



**SPECIAL BUDGET MEETING OF COUNCIL – SATURDAY, JANUARY 25, 2020 – 8:30 AM  
RÉUNION SPÉCIALE BUDGÉTAIRE DU CONSEIL – SAMEDI, LE 25 JANVIER 2020 – 8H30**

**AGENDA / ORDRE DU JOUR**

- A) Declaration of Pecuniary Interest / Déclaration d'intérêts pécuniaires
- B) Agenda / Ordre du jour
  - B-1 Resolution to adopt the Agenda
- C) 2020 Budget Presentations / Présentations budgétaires pour l'année 2020
- D) Adjournment / Ajournement
  - D-1 Resolution to adopt By-law **2020/10** confirming proceedings of meeting
  - D-2 Resolution to adjournment the meeting

# MEMORANDUM

---

**TO:** Mayor and Council

**AND TO:**

**FROM:** Alisa Craddock CPA, CMA Director of Corporate Services/Treasurer

**DATE:** January 17, 2020

**RE:** 2020 Budget Deliberations

---

Please find attached the draft 2020 budget, in advance of the initial budget meeting on January 25, 2020. This is an initial working document.

This budget document contains the 2020 requested budgets, by department, with a variance analysis to the approved budget from 2019. It also has a budget to actual comparison for 2019. However, it is important to note that the actual figures represent the financial position as of November 30, 2019 and do not represent a draft year-end financial position. This is a difference from prior years due to the early initial budget meetings.

The Police Board budget and the 2020 levies from the District of Nipissing Social Services Administration Board and the North Bay Parry Sound Health Unit have been approved by these organizations and are submitted for Council's review. The Cemetery Board, Library Board, and Au Château estimates are not final submissions and are provided solely as an estimate for the purpose of this budgeting exercise.

A detailed breakdown of the West Nipissing Police Service portion of the 2019 expenditures, OPP 2019 expenditures, and temporary facility expenditures is not included in this document but will be provided to Council.

A draft capital budget for municipal operations is also provided. The first portion of the document contains proposed capital plans for 2020. Proposed plans that include a 5-year strategic direction for Operations, Fleet, and Fire Fleet have been included at the end of the document. Longer-term plans for Facilities and Information Technology are still in development phases.

**Joie de vivre**



[www.westnipissingouest.ca](http://www.westnipissingouest.ca)

# 2020 BUDGET

Municipality of West Nipissing

January 2020  
Workbook



West Nipissing Quest

# Contents

---

Contents .....	1
<i>Executive Summary</i> .....	4
Summary of All Categories .....	5
Summary of Revenues and Expenses .....	7
<i>Static Items and Uncontrollable Factors</i> .....	10
About West Nipissing .....	11
West Nipissing .....	12
<i>Governance</i> .....	12
<i>Administration</i> .....	12
<i>Organizational Chart</i> .....	13
How We Compare .....	14
<i>Median Income Comparison</i> .....	14
<i>Average Home Analysis</i> .....	15
About Taxation .....	16
<i>Understanding Tax Ratios and Tax Rates</i> .....	16
<i>Where Your Tax Dollars Went in 2019</i> .....	17
<i>Assessment by Tax Class</i> .....	18
<i>Assessment by Ward</i> .....	19
Revenues and Expenses .....	20
<i>Sources of Revenue Budget (2019)</i> .....	20
<i>Expenditures Budget (2019)</i> .....	21



<i>Expenses by Department (2019)</i> .....	22
Operating Budget By Department.....	23
Community Services.....	24
<i>Facilities</i> .....	24
<i>Tenants (Lease Agreements)</i> .....	24
<i>Focus and Goals</i> .....	25
<i>2020 Budget Highlights</i> .....	25
Public Works.....	28
<i>Services: Roads, Sidewalks, Paths, and Parking Lots</i> .....	28
<i>Focus and Goals</i> .....	28
<i>2020 Budget Highlights</i> .....	29
<i>Flood</i> .....	31
<i>Drains</i> .....	32
Fire Service .....	33
<i>Stations</i> .....	33
<i>Team</i> .....	33
<i>Services</i> .....	33
<i>Focus and Goals</i> .....	33
<i>2020 Budget Highlights</i> .....	33
Planning and Building.....	36
<i>Planning Services</i> .....	36
<i>Building Services</i> .....	36
<i>Focus and Goals</i> .....	36



Economic Development .....	38
<i>Stakeholders and Partners</i> .....	38
<i>Focus and Goals</i> .....	38
<i>2020 Budget Highlights</i> .....	38
Corporate Services .....	41
<i>Focus and Goals</i> .....	41
<i>2020 Budget Highlights</i> .....	41
Mayor and Council .....	44
<i>Council's Budget and Honorarium</i> .....	44
Committees   Boards   Service Partners.....	46
Committees .....	47
<i>Heritage Committee and Emergency Measures</i> .....	47
Boards .....	48
<i>Policing</i> .....	49
Service Partners .....	50
Appendices .....	51
<i>Reserve as of November 30, 2019</i> .....	52
<i>Dedicated Reserve as of November 30, 2019</i> .....	53
<i>Analysis of Debt as of November 30, 2019</i> .....	54
<i>Maclean's Reference</i> .....	55



## Executive Summary

We are pleased to present the 2020 Budget Workbook in preparation for upcoming Council deliberations.

This document provides a detailed description of what is required to maintain existing levels of service, as well as a quantification of requests made by Councillors and members of the community. This includes supportive information to provide clarity and context alongside the financials.

The first section of this Workbook provides a summary of 2019 expenditures (up to November 2019) as well as draft expenditures for 2020. This budget year commences with a revenue shortfall of \$1,954,132, which represents an 11.64% general levy increase. It is important to note that this is a starting point and not a final budget number.

In addition, we have included information related to our comparative financial health. Compared to our neighbouring municipalities, we continue to be considered as one of the most efficient municipal operations. In Maclean's 2019 report on quality of life in Canada, West Nipissing was ranked as the top among Northern Ontario communities, and #82 out of 415 communities in the overall ranking. The rankings were based on points awarded in categories including wealth and economy, affordability, health, weather, crime, commute, taxes, demographics, culture and community, and amenities. West Nipissing's top three features were noted as affordability, health and taxes.

This Workbook's final section outlines each department's draft budget, including budget highlights and the strategic issues facing each department.

Collectively, this information aims to assist Council in providing the strategic focus to move the organization forward, while not dwelling on less important issues.





# Summary of All Categories

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Property Taxation	16,822,222	16,794,129	28,093	17,046,988	252,859
Payments in lieu	536,620	530,022	6,598	540,897	10,875
OMPF	6,521,400	6,521,400	-	6,528,600	7,200
Other Revenues	2,822,665	3,234,673	(412,008)	2,959,093	(275,580)
Total Revenues	26,702,907	27,080,224	(377,317)	27,075,578	(4,646)
Expenditures					
HR Costs	6,990,375	8,236,004	1,245,629	8,711,236	(475,232)
Operating Expenses	6,187,185	7,015,008	827,824	7,201,279	(186,271)
Policing	3,985,699	4,354,279	368,580	4,439,864	(85,585)
Social Programs	4,219,414	4,469,671	250,257	4,845,876	(376,205)
Total Expenditures	21,382,673	24,074,962	2,692,289	25,198,255	(1,123,293)
Local Boards					
Police	16,360	29,500	13,140	17,120	12,380
Library	408,833	446,000	37,167	454,920	(8,920)
Cemetery	18,497	36,850	18,353	41,185	(4,335)
Total Board Expenditures	443,690	512,350	68,660	513,225	(875)
<b>Total Expenditures incl. Boards</b>	<b>21,826,363</b>	<b>24,587,312</b>	<b>2,760,948</b>	<b>25,711,480</b>	<b>(1,124,168)</b>
<b>Surplus (Deficit)-Operating</b>	<b>4,876,544</b>	<b>2,492,912</b>	<b>2,383,631</b>	<b>1,364,098</b>	<b>(1,128,814)</b>







Donations	(6,493)	-	6,493	-	-
Funding	(1,709,471)	(1,922,897)	(213,426)	(1,452,000)	(470,897)
<b>Total Revenues-Capital Fund</b>	<b>(1,715,964)</b>	<b>(1,922,897)</b>	<b>(206,933)</b>	<b>(1,452,000)</b>	<b>(470,897)</b>
Transfer to Reserve	1,813,922	1,770,000	(43,922)	2,035,000	(265,000)
Contribution from Reserve	(2,008,974)	(3,289,157)	(1,280,183)	(2,521,910)	(767,247)
Unexpended Revenue	-	-	-	-	-
Unexpended Revenue	-	-	-	-	-
<b>Total Change in Reserves</b>	<b>(195,052)</b>	<b>(1,519,157)</b>	<b>(1,324,105)</b>	<b>(486,910)</b>	<b>(1,032,247)</b>
Long Term Debt Financing	-	-	-	-	-
Payments on Loans	269,702	337,912	68,210	338,230	(318)
<b>Total Change in Financing</b>	<b>269,702</b>	<b>337,912</b>	<b>68,210</b>	<b>338,230</b>	<b>(318)</b>
<b>Capital Assets</b>					
Capital expenditures-Infrastructure	1,935,129	3,037,544	1,102,415	2,598,900	438,644
Capital expenditures	1,681,554	2,559,510	877,956	2,320,010	239,500
<b>Total Capital Assets</b>	<b>3,616,683</b>	<b>5,597,054</b>	<b>1,980,371</b>	<b>4,918,910</b>	<b>678,144</b>
	1,975,369	2,492,912	(517,543)	3,318,230	825,318
<b>Surplus (Deficit)</b>	<b>2,901,174</b>	<b>0</b>	<b>2,901,174</b>	<b>(1,954,132)</b>	<b>(1,954,132)</b>





# Summary of Revenues and Expenses

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Taxation</b>					
Revenues	16,822,222	16,794,129	28,093	17,046,988	252,859
<b>Payments in lieu</b>	536,620	530,022	6,598	540,897	10,875
<b>Provincial Grants-OMPF</b>	6,521,400	6,521,400	-	6,528,600	7,200
<b>General Government</b>					
Revenues	1,203,443	1,560,890	(357,447)	1,638,993	78,103
Expenses	2,694,962	2,927,001	232,039	3,650,456	(723,455)
<b>Surplus (Deficit)</b>	(1,491,519)	(1,366,111)	(125,408)	(2,011,463)	(645,352)
<b>Mayor &amp; Council</b>					
Expenses	188,222	212,517	24,295	210,443	2,074
<b>Public Works</b>					
Revenues	93,999	35,000	58,999	35,000	-
Expenses	4,951,993	6,227,468	1,275,475	6,617,458	(389,990)
<b>Surplus (Deficit)</b>	(4,857,994)	(6,192,468)	1,334,474	(6,582,458)	(389,990)
<b>Community Services</b>					
Revenues	940,966	982,000	(41,034)	983,000	1,000
Expenses	4,044,364	4,716,527	672,163	5,399,878	(683,351)
<b>Surplus (Deficit)</b>	(3,103,398)	(3,734,527)	631,129	(4,416,878)	(682,351)

