-stratfordperthstmarys.com/priorities-cswb>
- Inventory of existing collaborative committees within City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South
- Training for stakeholders and staff: Bridges out of Poverty, and Anti-Islamophobia
- Monthly presentations to the Partnership Council on current community initiatives promoting awareness of local services and programming that support the CSWB Plan
- Grant applications - Building Safer Communities Fund and CCTV Grant

2023 Outlook

- With the successful return of pre-pandemic programs, the department will continue to add new programs in 2023 while ensuring current quality programs are maintained.
- Regarding staff capacity and sustainability, 2023 goals include identifying set positions and shifts with the intention of providing staff with consistent work hours.
- Programs currently relies on administrative assistance from other departments (facilities, finance, human resources, and administration) and the Manager of Programs has been performing several administrative duties. Wages have been reflected into the 2023 operating budget to accommodate for anticipated additional administrative staff needs.
- Collaboration will continue between library, EarlyON, recreation, facilities, fire, community and child care as well as with our community partnerships to offer programs and resources to the citizens of North Perth.
- The Municipality will submit a 3-year Request for Expression of Interest to continue with the delivery of the EarlyON Child and Family Centre programs for the North Perth Area.
- Community Developer and Social Worker position starts January for a 1-year pilot. It is anticipated the need for this service will continue beyond this year
- Ongoing engagement and seek opportunities for development of additional child care, including licenced home child care providers. Facilitate Home Day Care program through Set7 and support the City of Stratford at establishing licensed home child care spaces in North Perth.
- Seek efficiencies through a new program registration software system.



2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Programs Department:

Programs Department

Total Departmental Capacity			87,260
Services	Base Hours	Estimated Overtime	Total Hours
Child Care Services	63100	500	63,600

Ministry of Education Reporting Requirements	52	0	52
City of Stratford/CWELCC Reporting Requirements	52	0	52
Early Years Programs (EarlyON)	3640	0	3640
Program Management	1756	0	1756
Program Administration	1298	208	1506
Program Grant Searches and Applications	78	0	78
Program Coordination (rec, community, sport)	2402	104	2506
Child Care Accounts Receivables (AR)	480	0	480
Recreation and Community Program AR	384	50	434
Marketing and Promotion of Programs & Events	864	0	864
Aquatic Program Operations	6260	0	6260
Summer Day Camp Programs	5092	0	5092
Support Ec. Dev and Tourism Opportunities	52	0	52
Social Services Navigation	1750	0	1750
Total Service Hours	87,260	862	88,122
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>2.1.1. Clarify and define services and service levels provided by the Municipality</i> Develop and implement communication strategy	20	0	Part of Marketing and Promotion of Programs and Events hrs
<i>4.2.2 Expand and enhance availability of early childhood development programs</i> Support Home Day Care spaces Support additional child care spaces	52	0	Part of Program Administration Hours
<i>2.2.2 Develop and enhance the ability to access services online</i> <i>4.3.2 Embrace and encourage technology enhancements in delivery of services and programs</i> <i>5.2.1 Identify and implement relevant financial software for the municipality</i>	12	0	12

<p><i>5.2.3 Investigate and invest in technology solutions to support service delivery more effectively and efficiently within the municipality</i></p> <p>Support IT governance committee to implement IT Master Plan (C) Seek Program Software</p>			
<p><i>2.2.3 Identify and establish partnerships to ensure efficient and effective delivery of services</i></p> <p>Contact partners and establish agreements for service (L)</p>	52	0	Part of Recreation Administration Service hrs
<p><i>2.2.3 Identify and establish partnerships to ensure efficient and effective delivery of services</i></p> <p>Monitor services provided (C)</p>	156	0	Part of Program Administration Service Hours
<p><i>3.2.3 Develop and support events and activities throughout the municipality</i></p> <p>Develop inventory and gap analysis of events and activities and seek opportunities to provide or support events and activities to fill gaps (L)</p>	104	0	Part of Recreation and Community Programming hrs
<p><i>4.1.3 Support and promote North Perth as a Community of Character</i></p> <p>Support the Community of Character initiative in the Municipality and the community (L)</p>	12	0	Part of Program Administration Service hrs
<p><i>4.1.4 Develop and implement a volunteer strategy to maintain volunteerism and community participation</i></p> <p>Procure a volunteer expert (staff or consultant) (C)</p>	52	0	52
<p><i>4.4.2 Promote and ensure community programs are relevant to residents with differing needs</i></p> <p>Promote and support cultural/social events and programs (L)</p> <p>Support program ideas from Diversity, Equity and Inclusion Advisory Committee</p>	104	0	Part of Program Administration
<p><i>5.3.1 Develop and implement a comprehensive asset management plan and relevant systems</i></p> <p>Complete asset management plan and implement long term capital forecast asset management (S)</p>	26	0	Part of Program Management
<p>Total Strategic Project Hours</p>	590	0	64

Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Collaborate with HR on program staff recruitment, retention, and sustainability	52	0	Program Management
Child Care and Program software system	40	0	40
Galbraith Conservation Area Project	40	0	Program Management
Review current policies and procedures; develop new ones where gaps exist	26	0	Program Management
Community Safety and Well Being Plan Community Developer 35hrs/week (1 year pilot) Manager 2 hrs/week	1924	0	Social Services Navigation & Program Management
Assist with development of 2023-2026 NP Corporate Strategic Plan	5	0	Program Management
Continue to seek alternative funding sources for future programs (above and beyond current capacity)	52	0	52
Total Department Project Hours	2139	0	92
Total Planned Hours	89,989	862	88,278
Total Remaining (Over Capacity) Hours			(1,018)



Public Works Department 2023 Business Plan

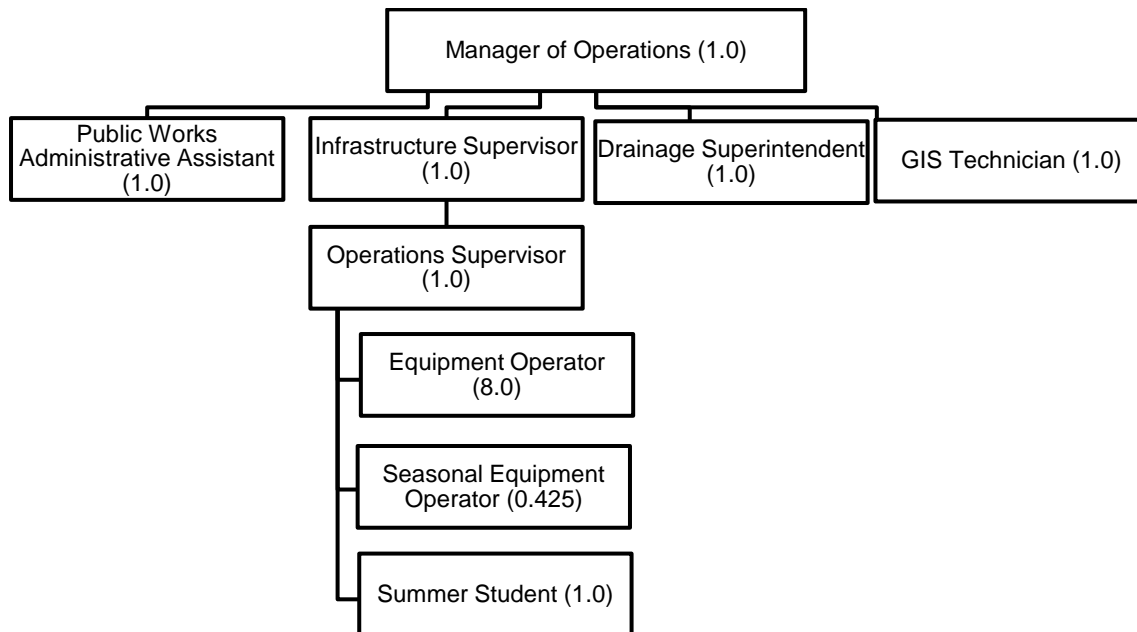
Overview of the Department

The Public Works Department is responsible for the following services:

Service	Description	Service Measure	KPI
Road Allowance Maintenance and Repair (Including Bridges and Culverts)	Routine Patrol and repair as designated by the <i>Minimum Maintenance Standard (MMS) O.Reg. 239/2</i> . Inspection of roadways, lighting, signals, sidewalks, road markings, poles, regulatory and informational signs. Maintenance conducted under the Municipal Act Minimum Maintenance Standard. Repair and reconstruction of all road allowance assets. Winter Control activities related to patrolling also fall within this service area. Bridge and Culvert Inspection and maintenance activities including reconstruction.	Infrastructure is quantified by length or area as well as condition depending on the asset. Under the Asset Management Plan a detailed listing of assets is kept and updated. Deficiencies are logged and repairs made within a set timeline. OSIM provincial guideline for Bridges is utilized for large structures, Departmental inspection and repair forecast for structures less than 3 metres in span.	Compliance with regulatory inspection and repair framework/timelines and providing documentation of same.
Drainage and Stormwater Management	As per <i>the Drainage Act RSO 1990,c.D.17</i> . timely response to requests for maintenance are required. Related inspection and repairs involve specific engagement with the owners, the appointment of Engineers and the contracting or repair of the shared drains.	Storm assets are quantified by structure and lineal meter of closed drain. Inspections and condition ratings of the assets are completed for all structures. Other assets are catalogued through GIS.	Inquiries and complaints filed are processed and brought into the Act accordingly. Engineering Standards are used to guide activities of the Superintendent and consultants.