**Fire Department**

Revenues	55,912	18,000	37,912	18,000	-
Expenses	2,026,386	2,350,027	323,641	2,460,460	(110,433)
<b>Surplus (Deficit)</b>	<b>(1,970,474)</b>	<b>(2,332,027)</b>	<b>361,553</b>	<b>(2,442,460)</b>	<b>(110,433)</b>

**Economic Development**

Revenues	279,463	416,783	(137,320)	62,100	(354,683)
Expenses	415,210	679,345	264,135	253,470	425,875
<b>Surplus (Deficit)</b>	<b>(135,747)</b>	<b>(262,562)</b>	<b>126,815</b>	<b>(191,370)</b>	<b>71,192</b>

**Planning & Development**

Revenues	248,882	222,000	26,882	222,000	-
Expenses	354,693	447,588	92,895	452,316	(4,728)
<b>Surplus (Deficit)</b>	<b>(105,811)</b>	<b>(225,588)</b>	<b>119,777</b>	<b>(230,316)</b>	<b>(4,728)</b>

**Emergency Services**

Expenses	365,066	3,500	(361,566)	3,500	-
----------	---------	-------	-----------	-------	---

**Heritage Committee**

Expenses	776	1,500	724	2,500	(1,000)
----------	-----	-------	-----	-------	---------

**Policing**

Revenues	344,784	379,435	(34,651)	124,353	(255,082)
Expenses	4,330,483	4,733,714	403,231	4,564,217	169,497
<b>Surplus (Deficit)</b>	<b>(3,985,699)</b>	<b>(4,354,279)</b>	<b>368,580</b>	<b>(4,439,864)</b>	<b>(85,585)</b>

**Police Board**

Expenses	16,360	29,500	13,140	17,120	12,380
----------	--------	--------	--------	--------	--------

**Libraries**

Expenses	408,833	446,000	37,167	454,920	(8,920)
----------	---------	---------	--------	---------	---------



**Cemetery**

Expenses	18,497	36,850	18,353	41,185	(4,335)
----------	--------	--------	--------	--------	---------

**Municipal Drains**

Expenses	20,655	87,500	66,845	87,500	-
----------	--------	--------	--------	--------	---

**Animal Control**

Expenses	90,602	90,952	350	92,764	(1,812)
----------	--------	--------	-----	--------	---------

**Health Services**

Expenses	432,880	432,880	-	476,168	(43,288)
----------	---------	---------	---	---------	----------

**DNSSAB**

Expenses	2,718,774	2,965,371	246,597	3,131,948	(166,577)
----------	-----------	-----------	---------	-----------	-----------

**Home for the Aged-Au Château**

Expenses	1,067,760	1,071,420	3,660	1,237,760	(166,340)
----------	-----------	-----------	-------	-----------	-----------

**Grand Total**

Revenues	27,047,691	27,459,659	(411,968)	27,199,931	(259,728)
----------	------------	------------	-----------	------------	-----------

Expenses	24,146,517	27,459,659	3,313,142	29,154,063	(1,694,404)
----------	------------	------------	-----------	------------	-------------

Net Surplus (Deficit)	2,901,174	-	2,901,174	(1,954,132)	(1,954,132)
-----------------------	-----------	---	-----------	-------------	-------------

**Budgeted Taxation Revenue for 2019****16,794,129****% Taxation increase****11.64%****Budgeted Taxation Revenue for 2020****19,001,120****1% represents****167,941**



## Static Items and Uncontrollable Factors

### Wages & Benefits

Wages & Benefits (no new complement)	75,034
-----------------------------------------	--------

### Boards

DNSSAB	166,577
Health Unit	43,288
Au Château	166,340
Police	85,585
Library	8,920

### Other

Insurance	48,221
Utilities	52,870
Fuel	23,200
Animal Control contract	1,812

<b>Total Uncontrollable Expenses</b>	<b>671,847</b>
--------------------------------------	----------------

1% increase	167,941
-------------	---------

% increase of uncontrollable	4.00%
------------------------------	-------



# About West Nipissing

How We Compare | Taxation | Revenues and Expenses





# West Nipissing

## 14,364 residents

with a population on the rise – latest census showed 1.5% increase

**67.6%** of residents are bilingual

**\$76,381** is the median total income of couples

**61.4%** of the total population is of working age (15 to 64)

**69%** of residents own their homes

**1,993.63 square km** in size

Source: Statistics Canada – Data from 2016 Census

## Governance

The West Nipissing Council is comprised of the Mayor and eight Councillors representing each of the Municipality's Wards. The single-tier municipal government was formed through the amalgamation of several smaller communities in 1999. Current elected officials will serve for the 2018-2022 term.

Members of Council from left to right: Jeremy Séguin - Ward 7, Lise Sénécal - Ward 1, Yvon Duhaime - Ward 3, Leo Malette - Ward 2, Joanne Savage - Mayor, Christopher Fisher - Ward 5, Roland Larabie - Ward 6, Denis Sénécal - Ward 8, Dan Roveda - Ward 4.



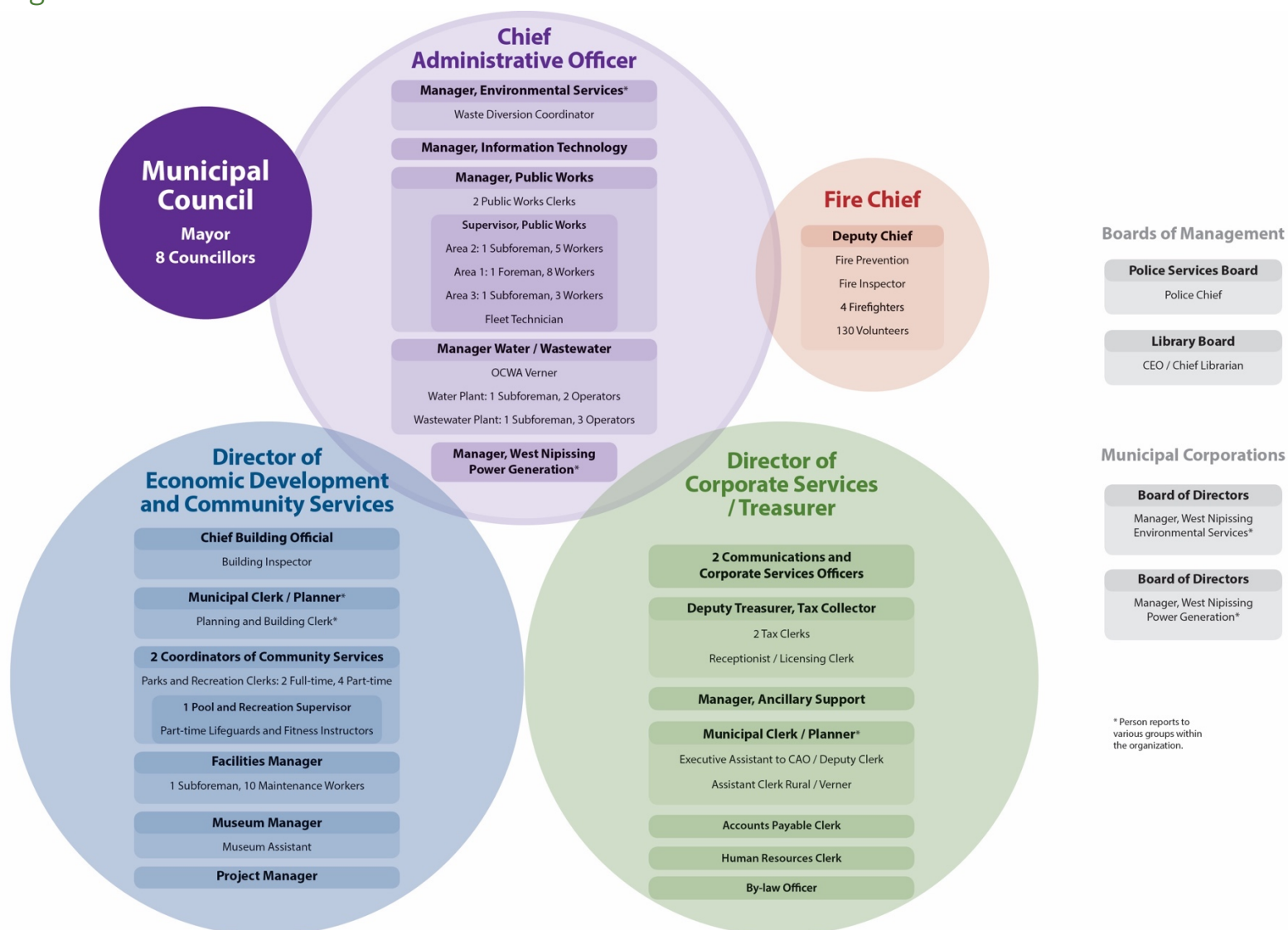
## Administration

The Municipality of West Nipissing is focused on service excellence, collaboration, and resourcefulness. The organization is comprised of multiple departments working together to provide quality services for residents, visitors, and businesses of West Nipissing. The Chief Administrative Officer (CAO) is accountable to the Mayor and Council. The CAO's primary role is to provide strategic leadership and advice to Council and for the overall administration of services in West Nipissing.





## Organizational Chart







# How We Compare

## Median Income Comparison

Before and After Taxes



The Median Income Comparison between West Nipissing and the Nipissing District is significant in demonstrating that the community has a comparable income to our closest neighbours despite having a significantly smaller population.





## Average Home Analysis

The tax burden on ratepayers is a combination of tax rate and assessment value. West Nipissing has a lower tax rate than other municipalities. When combined with an average assessment that is slightly lower than some of our neighbours, it produces a lower tax burden on West Nipissing ratepayers.

	West Nipissing	North Bay	Temiskaming Shores	Elliot Lake	Huntsville	North Dumfries
<b>Tax Rates 2019</b>	0.01057732	0.01340246	0.0115918	0.01757737	0.0102279	0.00743447
<b>Average Home</b>	\$204,575	\$251,930	\$223,664	\$143,000	\$353,951	\$510,617
<b>Average Municipal Tax</b>	\$2,163.86	\$3,376.48	\$2,592.67	\$2,513.56	\$3,620.18	\$3,796.17
<b>Potential for Additional Tax Revenue</b>		<b>\$7,829,929</b>	<b>\$2,768,846</b>	<b>\$2,258,069</b>	<b>\$9,403,459</b>	<b>\$10,539,836</b>

As defined in the table above, **a substantial amount of tax revenue would have been raised in 2019** had we used the average municipal tax amount of the comparator municipalities.