	<p>Stormwater system includes ditching and the piped environment including Stormwater review and design is conducted through development review as well as municipal initiatives. 13 stormwater facilities as well as 25.5 km of sewer are included. Design and maintenance are governed under <i>the Ontario Water Resources Act Section 53</i> as well as provincial and municipal written design standards</p>		
<p>Development Review and Management</p>	<p>Responsible for maintaining municipal development standards. Assist in creation of Agreements, providing technical input on submissions for both subdivisions and site plans. Monitor progress of subdivisions through agreements and confirm Stage acceptances and assumption of works.</p>	<p>Assumption of ROW and subdivisions meet building code and OPSS as well as North Perth Development Standard.</p>	<p>Compliance with Municipal Development Servicing Standards, Ontario Provincial Standards.</p> <p>Certification and Assumptions provided once requested by developers.</p>
<p>GIS Services</p>	<p>GIS services provides mapping and asset infrastructure cataloguing for several departments. Other geospacial services and provision of civic addressing for the municipality is provided.</p>	<p>Mapping, asset inventories and addressing assignments added to the GIS with new growth and reconstruction projects.</p>	<p>Assets logged in GIS and Citywide as projects are finalized.</p> <p>Coordination of new addresses with County Staff in as needed.</p>

Department Structure



Legislated Standards

The following list of legislated standards represent the majority of governing principals that the Public Works Department works under:

- Municipal Act, SO 2001
- Minimum Maintenance Standard (MMS) O.Reg. 239/2
- Highway Traffic Act, R.S.O. 1990, c. H.8
- North Perth By-laws and Policies (Winter, Traffic, Development Guidelines etc.)
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)

2022 Review and 2023 Outlook

2022 Review

The 2022 operating year followed planned objectives with standard maintenance and construction activities on both rural and urban roadways of the municipality.

Rural hard-top road widening continued where existing asphalt width of 6.5 to 6.8 metres are widened to 7.0 metres minimum, with shoulder widths not less than .75 meters. Significant resources are used to widen the platform of the road where fill is brought in and the re-establishing of ditches as well as topsoil and seed work is conducted. An average of 1

kilometer of rural road is planned to be upgraded annually under this program. More resources will be needed to ensure this ongoing work continues on a regular basis.

Winter operations were found to be typical with the Christmas blizzard testing staff and equipment resources in what was a prolonged event. Additional sidewalk clearing in the three urban areas (Listowel, Atwood, Monkton) was also integrated into the winter maintenance program.

Under stormwater management, the drainage projects were again high in numbers with maintenance projects meeting public need. The Capital projects were communicated, tendered and completed as planned. Contractor availability and timelines for projects was a challenge on some drains. Culvert replacements were also conducted by municipal staff.

GIS functions were maintained with a review of the addressing policy and plans to amend policy as the municipality continues to expand. Asset logging and interdepartmental work grew through the year.

Ongoing study work involved the Transportation Master Plan and the Master Servicing Plans. Pre-engineering of future construction projects were also secured in 2022.

2023 Outlook

The 2023 program is expected to include expanded culvert and bridge work in preparation for road rebuilding in 2024/25. The Master Servicing Plan and the Transportation Master Plan will conclude and bring guidance to the respective infrastructure management programs and set goals for the municipality based on their findings.

Higher costs for materials and supplies as well as higher service level commitments in winter operations, vegetation management and road maintenance are expected and budgeted for. If possible, an additional student in the summer will be added to help with general maintenance objectives for the Department. The larger road and culvert projects will see a need for an increase in skilled operator hours in the summer months.

Overall, there is a need for additional operator time in the Department, much of the overcapacity calculations identified these needs.

Key areas of where additional capacity are needed:

- For winter operations where we are sustaining a part time base of operators and must transition to full time operators to ensure the current level of service.
- For summer operational activities requiring skilled operators to assist with road widenings and gravel road rebuilding.

Additional staff needs are in the operational area of the department. An increase of a ½ FTE (Full Time Equivalent) is recommended given the project and level of service needs throughout the year.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Public Works Department:

Public Works Department

Total Departmental Capacity			32450
Services	Base Hours	Estimated Overtime	Total Hours
Roads Administration			1615
Road Winter Operations	9678	478	9678
Road Summer Operations	13104	282	13386
Storm and Municipal Drainage	3602		3602
Development	904		904
Fleet	1296	40	1376
GIS	2073		2073
Total Service Hours	31793	800	32593
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>1.8.1 Establish an alternative transportation corridor for commercial truck traffic</i> <ul style="list-style-type: none"> Transportation Master Plan and Truck Bypass, 	120		120
<i>4.1.1 Preserve and promote a vibrant and attractive downtown</i> <ul style="list-style-type: none"> Downtown infrastructure revitalization, parking, streetscape design 2024 costing 	70		70
<i>5.3.2 Invest and enhance use of GIS information in the municipality</i> <i>5.3.3 Assess and evolve municipal facilities to efficiently deliver municipal services</i>	45		45

<ul style="list-style-type: none"> • GIS projects • Public Works Facility Planning 			
Total Strategic Project Hours	235		235
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Master Servicing Plan <ul style="list-style-type: none"> • Year 2/2 for Stormwater, Sanitary and Water inventory and modelling 	60		60
North East Developing Lands <ul style="list-style-type: none"> • Admin PH1, PH2 planning 	140	10	150
Roadway resurfacing and reconstruction forecast, using PCI, develop the 5yr plan for reconstruction and preservation plans	80		80
Atwood Servicing Project and Core Revitalization	40		40
Gravel and Paved Road rebuilding and platform widening <ul style="list-style-type: none"> • Ongoing operational rebuilding 	300	40	340
Bridge and Culvert <ul style="list-style-type: none"> • OSIM inspection tendering and review • < 3 meter maintenance program 	40		40
Transportation Master Plan <ul style="list-style-type: none"> • Final Report to Council, Truck Route finalization, Policy Implementation forecast 	45		45
Sidewalk Inspection and Replacement	120		120
Fleet Capital Replacement	120		120
Total Department Project Hours	945	50	995
Total Planned Hours	32973	850	33823
Total Remaining (Over Capacity) Hours			(1,373)



Strategic Initiatives Department

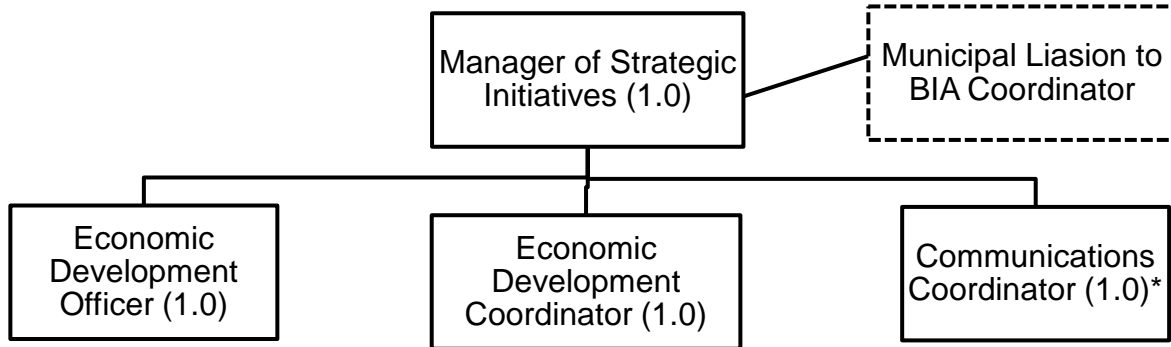
2023 Business Plan

Overview of the Department

The Strategic Initiatives Department is responsible for the following services:

Service	Description	Service Measure	KPI
Strategic Initiatives	The Strategic Initiatives service provides implementation and reporting on the Strategic Plan, as well as the promotion of organizational alignment with the Strategic Plan. Lead and support strategic, growth and other improvement initiatives. Supports and advises municipal policy development.	Corporate Strategic Planning Research and Analysis of Issues/Trends Advice and Support to Other Depts. on strategic priorities Grant application development Departmental Budgeting	Number of Strategic Plan Actions Complete, Ongoing and Not Started Grant Funding Dollars Awarded Budget Variances
Communications	The North Perth Communications service provides Information to or about the municipality.	Social Media Engagement Website Engagement Media Releases & Public Notices Public Engagement Projects	Number of Followers Website Visits Top Viewed Pages Number of Releases/Year Number of Projects Number of Participants
Business Support	The North Perth Business Support service provides an environment that fosters business growth and prosperity.	Business Retention and Growth	48 HR response to questions
Community Planning	The North Perth Community Planning service partners in programs and policies that enhances the quality of living for residents of all demographic sectors.	Offering Competitive Infrastructure	Input or participation in community organization

Department Structure



*The Communications Coordinator position also provides executive administrative support to the CAO’s office. This division of time is reflected in the 2023 Service Delivery Plan.

Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- North Perth By-laws and Policies
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2020
- Accessibility of Ontarians with Disabilities Act (AODA)

2022 Review and 2023 Outlook

The Strategic Initiatives Department was added to the North Perth Organizational Structure in mid-2022 as part of the Municipal Organization Re-structuring initiative. The Department includes the Economic Development, Communications and Policy service divisions.

As of November 2022, the Strategic Initiatives Department has a full staff complement of four FTEs. The need for additional staff resources (contract, project-based) is anticipated in 2023 to support upcoming and continued initiatives/projects (e.g., Employment Branding Project and implementation of Agriculture Excellence Strategy). This need is reflected in the Department’s over-capacity hours noted in the below 2023 Service Delivery Plan. Contract positions to support the North Perth Workforce Attraction Employment Branding project and Agricultural Excellence Implementation project are proposed in the 2023 operating budget. Grant funding is pending to offset these costs.