# About Taxation

---

## Understanding Tax Ratios and Tax Rates

### Assessment System

- All properties are assessed at current (market) value with a 4-year phase in of assessment increases
- Properties are assessed by the Municipal Property Assessment Corporation (MPAC)
- There are 8 standard classes of property
- Sub classes and optional classes exist

Property tax is a levy based on the assessed value of a property. The rates for the municipal portion of the tax are established by the Municipality.

- There are different tax rates for different classes of property
- The differences between these tax rates is the tax ratio
- The tax ratio is the ratio of the tax of a property class when compared to the tax rate of a residential property
- Tax ratios are set annually by Council, but limits are set by the province

### Establishing Tax Rates

- The residential tax rate is determined by taking the levy and dividing it by the weighted assessment
- The weighted assessment is determined by taking the assessment of each property class and multiplying it by the tax ratios for each class

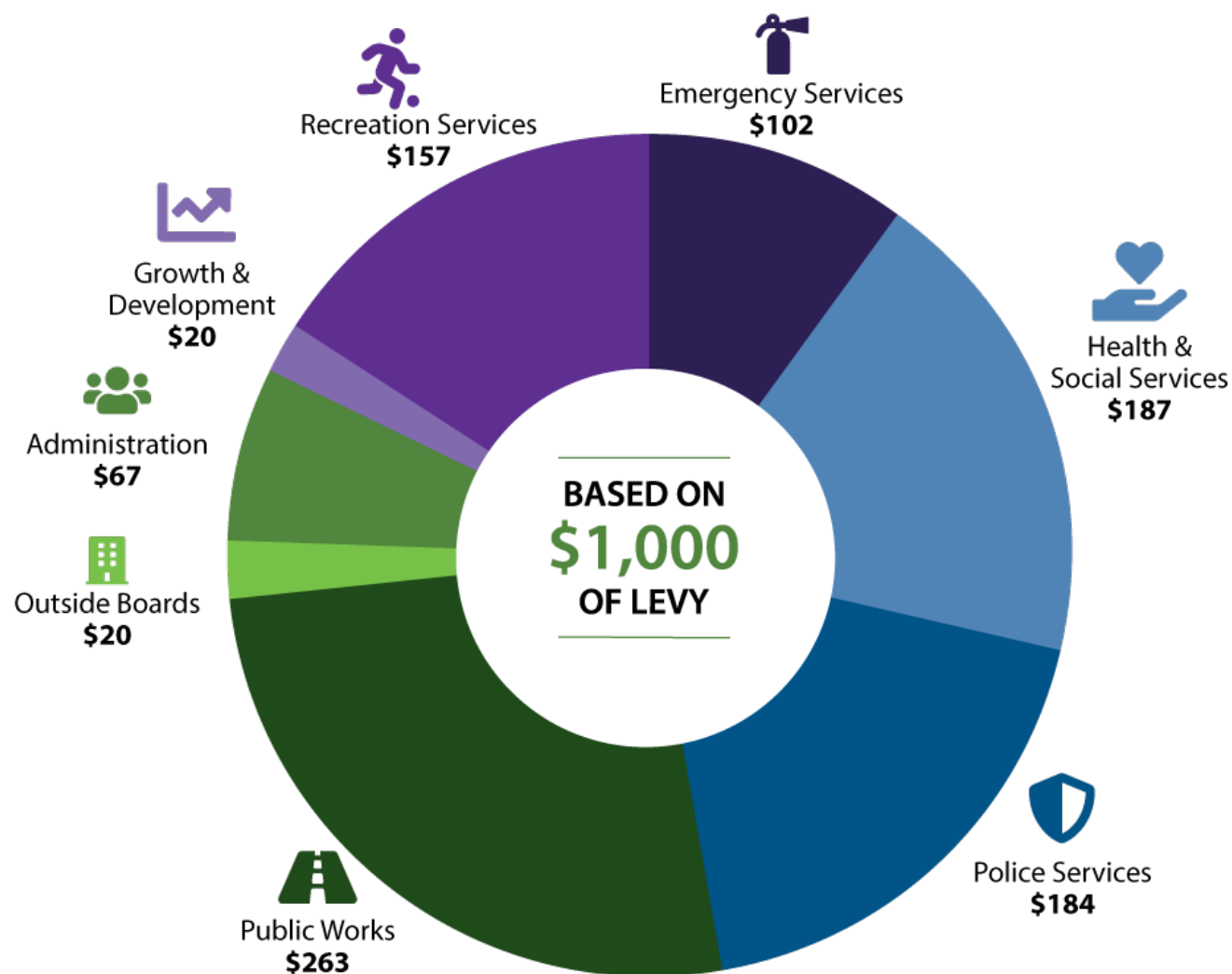
*Basic Formula for Calculating Residential Tax Rate:*

$$\frac{\text{Amount to be raised from taxation}}{\text{Total taxable (weighted) assessment}} = \text{tax rate}$$