In Fall 2022, the Department initiated the process to update the Corporate Strategic Plan and produced a Housing Workplan for Council’s consideration and approval. The Strategic Plan

update and implementation of initiatives to support the development of affordable/attainable housing in North Perth will be a key focus of Strategic Initiatives in 2023. Costs for the development of the new Strategic Plan, Housing Community Improvement Plan development, and Atwood Affordable Housing Project planning work are included in the proposed 2023 operating budget. Implementation of the new Corporate Strategic Plan and Housing Community Improvement Plan will produce additional costs in the coming years.

North Perth's 2023 share of the costs of the PC Connect community transportation service is included in the proposed operating budget at \$137,500. North Perth's share has increased from 2022 as a result of the City of Stratford's contract renewal with service provider Voyago. The Local Partnership Agreement with the City of Stratford for PC Connect will continue until project grant funding expires in March 2025. Sustainability of the service will be a key focus of the Project Committee in 2023.

Communications Division:

North Perth's online engagement platform Your Say North Perth continued to be used throughout 2022 to increase and collect input on the Municipality's initiatives (e.g., Wallace Ave. S. One Way Block Trial, Affordable Housing, Youth Programming, and the development of the North Perth Public Library Strategic Plan). Your Say North Perth will continue to be highly used in 2023 to support public consultation for various projects, such as the update of the North Perth Corporate Strategic Plan.

The Communications division is proposing a branding refresh exercise and municipal website update as a 2023 capital project. Staff will also focus on various strategic priorities leftover in the 2019-2022 plan. These include: communications plan on municipal service levels, enhanced communications/social media visibility of services and service levels, investigation/development of a commuter survey, creation of North Perth vision and small-town character statement via public consultation, enhancement and promotion of online services.

In line with how a growing majority of the public now receive information, the Communications division is proposing budget funds to be allocated towards paid social media advertising in 2023. This will allow online municipal communication to spread to a larger audience and be targeted towards specific demographics of users (e.g., public notices, employment opportunities, public engagement projects, etc.). An increase in the traditional advertising budget (i.e., radio and newspaper advertising) is also being proposed to meet current service level demand.

Economic Development Division:

Strategic and departmental projects were the focus of Economic Development efforts in 2022 in part due to successful funding provincially and federally. Due to staffing and construction competition, both internally and regionally, projects will continue into 2023. The Agriculture Excellence Strategy completion and the launch of Set7 Skills and Technology North Perth and Region were both successes that will stimulate prosperity and cross-sector economic growth for businesses and residents in North Perth. Multi-year funding for Set7 is pending.

To address workforce attraction and retention priorities in 2023, the Economic Development division proposes execution of the North Perth Workforce Attraction Employment Branding project and the Listowel Downtown Parkette projects. The Listowel Downtown Parkette project

will be included in the Division’s capital budget proposal. Youth/resident and visitor attraction will benefit from the continuation of the Façade Improvement Program and the Driftscape event and experience mobile application and promotion.

The North Perth Economic Development Committee (NPEDAC) completed a prioritization exercise in 2022 which integrated strategic economic priorities and outcomes of the Agriculture Excellence Strategy. The Agriculture Excellence Strategy ‘Positioning for Success’ actions (farm tour, agri-business advisory forum and ag business concierge service) plus Affordable & Attainable Housing – Business partnership in Housing actions will be the focus of the advisory committee in 2023. The former will require the addition of 1.0 FTE as noted above; funding applications are in process to match funding for its execution.

The NPEDAC received a presentation on healthcare human resources from the Listowel Memorial Hospital CEO and Physician Recruiter in late 2022. This presentation included a request to increase the Municipality’s contribution to Physician Recruitment. The proposed 2023 operating budget includes an increase of \$10,000 to healthcare recruitment (total of \$20,000). In addition to increased financial support for healthcare recruitment, staff are also actively engaged in the North Perth Physician Recruitment Committee.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the Strategic Initiatives Department:

Strategic Management (1 FTE)

Total Departmental Capacity			1950
Services	Base Hours	Estimated Overtime	Total Hours
Strategic Plan Management (Promoting, Tracking, Progress Reporting)	150		150
Management Responsibilities (Budgeting, Invoice Processing, Payroll, Employee Support, Mentoring, Training, Health & Safety, etc.)	275		275
Business Plan Development and Tracking	125		125
Communications and relationship building (stakeholders, public, developers, etc.)	75		75
Grant Funding Applications (research, writing, submission, support to other depts.)	40		40