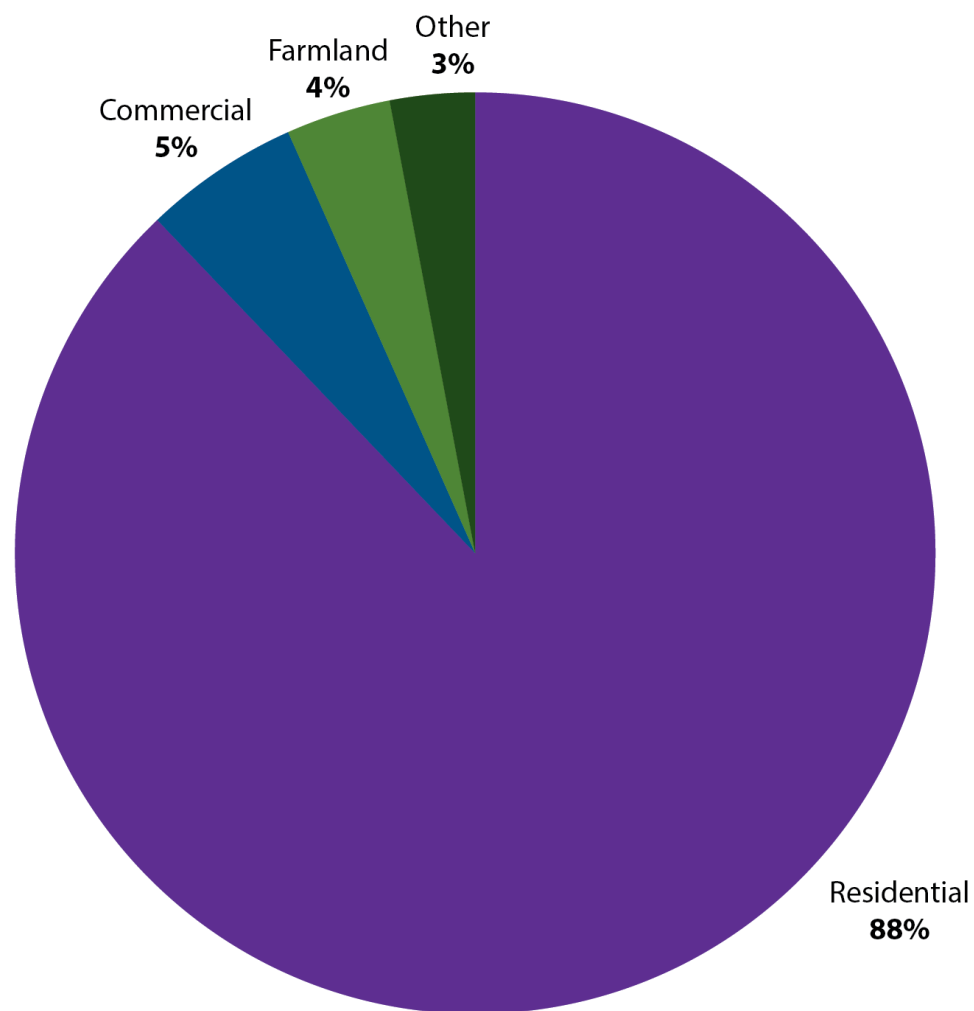


## Where Your Tax Dollars Went in 2019





## Assessment by Tax Class

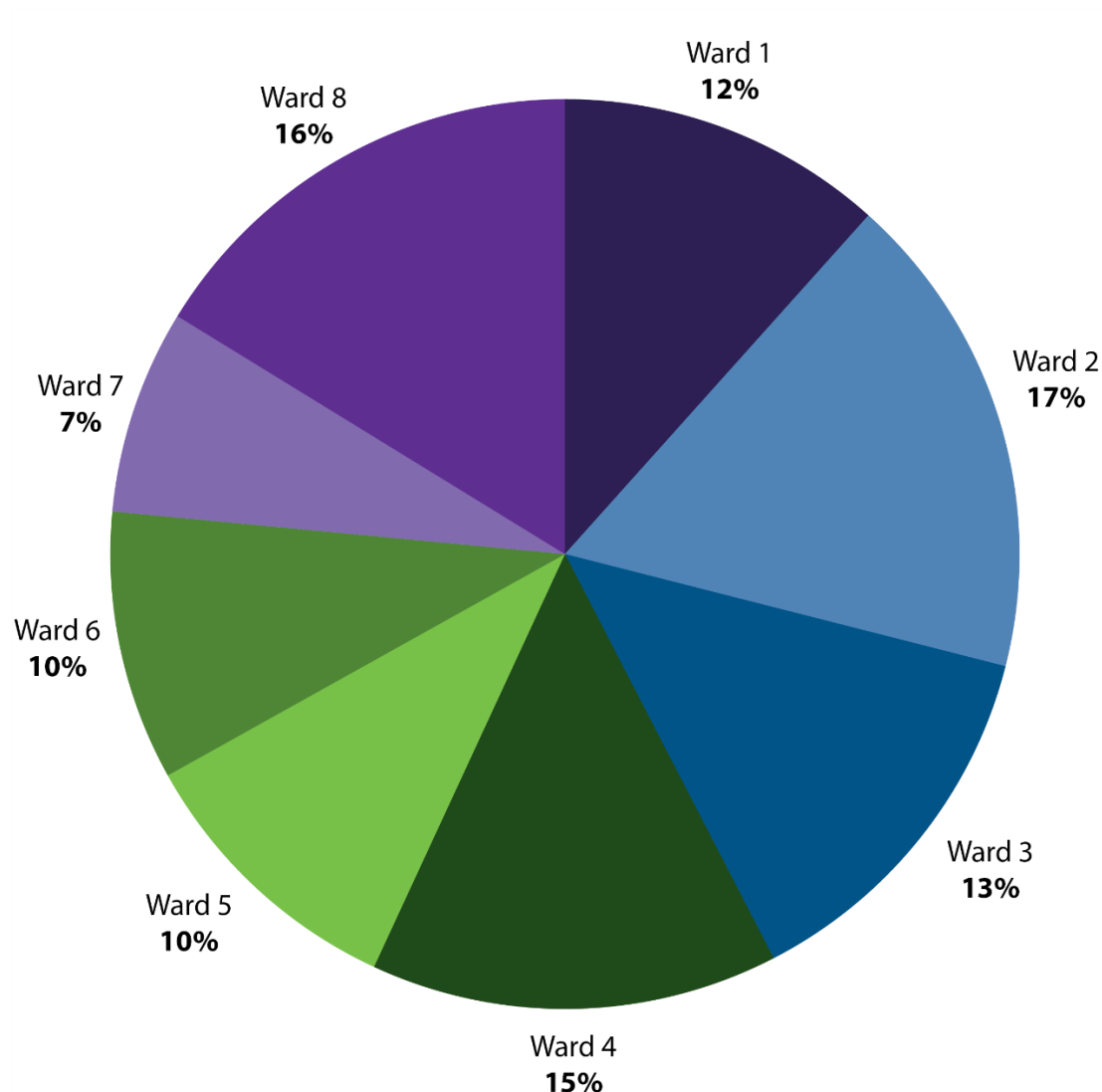


Other includes: Multi-Residential, Industrial, Landfill, Pipeline





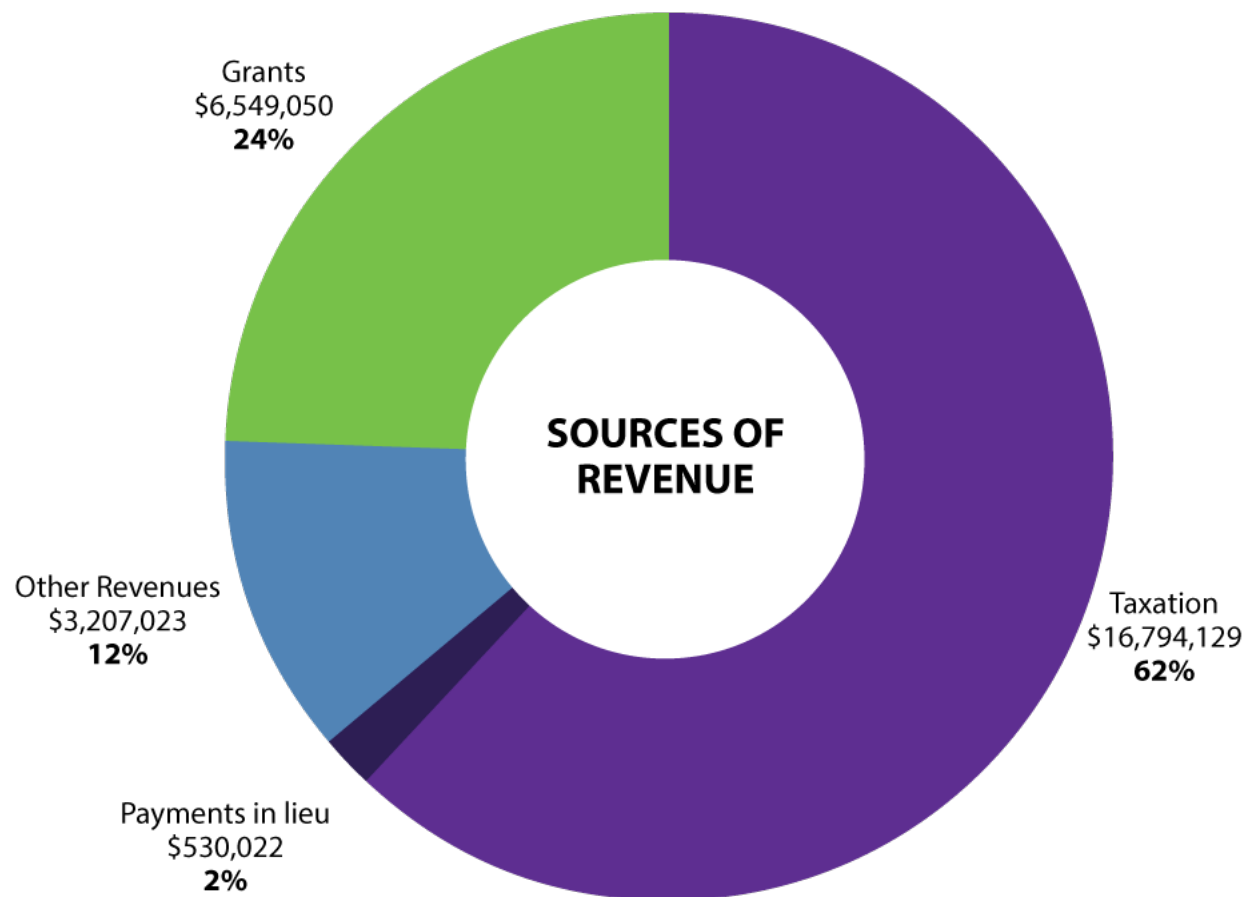
## Assessment by Ward





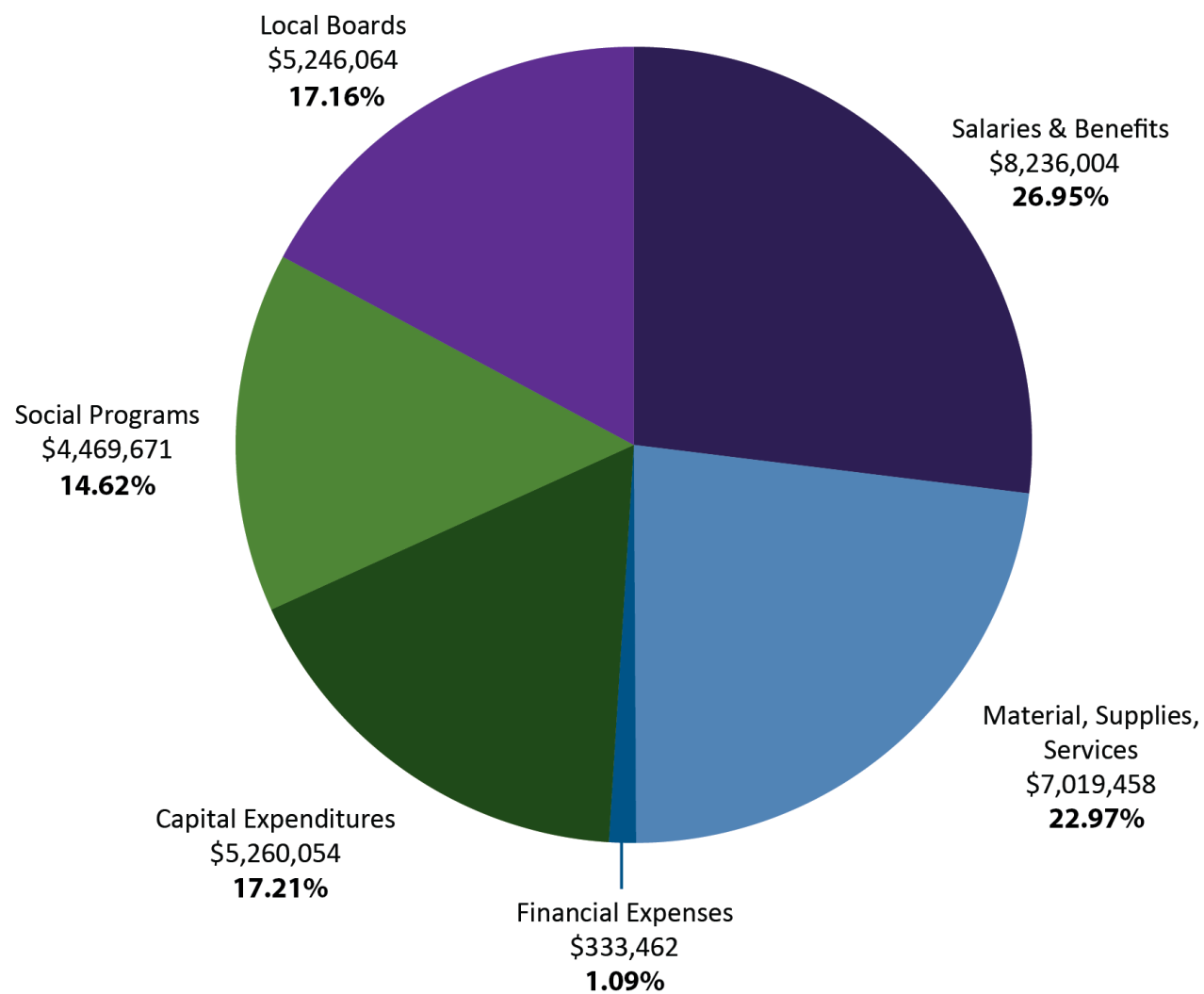
# Revenues and Expenses

## Sources of Revenue Budget (2019)





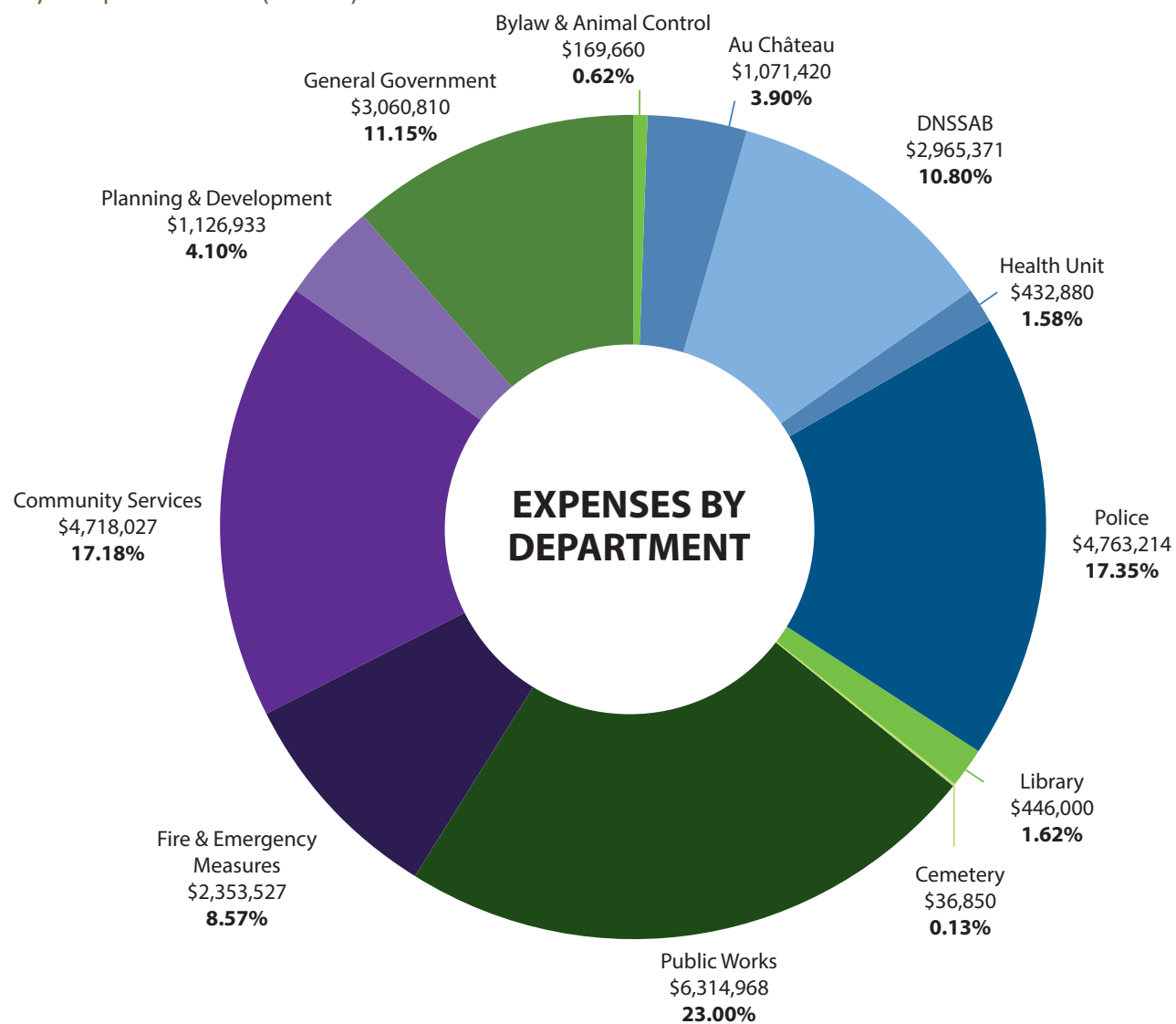
## Expenditures Budget (2019)







## Expenses by Department (2019)



# Operating Budget By Department





# Community Services

---

The Community Services Department oversees a wide range of public services delivered by the Municipality. The team plays a key role in ensuring that community members are active and healthy through their participation in: Sports and Leisure, Arts and Culture, Community Events, Community Development, and Educational Programs. Because the Community Services team embraces the idea that ‘it takes a village,’ they are continuously engaged in strategic and collaborative partnerships with community groups, non-profit organizations, and residents.

The department is also responsible for the planning, administration, operation, and maintenance of all municipal buildings and much of the green space surrounding them. Community Services also manages capital projects related to the repair, rehabilitation, or expansion of these facilities.

## Facilities

### Buildings and Halls

- 2 Municipal Administrative Buildings
- 2 Arenas
- 6 Community Centres/Halls
- 2 Fitness Centres
- Pool
- Museum
- Information Centre
- Ambulance Bay Building
- Verner First Response Building
- West Nipissing Health Centre
- 2 Scout Buildings

### Parks and Recreation

- 6 Outdoor Rinks
- 4 Soccer Fields
- 6 Baseball Fields
- 10 Parks and Playgrounds
- 3 Splash Parks
- Beach Volleyball Court
- Tennis Court

### Boating and Camping

- 9 Boat Launches/Docks
- Minnehaha Bay and Marina
- Cache Bay Trailer Park Site

### Storage

- Centra Gas Building
- Pie XII Building
- Info Centre Storage Building
- Verner Storage Garage

## Tenants (Lease Agreements)

**Internal:** WN Fire Service, WN Library, Operations Department

**External:** Statistics Canada, Ministry of Agriculture, Dr. Bourgault, Twiggs Coffee Roasters, Le Loup Radio, DNSSAB (Ambulance), WN Health Centre, WN Physio, Knights of Columbus, WN Lynx, Field Seniors Group, Sudbury East West Nipissing Economic Partners, Centre Communautaire de Lavigne, Cache Bay Trailer Park, Ontario Provincial Police, and Arena Canteens.





## Focus and Goals

- Full review of fees and rates for programs and services
- Maintain and repair existing infrastructure – facing issues regarding aging facilities
- Enhance programs and services in partnership with key community stakeholders and partners
- Perform facility assessments, lifecycle costing, and review outdoor spaces as part of an ongoing asset management plan initiative
- Establish Youth Advisory and Active Living Committees

## 2020 Budget Highlights

- Additional staff to meet the needs of the department and the community
- Increase transfer to reserve for current and future capital projects
- Investigative work that will assist in facility assessments and for proper planning for future operating capital
- Completion of an Asset Management Plan
- Carry out major construction projects – OPP Permanent Facility and 68 Michaud Street expansion

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Federal Grants	19,378	30,000	(10,622)	30,000	-
Provincial Grants	-	-	-	-	-
Donations	2,956	-	2,956	-	-
Arenas	194,771	219,000	(24,229)	211,000	(8,000)
Canteen Sales	74,211	75,000	(789)	75,000	-
Program Revenues	24,501	20,000	4,501	20,000	-
Fitness and Pool Revenues	130,476	125,000	5,476	140,000	15,000
Admissions			-		-
Memberships	73,021	76,000	(2,979)	75,000	(1,000)
Advertising	2,300	10,000	(7,700)	5,000	(5,000)
Rentals	419,352	427,000	(7,648)	427,000	-
Miscellaneous Income	-	-	-	-	-
<b>Total Revenues</b>	<b>940,966</b>	<b>982,000</b>	<b>(41,034)</b>	<b>983,000</b>	<b>1,000</b>





## Expenditures

### HR Costs

Salaries & Wages	1,576,474	1,770,310	193,836	1,969,420	(199,110)
Benefits	321,357	407,478	86,121	454,459	(46,981)
Education	5,339	36,000	30,661	33,000	3,000

<b>Total HR Costs</b>	<b>1,903,170</b>	<b>2,213,788</b>	<b>310,618</b>	<b>2,456,879</b>	<b>(243,091)</b>
-----------------------	------------------	------------------	----------------	------------------	------------------

### Operating Costs

Cost of Goods Sold	44,455	45,000	545	45,000	-
Materials & Supplies	33,983	40,000	6,017	40,000	-
Subcontractors	7,358	20,000	12,642	35,000	(15,000)
Advertising & Promotion	10,485	10,000	(485)	10,000	-
Community Initiatives	47,335	-	(47,335)	45,000	(45,000)
Community Projects	21,943	50,000	28,057	110,000	(60,000)
General Insurance	204,214	183,931	(20,283)	211,689	(27,758)
Interest and Bank Charges	71,349	84,038	12,689	79,657	4,381
IT & Support	24,382	38,000	13,618	41,500	(3,500)
Licenses & Permits	3,900	10,000	6,100	10,000	-
Office Supplies	20,211	40,000	19,789	41,500	(1,500)
Professional Fees	560	30,000	29,440	100,000	(70,000)
Repairs & Maintenance	294,968	385,000	90,032	412,500	(27,500)
Services and Rents	49,100	46,500	(2,600)	51,500	(5,000)
Utilities & Telecommunication	562,342	689,000	126,658	709,000	(20,000)
Vehicle Expenses	42,535	35,000	(7,535)	40,000	(5,000)
Non-TCA Expenses	17,103	60,000	42,897	60,000	-

<b>Total Material, Supplies &amp; Rents</b>	<b>1,456,223</b>	<b>1,766,469</b>	<b>310,246</b>	<b>2,042,346</b>	<b>(275,877)</b>
---------------------------------------------	------------------	------------------	----------------	------------------	------------------

<b>Total Expenditures</b>	<b>3,359,393</b>	<b>3,980,257</b>	<b>620,864</b>	<b>4,499,225</b>	<b>(518,968)</b>
---------------------------	------------------	------------------	----------------	------------------	------------------

<b>Net Surplus (Deficit) Operations</b>	<b>(2,418,427)</b>	<b>(2,998,257)</b>	<b>579,830</b>	<b>(3,516,225)</b>	<b>(517,968)</b>
-----------------------------------------	--------------------	--------------------	----------------	--------------------	------------------





Grants	(50,627)	(50,353)	(274)	-	(50,353)
Donations	(6,493)	-	(6,493)	-	-
<b>Total Revenues-Capital Fund</b>	<b>(57,120)</b>	<b>(50,353)</b>	<b>(6,767)</b>	<b>-</b>	<b>(50,353)</b>
Transfer to Reserve	600,000	600,000	-	750,000	(150,000)
Contribution from Reserve	(551,767)	(1,135,147)	(583,380)	(1,029,400)	105,747
<b>Total Change in Reserves</b>	<b>48,233</b>	<b>(535,147)</b>	<b>(583,380)</b>	<b>(279,400)</b>	<b>255,747</b>
Payments on Loans	84,971	94,770	9,799	99,153	(4,383)
Lease Repayment	-	41,500	41,500	51,500	(10,000)
<b>Total Change in Financing</b>	<b>84,971</b>	<b>136,270</b>	<b>51,299</b>	<b>150,653</b>	<b>(14,383)</b>
<b>Capital Assets</b>					
Capital Expenditures	608,887	1,185,500	576,613	1,029,400	156,100
Capital Expenditures-Development	-	-	-	-	-
<b>Total Capital Assets</b>	<b>608,887</b>	<b>1,185,500</b>	<b>576,613</b>	<b>1,029,400</b>	<b>156,100</b>
	684,971	736,270	(51,299)	900,653	164,383
<b>Surplus (Deficit)</b>	<b>(3,103,398)</b>	<b>(3,734,527)</b>	<b>631,129</b>	<b>(4,416,878)</b>	<b>(682,351)</b>





# Public Works

The Public Works team is responsible for 528 km of municipal road systems. Our crews work diligently at keeping our streets, gravel roads, and sidewalks accessible for the public, while attempting to prolong each infrastructure's life cycle. The Municipality is required by provincial legislation to respect the Minimum Maintenance Standards for Municipal Highways (Regulation 239/02). The team is comprised of two service areas – road maintenance and water distribution/collection.