Economic Development Support	75		75
Communications Support	75		75
Project Management			Included in Dept. Project Hrs
Council attendance, staff reports	100		100
Meeting Attendance (Management Team, Staff Meetings, NPEDAC, Recruitment Committee, DEI Advisory Committee)	75		75
Conferences and Professional Development	60		60
Total Service Hours	1,050		1,050
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>1.8.2 Collaborate in development of the County transportation network</i> Participate in County inter- and intra-County community transportation pilot projects (i.e., PC Connect)	20		20
<i>3.2.2 Support development of a Community Hub for Social Services</i> North Perth Access Centre project			Accounted for in Departmental Project Hrs
<i>3.2.4 Promote and attract restaurants, shops and entertainment</i> Redevelopment Plan for Monkton, Atwood and other brownfield locations			Deferred to 2024
<i>3.3.3 Establish policies that encourage and incent development of attainable housing and increases housing density in the municipality</i> Create action items from Mayor's Task Force	10		10 (review of action items for alignment with Dept. Projects)
<i>3.3.4 Lead in the development of desired housing options through development of municipal lands</i> Housing plan and policy for land around SKMC			Accounted for in Departmental Project Hrs
<i>4.1.1 Preserve and promote a vibrant and attractive downtown</i> Update Community Improvement Plan			Accounted for in Departmental Project Hrs

Total Strategic Project Hours	30		30
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Housing Community Improvement Plan + implementation	125		125
Housing Workshop	40		40
ARU Registration By-law, guidelines and marketing	50		50
RHI Housing Project	75		75
Atwood Affordable Housing Planning	100		100
Additional Housing Initiatives that arise	75		75
Corporate Strategic Plan Update	125		125
Municipal website update and branding	100		100
Council Dashboard	20		20
Agriculture Excellence Implementation	150		150
Set7 Skills & Technology North Perth & Region – Year 2 and Sustainability Planning	375		375
Binning Street Area Master Plan	100		100
Diversity, Equity and Inclusion Initiatives	40		40
Total Department Project Hours	1375		1375
Total Planned Hours			2,455
Total Remaining (Over Capacity) Hours			(505)

Communications Division (0.5 FTE)

Total Departmental Capacity			910
Services	Base Hours	Estimated Overtime	Total Hours
General communications work (media release, public notices, reviewing written content for others)	364	35	399
Social media monitoring/posting	364		364
Website maintenance	156		156
Advertising, promotion, community events (e.g., H&L Show)	104		104

Public engagement projects	20		20
Annual Budget Support	40		40
Development of Annual Spring & Summer Guide	40		40
Total Service Hours			1.123
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>1.1.1 Promote the attraction and retention of diverse corporations</i> Create website/promotional material that captures/is attractive to various sectors	35		35
<i>1.2.2 Increase percentage of people living and working in North Perth</i> Commuter survey to understand needs	20		20
<i>2.1.1 Clarify and define services and service levels provided by the municipality</i> Develop and implement communication strategy	20		20
<i>2.1.2 Proactively communicate committed services and service levels to new and existing residents</i> Enhance communications/social media visibility of services and service levels	70		70
<i>2.2.2 Develop and enhance the ability to access services online</i> <i>4.3.2 Embrace and encourage technology enhancements in delivery of services and programs</i> <i>5.2.1 Identify and implement relevant financial software for the municipality</i> <i>5.2.3 Investigate and invest in technology solutions to more effectively and efficiently support service delivery within the municipality</i> Establish IT governance committee	12 (0.5hr mtgs)/yr		6
<i>4.1.2 Promote and maintain the small-town feel and character of North Perth</i> Define a clear and compelling vision of what “small town” means	5		5

<i>4.3.3 Encourage and embrace change and innovation in the community and the municipality</i> Create policies and programs to encourage online use	5		5
Total Strategic Project Hours			161
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Council Dashboard	40		40
Municipal website update and branding	150		150
Strategic Plan Update	50		50
Total Department Project Hours			240
Total Planned Hours			1,524
Total Remaining (Over Capacity) Hours			(614)

Economic Development Division (2 FTEs)

Total Departmental Capacity			3,640
Services	Base Hours	Estimated Overtime	Total Hours
Business Support	208		208
Façade Improvement Program	455		455
Community Planning (Driftscape, etc.)	312		312
NPEDAC Support	200		200
County	168		168
Funding applications	100		100
Total Service Hours	1,235		1,235
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
<i>1.1.1 Promote the attraction and retention of diverse corporations</i> Create website/promotional material that captures/is attractive to various sectors	28		28
<i>1.1.2 Promote North Perth as an agricultural and technology hub</i> Develop partnerships with post-secondary to host grads for co-ops	14		14