In 2019, we received **4030** road-related service requests

We manage **528 km** of roads in total: 62 km of Class 4, 353 km of Class 5, 113 km of Class 6  
**427 km** of gravel roads, **101 km** of paved roads, **1,000 km** of ditches, **38.5 km** of sidewalks

## Services: Roads, Sidewalks, Paths, and Parking Lots

### Maintenance

Brush Cutting Edges of Roads  
Calcium Chloride on Gravel Roads  
Gravel Patching  
Line Painting  
Patrolling  
Pothole Maintenance  
Resurfacing  
Shouldering  
Snow and Ice Removal  
Snow Plowing and Sanding  
Sweeping

### Drainage

Bridge Rehabilitation  
Catch Basins  
Culverts Installations and Upkeep  
Ditching  
Storm Water

### Other

Equipment Maintenance  
Load Restrictions: Patrol, Identify, Monitor  
Signage Repair  
Street Light Maintenance

## Focus and Goals

- Maintain the safety of residents as a first priority
- Strive for improvement by finding and applying efficiencies
- Further develop planning procedures with a strong emphasis on preventative measures
- Ensure an increasingly balanced workload between departmental and capital projects
- Strive to keep a sustainable level of service
- Improve communication with residents for applicable requests requiring response/feedback
- Increase contract supervision on projects to ensure level of service/quality is being met





## 2020 Budget Highlights

- Addition of 1 full-time Licenced Mechanic to:
  - Reduce equipment maintenance costs and budget
  - Reduce equipment breakdown
  - Increase level of service
  - Reduce overtime hours of current staff
  - Allow sufficient time for training while maintaining current service levels
- Addition of 1 full-time employee for Drain Maintenance to:
  - Maintain Municipal Drains
  - Supervise projects
  - Manage and supervise capital investments
  - Implement a Vendor Performance Policy

*This is also reflected in the Drains 2020 Budget Highlights.*

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Miscellaneous Income	93,999	35,000	58,999	35,000	-
<b>Total Revenues</b>	<b>93,999</b>	<b>35,000</b>	<b>58,999</b>	<b>35,000</b>	<b>-</b>
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	1,370,380	1,612,654	242,274	1,704,303	(91,649)
Benefits	343,928	412,440	68,512	436,765	(24,325)
Education	3,745	17,650	13,905	17,500	150
<b>Total HR Costs</b>	<b>1,718,053</b>	<b>2,042,744</b>	<b>324,691</b>	<b>2,158,568</b>	<b>(115,824)</b>
<b>Operating Costs</b>					
Advertising	668	2,000	1,332	2,000	-
Contractors	235,249	235,000	(249)	265,000	(30,000)
General Insurance	197,517	199,304	1,787	238,350	(39,046)
IT & Support	8,337	10,000	1,663	22,500	(12,500)
Leasing Expense	4,262	4,500	238	4,500	-







Licenses & Permits	9,134	30,000	20,866	30,000	-
Materials	736,496	934,500	198,004	939,500	(5,000)
Office Supplies	5,820	9,800	3,980	9,800	-
Professional Fees	3,159	4,000	841	4,000	-
Repairs & Maintenance	13,723	29,500	15,777	29,500	-
Services and Rents	155,629	236,000	80,371	236,000	-
Supplies	47,465	47,000	(465)	47,000	-
Utilities & Telecommunication	212,699	272,520	59,821	303,740	(31,220)
Vehicle Expenses	635,802	705,600	69,798	772,000	(66,400)
Non TCA Expenses	1,235	5,000	3,765	5,000	-
<b>Total Material, Supplies &amp; Rents</b>	<b>2,267,195</b>	<b>2,724,724</b>	<b>457,529</b>	<b>2,908,890</b>	<b>(184,166)</b>
<b>Total Expenditures</b>	<b>3,985,248</b>	<b>4,767,468</b>	<b>782,220</b>	<b>5,067,458</b>	<b>(299,990)</b>
<b>Net Surplus (Deficit) Operations</b>	<b>(3,891,249)</b>	<b>(4,732,468)</b>	<b>841,219</b>	<b>(5,032,458)</b>	<b>(299,990)</b>
Funding	(1,658,844)	(1,872,544)	(213,700)	(1,452,000)	420,544
<b>Total Revenues-Capital Fund</b>	<b>(1,658,844)</b>	<b>(1,872,544)</b>	<b>(213,700)</b>	<b>(1,452,000)</b>	<b>420,544</b>
Transfer to Reserve	575,000	575,000	-	605,000	30,000
Contribution from Reserve	(560,425)	(965,000)	(404,575)	(903,000)	62,000
<b>Total Change in Reserves</b>	<b>14,575</b>	<b>(390,000)</b>	<b>(404,575)</b>	<b>(298,000)</b>	<b>92,000</b>
<b>Capital Assets</b>					
Capital expenditures-Infrastructure	1,935,129	3,037,544	1,102,415	2,598,900	(438,644)
Capital expenditures-Equipment	675,885	685,000	9,115	701,100	16,100
<b>Total Capital Assets</b>	<b>2,611,014</b>	<b>3,722,544</b>	<b>1,111,530</b>	<b>3,300,000</b>	<b>(422,544)</b>
	966,745	1,460,000	493,255	1,550,000	90,000
<b>Surplus (Deficit)</b>	<b>(4,857,994)</b>	<b>(6,192,468)</b>	<b>1,334,474</b>	<b>(6,582,458)</b>	<b>(389,990)</b>





## Flood

On May 9, 2019, a Flooding Emergency was declared under the Emergency Management and Civil Protection Act. The West Nipissing Emergency Control Group activated the Emergency Plan, allowing the Municipality to formally acquire assistance and deploy additional services. The Municipality monitored and assessed flood conditions daily. Boat launch closures and safety precautions were put into place, including road closures and public outreach. The Municipality provided 100 sandbags per residence to those in need, for the protection of homes and accommodations. Sand piles were placed near affected locations (8 total).

On June 10, 2019, the Emergency was lifted. The Municipality continued to monitor water levels, road conditions, and provide support to affected residences.

	November 2019		
	Actual	Budget	Variance
<b>Expenditures</b>			
<b>HR Costs</b>			
Salaries & Wages	8,924	-	(8,924)
Benefits	1,976	-	(1,976)
<b>Total HR Costs</b>	<b>10,900</b>	<b>-</b>	<b>(10,900)</b>
<b>Operating Costs</b>			
Contractors	3,856	-	(3,856)
Professional Fees	1,205	-	(1,205)
Repairs & Maintenance	279	-	(279)
Services and Rents	53	-	(53)
Supplies	60,808	-	(60,808)
Capital Expenditures	287,965	-	(287,965)
<b>Total Material, Supplies &amp; Rents</b>	<b>354,166</b>	<b>-</b>	<b>(354,166)</b>
<b>Total Expenditures</b>	<b>365,066</b>	<b>-</b>	<b>(365,066)</b>





## Drains

Municipal Drains are administered by the Municipality under the authority of the *Drainage Act* and are governed by the Ministry of Agriculture, Food and Rural Affairs. The **Court of Revision** is a legislated body which hears appeals on assessments pursuant to the *Drainage Act*. The Municipality has approximately 125 Municipal Drains located primarily in agricultural and rural areas of the Municipality. Approximately 3 drains per year are constructed requiring new Engineer's Reports.

## 2020 Budget Highlights

- Addition of 1 full-time employee for Drain Maintenance to:
  - Maintain Municipal Drains
  - Supervise projects

*This is currently a contracted position.*  
*This is also reflected in the Public Works 2020 Budget Highlights.*

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Expenditures</b>					
Drainage Maintenance	8,696	7,500	(1,196)	7,500	-
Superintendent Fees	11,959	20,000	8,041	20,000	-
Municipal portion of drains	-	60,000	60,000	60,000	-
<b>Total Expenditures</b>	<b>20,655</b>	<b>87,500</b>	<b>66,845</b>	<b>87,500</b>	<b>-</b>
<b>Net Surplus (Deficit) Operations</b>	<b>(20,655)</b>	<b>(87,500)</b>	<b>66,845</b>	<b>(87,500)</b>	<b>-</b>
 <b>Surplus (Deficit)</b>	 <b>(20,655)</b>	 <b>(87,500)</b>	 <b>66,845</b>	 <b>(87,500)</b>	 <b>-</b>





# Fire Service

---

The West Nipissing Fire Service (WNFS) is committed to preventing fires and injuries, and educating the citizens of West Nipissing. The WNFS is responsible for receiving and dispatching appropriate stations to all fire and emergency calls received in the Municipality.

## Stations

Station #1 Sturgeon Falls (Main Station)  
Station #1B Sturgeon Falls  
Station #2 Crystal Falls  
Station #3 Tomiko Lake  
Station #4 Field  
Station #5 River Valley  
Station #6 Verner  
Station #7 Lavigne  
Station #8 North Monetville  
Station #9 Cache Bay

## Team

1 Fire Chief  
1 Assistant Fire Chief  
1 Fire Prevention and Training Officer  
4 Full-time Firefighters  
2 Part-time Firefighters  
99 Volunteer Firefighters

## Services

Public Education  
Issuing Permits  
Fire Inspections and Code Compliance  
Fire Investigations  
Training  
Hazardous Material Response  
Ice and Water Rescue  
Structural, Vehicle, Grass, Brush, Forestry,  
and Marine Firefighting  
Vehicle Accidents and Auto Extrication  
Public, Police, and Ambulance Assistance  
Community Emergency Planning

## Focus and Goals

- Enhance public education and fire prevention initiatives
- Certify all full-time employees as public educators and fire inspectors
- Continue to provide extensive fire training to all fire fighters
- Provide the best fire safety services and increase performance

## 2020 Budget Highlights

- Health and safety items: purchase diesel exhaust retracting unit
- Computer software and hardware upgrades to support fire prevention initiatives
- Increase Vehicle Reserve for replacement of fire apparatus





	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Miscellaneous Income	55,912	18,000	37,912	18,000	-
<b>Total Revenues</b>	<b>55,912</b>	<b>18,000</b>	<b>37,912</b>	<b>18,000</b>	<b>-</b>
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	917,184	1,053,767	136,583	1,085,367	(31,600)
Benefits	278,734	382,265	103,531	362,776	19,489
Education	17,922	26,600	8,678	26,600	-
<b>Total HR Costs</b>	<b>1,213,840</b>	<b>1,462,632</b>	<b>248,792</b>	<b>1,474,743</b>	<b>(12,111)</b>
<b>Operating Costs</b>					
Materials & Supplies	29,359	70,000	40,641	60,000	10,000
General Insurance	39,476	39,476	0	39,821	(345)
Interfund transfers	22,000	22,000	-	22,000	-
Licenses & Permits	1,712	1,600	(112)	1,600	-
Office Supplies	40,148	63,545	23,397	65,276	(1,731)
Repairs & Maintenance	57,419	102,500	45,081	102,500	-
Services and Rents	17,373	15,000	(2,373)	18,000	(3,000)
Utilities & Telecommunication	74,906	97,173	22,267	94,220	2,953
Vehicle Expenses	76,231	66,100	(10,131)	87,300	(21,200)
<b>Total Material, Supplies &amp; Rents</b>	<b>358,624</b>	<b>477,395</b>	<b>118,771</b>	<b>490,717</b>	<b>(13,322)</b>





<b>Total Expenditures</b>	<b>1,572,464</b>	<b>1,940,027</b>	<b>367,563</b>	<b>1,965,460</b>	<b>(25,433)</b>
<b>Net Surplus (Deficit) Operations</b>	<b>(1,516,552)</b>	<b>(1,922,027)</b>	<b>405,475</b>	<b>(1,947,460)</b>	<b>(25,433)</b>
Transfer to Reserve	453,922	410,000	43,922	495,000	(85,000)
Contribution from Reserve	(250,272)	(532,000)	(281,728)	(430,000)	102,000
<b>Total Change in Reserves</b>	<b>203,650</b>	<b>(122,000)</b>	<b>(237,806)</b>	<b>65,000</b>	<b>17,000</b>
<b>Capital Assets</b>					
Capital expenditures-Equipment	250,272	532,000	281,728	430,000	102,000
<b>Total Capital Assets</b>	<b>250,272</b>	<b>532,000</b>	<b>281,728</b>	<b>430,000</b>	<b>102,000</b>
	453,922	410,000	43,922	495,000	85,000
<b>Surplus (Deficit)</b>	<b>(1,970,474)</b>	<b>(2,332,027)</b>	<b>361,553</b>	<b>(2,442,460)</b>	<b>(110,433)</b>





# Planning and Building

---

The **Planning Department** provides information and guidance to the public relative to development approval processes, Official Plan policies and the Zoning By-law. Planning oversees development, controls, and zoning, as well as long-range community planning.

## Planning Services

- Provide information to individuals, organizations, and developers on all land use issues
- Consult with individuals considering using Planning Services (subdivision, severances, minor variance, etc.)
- Maintain a current Official Plan and Comprehensive Zoning By-law
- Provide compliance reports and respond to legal inquiries

The **Building Department** utilizes an efficient system of building permits and conducts inspections to ensure that construction in West Nipissing adheres to provincial and municipal regulations.

## Building Services

- Issue permits for building, demolition, occupancy, etc.
- Conduct new building inspections and review existing structures
- Consult with individuals through the design and construction processes
- Building regulation enforcement
- Provide compliance reports and lawyer's letters
- Act as a liaison for contractors and designers

On average, we approve nearly 300 building permits per year.

We approved **457 building permits in 2019.**

**10%** Residential and Cottages

**7%** Residential Garages

**10%** Commercial and Industrial

**9%** Demolitions

**52%** Renovations/Repairs, Additions and Accessory Structures

In addition, **12% of permits were granted to IPM-related Temporary Structures**

## Focus and Goals

- Review Subdivision Policy
- Preliminary Official Plan 10 Year Review (Review to take place in 2021)
- Review and finalize Comprehensive Building/Planning Guide(s)
- Continue ongoing work with key stakeholders and partners on projects and opportunities for all sectors





	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Building Permits	186,345	165,000	21,345	165,000	-
Planning Consent	32,075	30,000	2,075	30,000	-
Other Revenue	30,462	27,000	3,462	27,000	-
<b>Total Revenues</b>	<b>248,882</b>	<b>222,000</b>	<b>26,882</b>	<b>222,000</b>	<b>-</b>
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	244,519	304,478	59,959	305,157	(679)
Benefits	80,507	98,410	17,903	98,959	(549)
Education	6,266	12,000	5,734	11,000	1,000
<b>Total HR Costs</b>	<b>331,292</b>	<b>414,888</b>	<b>83,596</b>	<b>415,116</b>	<b>(228)</b>
<b>Operating Costs</b>					
Office Supplies	16,193	18,400	2,207	24,400	(6,000)
Legal	1,380	5,000	3,620	5,000	-
Professional Fees	1,201	2,000	799	2,000	-
Utilities & Telecommunication	3,286	3,600	314	3,600	-
Non-TCA Expenses	1,341	3,700	2,359	2,200	1,500
<b>Total Material, Supplies &amp; Rents</b>	<b>23,401</b>	<b>32,700</b>	<b>9,299</b>	<b>37,200</b>	<b>(4,500)</b>
<b>Total Expenditures</b>	<b>354,693</b>	<b>447,588</b>	<b>92,895</b>	<b>452,316</b>	<b>(4,728)</b>
<b>Net Surplus (Deficit) Operations</b>	<b>(105,811)</b>	<b>(225,588)</b>	<b>119,777</b>	<b>(230,316)</b>	<b>(4,728)</b>







# Economic Development

---

Economic Development promotes a stable and diverse economy through business attraction, growth, and expansion. The team works closely with key stakeholders and partners regarding initiatives that can potentially create and retain jobs, as well as bring investments to our community. The team collaborates with local businesses and organizations, assisting them in moving their projects forward and meeting their goals. We collaborate closely with an established network of regional, provincial, and federal partners in our efforts to ensure progress and to stay informed of potential opportunities.

## Stakeholders and Partners

Sudbury East West Nipissing Economic Partners  
WN General Hospital, WN Health Centre, Au Château  
West Nipissing Chamber of Commerce  
Local Businesses and Not-for-Profit Groups  
Provincial and Federal Ministries and Agencies  
Potential New Investors

## Focus and Goals

- Establish a new West Nipissing Economic Development Committee
- Develop a new Economic Development Model
- Creation of an Economic Development Strategic Plan
- Implement key initiatives identified in recent studies (Tourism Attraction and Industrial Park Development – Leblanc Road)
- Continue ongoing work with key stakeholders and partners on projects and opportunities for all sectors

## 2020 Budget Highlights

- Ensure sufficient resources are available to foster economic growth
- Continued contributions for Recruitment and Retention Initiatives for health professionals
- Addition of 1 full-time permanent Economic Development Officer
- IPM 2019 Volunteer Appreciation/Celebration event





	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Grants	107,177	195,613	(88,436)	62,100	(133,513)
Other Revenue	172,286	221,170	(48,884)	-	(221,170)
<b>Total Revenues</b>	<b>279,463</b>	<b>416,783</b>	<b>(137,320)</b>	<b>62,100</b>	<b>(354,683)</b>
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	59,210	136,656	77,446	125,068	11,588
Benefits	15,717	37,389	21,672	21,895	15,494
Education	4,629	36,500	31,871	16,700	19,800
<b>Total HR Costs</b>	<b>79,556</b>	<b>210,545</b>	<b>130,989</b>	<b>163,663</b>	<b>46,882</b>
<b>Operating Costs</b>					
Advertising	88,232	65,000	(23,232)	10,000	55,000
Community Projects	187,105	295,000	107,895	25,000	270,000
Doctor Recruitment	20,000	25,000	5,000	25,000	-
Interest on Loans	1,444	1,427	(17)	166	1,261
IT and Support	642	-	(642)	2,220	(2,220)
Office Supplies	2,731	18,250	15,519	9,670	8,580
Supplies	-	2,000	2,000	1,000	1,000
Materials	7,573	25,000	17,427	-	25,000
Telephone	1,030	1,500	470	1,480	20
<b>Total Operating Costs</b>	<b>309,144</b>	<b>433,177</b>	<b>124,033</b>	<b>74,536</b>	<b>358,641</b>



<b>Total Expenditures</b>	<b>388,700</b>	<b>643,722</b>	<b>255,022</b>	<b>238,199</b>	<b>405,523</b>
<b>Net Surplus (Deficit) Operations</b>	<b>(109,237)</b>	<b>(226,939)</b>	<b>117,702</b>	<b>(176,099)</b>	<b>50,840</b>
Payments on Loans	26,510	35,623	(9,113)	15,271	20,352
<b>Total Change in Financing</b>	<b>26,510</b>	<b>35,623</b>	<b>(9,113)</b>	<b>15,271</b>	<b>20,352</b>
	26,510	35,623	(9,113)	15,271	(20,352)
<b>Surplus (Deficit)</b>	<b>(135,747)</b>	<b>(262,562)</b>	<b>126,815</b>	<b>(191,370)</b>	<b>71,192</b>



# Corporate Services

The Corporate Services Department provides administrative services that support the work of Council, management, and staff in their delivery of efficient municipal services. The team is responsible for: Accounting Services, Financial Support, Taxation and Utility Revenue, Human Resources, Policy Development, By-law Enforcement, Information Technology and Communications.

## Focus and Goals

- Ongoing review and improvement of the customer service process
- Uphold professional standards through training and development
- Completion of an Operational Review and an Internal Strategic Plan
- Support internal and external communication
- Enhance and standardize policy development procedures

## 2020 Budget Highlights

- Capital investment in IT infrastructure
- Addition of 1 full-time Special Projects Coordinator to work on the Community Safety and Well-Being Plan, the Strategic Plan, and the Operational Review
- Addition of 1 full-time Financial Analyst to assist with financial reviews and management feedback

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>					
Taxation Revenue	16,822,222	16,794,129	28,093	17,046,988	(252,859)
Payments in Lieu	536,620	530,022	6,598	540,897	(10,875)
OMPF	6,521,400	6,521,400	-	6,528,600	(7,200)
Grants	23,042	27,650	(4,608)	106,650	(79,000)
Interest Income	206,878	91,500	115,378	140,500	(49,000)
Licenses and Fees	64,712	71,700	(6,988)	71,700	-
P.O.A.	27,676	30,000	(2,324)	30,000	-
Management Fees	131,076	143,000	(11,924)	143,000	-
Penalties & Interest	235,716	230,000	5,716	230,000	-





Rental Income	322,816	352,165	(29,349)	352,165	-
Sale of Land	-	-	-	-	-
Miscellaneous Income	29,243	14,000	15,243	14,000	-
Interdepartmental Charges	162,284	250,875	(88,591)	200,978	49,897
Dividend Income	-	350,000	(350,000)	350,000	-
<b>Total Revenues</b>	<b>25,083,685</b>	<b>25,406,441</b>	<b>(322,756)</b>	<b>25,755,478</b>	<b>(349,037)</b>
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	1,224,228	1,335,896	111,668	1,463,288	(127,392)
Benefits	337,198	324,194	(13,004)	348,236	(24,042)
Education	6,390	31,500	25,110	33,000	(1,500)
<b>Total HR Costs</b>	<b>1,567,816</b>	<b>1,691,590</b>	<b>123,774</b>	<b>1,844,524</b>	<b>(152,934)</b>
<b>Operating Costs</b>					
Advertising	19,930	20,550	620	27,500	(6,950)
Election Costs	1,907	-	(1,907)	-	-
General Insurance	90,325	88,041	(2,284)	102,309	(14,268)
IT and Support	119,509	134,504	14,995	141,119	(6,615)
Insurance Settlements	19,680	75,000	55,320	75,000	-
Contractors	6,628	8,000	1,372	8,000	-
Interest Expense	14,260	13,000	(1,260)	13,000	-
Interest on Loans	10,227	14,846	4,619	8,559	6,287
Leasing Expense	54,875	52,500	(2,375)	59,460	(6,960)
Materials	1,245	1,500	255	2,000	(500)
Memberships	13,707	17,250	3,543	17,750	(500)
Office Supplies	48,626	59,000	10,374	59,520	(520)