<p><i>1.2.1 Attract and retain a skilled labour pool</i> Implement recommendations of Mayor’s Taskforce</p>	21		21
<p><i>1.2.2. Increase percentage of people living and working in North Perth</i> Commuter survey to understand needs (C)</p>	10		10
<p><i>1.3.1 Encourage collaboration between employers and educational institutions</i> Go into Grade 8 and high schools to educate</p>	70		70
<p><i>1.3.2 Promote availability of local educational opportunities</i> Bring education to North Perth - invite and create incentives for schools to come here</p>	35		35
<p><i>1.3.3 Support the growth of cooperative, apprenticeship and mentoring opportunities</i> Lobby government to fund co-op programs beyond current model</p>	14		14
<p><i>1.4.3 Encourage transition of on-farm incubators to commercial and industrial properties as they succeed and grow</i> Explore commercial incubator to support transition of on-farm businesses</p>	35		35
<p><i>1.5.1 Create a climate that supports growth of entrepreneurial start-ups in North Perth</i> Make online mentorship tools and resources available online</p>	21		21
<p><i>1.5.2 Develop public and co-working space to promote collaboration and sharing</i> Research innovation hub models</p>	35		35
<p><i>1.6.2 Implement the Labour Market Master Plan</i> Revisit labour market master plan</p>	14		14
<p><i>1.6.4 Support and welcome newcomers to North Perth</i> Research costs/results of socialization program at the Library</p>	21		21
<p><i>1.8.2 Collaborate in development of the County transportation network</i></p>	14		14

Participate in County inter- and intra-County community transportation pilot projects			
<i>1.8.3 Support the development of flexible transportation options throughout south-western Ontario</i> Lobby the province and federal government	2		2
<i>2.1.1 Clarify and define services and service levels provided by the municipality</i> Develop and implement communication strategy	4		4
<i>2.1.2 Proactively communicate committed services and service levels to new and existing residents</i> Enhance communications/social media visibility of services and service levels	14		14
<i>3.2.3 Develop and support events and activities throughout the municipality</i> Develop inventory & gap analysis of events and activities and seek opportunities to provide or support events and activities to fill gaps	14		14
<i>3.2.4 Promote and attract restaurants, shops and entertainment</i> Redevelopment plan for Monkton, Atwood and other brownfield locations			Deferred to 2024
<i>4.1.2 Promote and maintain the small-town feel and character of North Perth</i> Define a clear and compelling vision of what “small town” means	4		4
<i>4.1.1 Preserve and promote a vibrant and attractive downtown</i> Update Community Improvement Plan	21		21
<i>4.2.1 Implement and sustain the Perth4Youth strategy</i> Update status of current Youth plan implementation schedule to include recommendations from the Mayor's Taskforce	21		21
<i>4.3.3 Encourage and embrace change and innovation in the community and the municipality</i> Create policies and programs to encourage online use			Included in Service and Dept. Project Hrs

			(e.g., Driftscape)
<i>4.4.1 Broadly promote and support diversity in the community</i> <i>Explore community newcomer drop-in program</i>	35		35
<i>4.4.1 Broadly promote and support diversity in the community</i> <i>Develop buddy program between newcomers and residents</i>	70		70
<i>4.4.2 Promote and ensure community programs are relevant to residents with differing needs</i> Promote and support cultural/social events and programs	35		35
Total Strategic Project Hours			552
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
RED – Monkton G2G Trailhead Project	225		225
Workforce Attraction Employment Branding Project	1750		1750
Youth Attraction and Retention Strategy	350		350
Set7 Skills and Technology Implementation	455		455
Agriculture Excellence Implementation	455		455
Downtown Listowel Parkette Project	364		364
Streetscape – Signage and Benches	70		70
Total Department Project Hours			3,669
Total Planned Hours			5,456
Total Remaining (Over Capacity) Hours			(1,816)

Total Strategic Initiatives Planned Hours	9,435
Total Remaining (Over Capacity) Hours	(2,954)



North Perth Public Library

2023 Business Plan

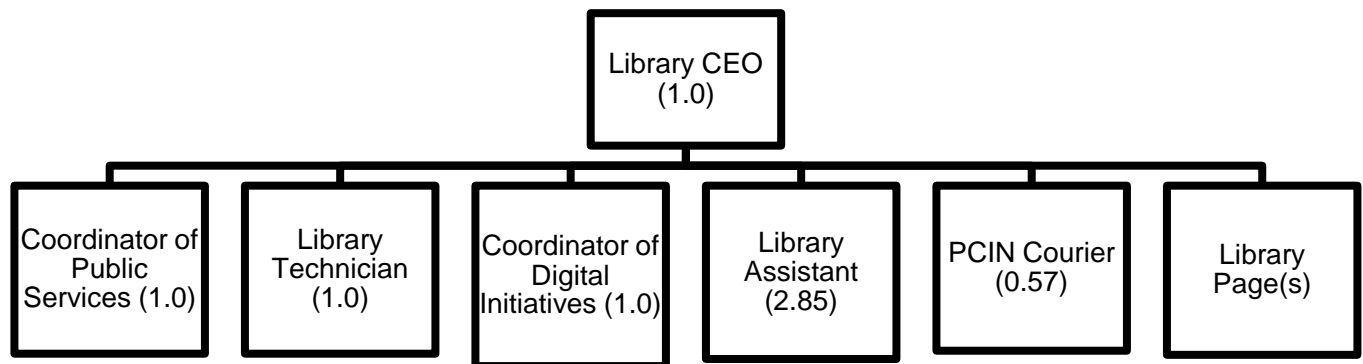
Overview of the Department

The North Perth Public Library is responsible for the following services:

Service	Description	Service Measure	KPI
Atwood Branch	Open 15 hrs/week – providing in-person based services	Daily foot traffic, active users, physical circulation, programs offered/attended, operating costs	Physical and digital counts. Provincial statistics. Set percentage increase.
Listowel Branch	Open 52 hrs/week – providing in-person based services		
Monkton Branch	Open 15 hrs/week – providing in-person based services		
Digital Branch	Online services including BiblioCommons online catalogue, downloadLibrary, and various databases	Digital programs offered/attended, statistics of use of digital branch	Digital counts. Provincial statistics.
Technical Services	Collection maintenance, cataloguing, coordination with IT Department, database and patron records management	New books, out of county requests	Physical and digital counts. Provincial statistics. Reports run on meeting community need.
Library Administration & Program/Service Coordination	Supervision of staff, training, facility coordination, outreach, community partnerships, program & service coordination, participation in Municipal projects, etc.	Number of partnerships, and programs.	Physical counts. Provincial statistics.
InterLibrary Loan Service	Participation in the Provincial program, which shares resources amongst all Libraries in Ontario.	Books requested; books sent away.	Physical counts. Provincial statistics.
Friends of the North Perth Public Library	Fundraising and advocacy committee of		Money raised.

	the North Perth Public Library. Meets as needed throughout the year.		Number of events hosted. Members recruited.
Library Board	Provides governance for the North Perth Public Library, meets 8 times per year		Required meetings occurred. Effectiveness survey.

Department Structure



Legislated Standards

- Public Libraries Act, RSO 1990
- Municipal Act, SO 2001
- Ontario Regulations
- North Perth Public Library Policies
- North Perth By-laws and Policies
- County of Perth Official Plan
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Accessibility of Ontarians with Disabilities Act (AODA)

2022 Review and 2023 Outlook

COVID was a mitigating factor for the Library still in 2022. Despite that, we are seeing a return to pre-pandemic numbers in terms of use of physical, and digital resources as well as foot traffic in the building.

The Library had a number of successes through partnerships including the United Way Perth-Huron Access Centre project, a successful Monkton 165 + Grand opening of the new Monkton branch, and collaboration with the programming department in terms of successful events like the Teddy Bear picnic, and bringing back EarlyON story times. A new Strategic Plan was launched to set our direction for the next 4 years.

For 2023, the library is predicting a need to respond to the growth of the community in a way that the pandemic inhibited. The budgetary ask of the municipality goes back to pre-pandemic support with a focus on a new staff position and resources to support that position, the need is demonstrated through the overtime worked by regular staff. No new full-time positions created in the last 6-years, with a 18% community growth.

Library Budget requests:

- 2019 – \$962 650
- 2020 – \$1 013 433
- 2021 – \$1 083 567
- 2022 – \$991 311
- 2023 - \$1 013 388

Staff focus will be to continue the library’s community presence, to focus on the strategic priorities set by the Library Board, and to continue to provide a high level of service to our growing community.

2023 Service Delivery Plan

The Service Delivery Plan includes the core services delivered by the Department, as well as the Strategic priorities, capital projects, and other priorities/initiatives that the Department is responsible for in the upcoming year.

The ability of a department to deliver its services depends upon its overall workload and capacity.

The following chart is a summary of the work plan for the North Perth Public Library:

Library

Total Departmental Capacity			
Services	Base Hours	Estimated Overtime	Total Hours
Atwood Branch	1090	0	1090
Listowel Branch	4807	54	4861

Department Plan

Library

Monkton Branch	1090	0	1090
Digital Services (Initiatives)	946	73	1019
Technical Services	874	0	874
Library Administration & Program/Service	3073	190	3263
ILLO – mail out service	156	0	156
Friends of the North Perth Public Library	25	15	40
Library Board	108	0	108
DEI Advisory Committee	12	0	12
Total Service Hours			
Strategic Projects	Base Hours	Estimated Overtime	Total Hours
Contributing to Muni. NP projects	72	0	72
Total Strategic Project Hours			
Departmental Projects	Base Hours	Estimated Overtime	Total Hours
Perth County Information Network (PCIN)	40	0	40
Strategic Priority: Growing Out into the Community	60	0	60
Strategic Priority: Remove Barriers	60	0	60
Strategic Priority: Sustainability and Good Stewardship	60	0	60
Total Department Project Hours			292
Total Planned Hours			16 074
Total Remaining (Over Capacity) Hours			(344)