Professional Fees	122,132	117,000	(5,132)	135,000	(18,000)
Property Assessment	244,789	244,789	-	246,354	(1,565)
Repairs & Maintenance	64,474	96,000	31,526	96,500	(500)
Services and Rents	22,561	15,000	(7,561)	18,500	(3,500)
Utilities & Telecommunication	215,275	276,412	61,137	273,055	3,357
Vehicle Expenses	4,391	-	(4,391)	7,000	(7,000)
Write Offs	128,045	151,000	22,955	157,000	(6,000)
Non-TCA Expenses	81,339	-	(81,339)	1,000	(1,000)
<b>Total Material, Supplies &amp; Rents</b>	<b>1,283,925</b>	<b>1,384,392</b>	<b>100,467</b>	<b>1,448,626</b>	<b>(64,234)</b>
<b>Total Expenditures</b>	<b>2,851,741</b>	<b>3,075,982</b>	<b>224,241</b>	<b>3,293,150</b>	<b>(217,168)</b>
<b>Net Surplus (Deficit) Operations</b>	<b>22,231,944</b>	<b>22,330,459</b>	<b>(98,515)</b>	<b>22,462,328</b>	<b>131,869</b>
Transfer to Reserve	185,000	185,000	-	185,000	-
Contribution from Reserve	(646,510)	(657,010)	(10,500)	(159,510)	497,500
<b>Total Change in Reserves</b>	<b>(461,510)</b>	<b>(472,010)</b>	<b>(10,500)</b>	<b>25,490</b>	<b>497,500</b>
Payments on Loans	158,221	166,019	7,798	172,306	(6,287)
<b>Total Change in Financing</b>	<b>158,221</b>	<b>166,019</b>	<b>7,798</b>	<b>172,306</b>	<b>(6,287)</b>
<b>Capital Assets</b>					
Capital expenditures-Equipment	146,510	157,010	10,500	159,510	(2,500)
<b>Total Capital Assets</b>	<b>146,510</b>	<b>157,010</b>	<b>10,500</b>	<b>159,510</b>	<b>(2,500)</b>
	(156,779)	(148,981)	7,798	357,306	(506,287)
<b>Surplus (Deficit)</b>	<b>22,388,723</b>	<b>22,479,440</b>	<b>(90,717)</b>	<b>22,105,022</b>	<b>(374,418)</b>





# Mayor and Council

As per the Ontario Municipal Councillors Guide 2018, the key responsibilities of a Councillor are to support the Municipality and its operations while ensuring the community's well-being and interests. In addition to being available to the public at large, members of Council partake in a variety of committees within the community throughout their four-year term. Council remains well-informed of municipal government policies and procedure through research, training and workshops.

## Council's Budget and Honorarium

Council budget includes honorariums and associated payroll costs, Senior's Supper, and small amounts of administrative expenses. Council honorariums are adjusted annually based on the CPI-W of the prior November. In November 2019, CPI-W was 2.30%. Prior to 2019, the Council of West Nipissing had participated in an optional taxation program that allowed 1/3 of the Council honorarium to be non-taxable. Beginning on January 1, 2019, that program ceased to exist and 100% of the honorarium is considered taxable income.

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Expenditures</b>					
<b>HR Costs</b>					
Salaries & Wages	138,278	149,802	11,524	153,247	(3,445)
Benefits	14,128	18,015	3,887	18,496	(481)
Education	24,242	32,000	7,758	26,000	6,000
<b>Total HR Costs</b>	<b>176,648</b>	<b>199,817</b>	<b>23,169</b>	<b>197,743</b>	<b>2,074</b>
<b>Operating Costs</b>					
Advertising	190	3,000	2,810	3,000	-
Community Projects	1,054	7,200	6,146	7,200	-
Office Supplies	9,820	1,500	(8,320)	1,500	-
Utilities & Telecommunication	510	1,000	490	1,000	-
<b>Total Material, Supplies &amp; Rents</b>	<b>11,574</b>	<b>12,700</b>	<b>1,126</b>	<b>12,700</b>	<b>-</b>
<b>Total Operating Expenditures</b>	<b>188,222</b>	<b>212,517</b>	<b>24,295</b>	<b>210,443</b>	<b>2,074</b>



**Capital Assets**

Contribution from Dedicated Reserve	-	(53,000)	(53,000)	-	(53,000)
Capital expenditures-Equipment	-	53,000	53,000	-	53,000
<b>Total Capital Assets</b>	-	-	-	-	-
<b>Net Surplus (Deficit)</b>	<b>(188,222)</b>	<b>(212,517)</b>	<b>24,295</b>	<b>(210,443)</b>	<b>2,074</b>





# Committees | Boards | Service Partners





# Committees

## Heritage Committee and Emergency Measures

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
Emergency Measures	-	3,500	3,500	3,500	-
Heritage Committee	776	1,500	724	2,500	(1,000)
	776	5,000	4,224	6,000	(1,000)





# Boards

The local boards represent services provided to the community that are governed by their own boards of directors. These services are funded, in part, by their own revenue generation and fundraising, and in part through municipal contribution. The portion shown here is the requested municipal contribution. Though the Council has the ability to approve the level of expenditures to these boards (amount of money that the Municipality is willing to contribute); the Council has little or no control over how the money is spent or individual line items within these budgets.

## Draft Budget

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
Police	16,360	29,500	(13,140)	17,120	12,380
Library	408,833	446,000	(37,167)	454,920	(8,920)
Cemetery	18,497	36,850	(18,353)	41,185	(4,335)
<b>Total Boards</b>	<b>443,690</b>	<b>512,350</b>	<b>(68,660)</b>	<b>513,225</b>	<b>(875)</b>

## Police Services Board

As per the *Police Services Act* of Ontario, the Police Services Board advises the Ontario Provincial Police – Nipissing West Detachment Commander with respect to police services in the Municipality. This includes determining objectives and priorities for police services in consultation with the detachment commander, establishing local policing policies, and monitoring performance of the detachment commander.

## West Nipissing Public Library Board

The WNPL is a community resource that is committed to furthering the acquisition of knowledge, fostering literacy, and promoting life-long learning by serving the needs of our community. The main branch is located in Sturgeon Falls, accompanied by 4 satellite branches located in Cache Bay, Field, Verner and River Valley. The management of the Library is overseen by the WNPL Board. This is a budget estimate for Council.

## Cemetery Board

The Cemetery Board oversees the effective operation of municipally owned cemeteries and provides guidance to the cemetery caretakers. This is a budget estimate for Council.





## Policing

On June 6, 2019, the Municipality transitioned from a municipal police service to a detachment within the Ontario Provincial Police (OPP). The OPP – Nipissing West detachment provides police services for West Nipissing, with local objectives, priorities, and policies advised by the Police Services Board.

In the transition years, the Policing expenditure has been compiled based on the transition strategy previously presented to Council.

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>Revenues</b>	344,784	379,435	(34,651)	124,353	(255,082)
<b>Expenditures</b>					
<b>Operating Expenditures</b>	4,097,652	4,588,588	490,936	4,818,487	(229,899)
Transfer to Reserve	-	145,126	145,126	-	145,126
<b>Total Expenditures</b>	4,097,652	4,733,714	636,062	4,818,487	(84,773)
<b>Net Surplus (Deficit) Operations</b>	<b>(3,752,868)</b>	<b>(4,354,279)</b>	<b>601,411</b>	<b>(4,694,134)</b>	<b>(339,855)</b>
Contribution from Reserve	(117,370)	(381,206)	(263,836)	-	(381,206)
Contribution from General Reserve	(283,487)	(283,487)	-	(254,270)	(29,217)
<b>Total Change in Reserves</b>	<b>(400,857)</b>	<b>(664,693)</b>	<b>(263,836)</b>	<b>(254,270)</b>	<b>(410,423)</b>
<b>Capital Assets</b>					
Capital Expenditures-Equipment	633,688	664,693	31,005	-	664,693
<b>Total Capital Assets</b>	<b>633,688</b>	<b>664,693</b>	<b>31,005</b>	<b>-</b>	<b>664,693</b>
	232,831	-	232,831	(254,270)	(254,270)
<b>Surplus (Deficit)</b>	<b>(3,985,699)</b>	<b>(4,354,279)</b>	<b>368,580</b>	<b>(4,439,864)</b>	<b>(85,585)</b>





# Service Partners

## Levies and Contracts

	November 2019			2020	
	Actual	Budget	Variance	Budget	Variance
<b>DNSSAB</b>	2,718,774	2,965,371	246,597	3,131,948	(166,577)
<b>Au Château</b>	1,067,760	1,071,420	3,660	1,237,760	(166,340)
<b>Health Unit</b>	432,880	432,880	-	476,168	(43,288)
<b>Animal Control</b>	90,602	90,952	350	92,764	(1,812)
<b>Total Levies</b>	4,310,016	4,560,623	250,607	4,938,640	(378,017)

### District of Nipissing Social Services Administration Board (DNSSAB)

The DNSSAB is responsible for the funding and administration of social housing programs and works to prevent homelessness in the Nipissing District.

### Au Château

This 160-bed Long-Term Care Home supports older adults and adults with disabilities and helps individuals remain independent in their own homes for as long as possible. The levy is based on an estimate for Council.

### Nipissing Parry Sound District Health Unit

Providing services to over 120,000 residents within an area consisting of most of Nipissing District, and all of Parry Sound District, the Health Unit works locally with individuals, families, the community and partner agencies to promote and protect health and to prevent disease. The Health Unit is governed by the Board of Health.

### Animal Control Services

The North Bay and District Humane Society is contracted by the Municipality to provide animal control and after-hours emergency services for injured dogs and cats at large. This agreement ends in 2021.



# Appendices





## Reserve as of November 30, 2019

Opening Balance 2019		3,567,777
Approved Transactions in 2019		
Transfer of 2018 surplus to operations	(500,000)	
Transfer for IPM one time costs	(172,286)	
Transfer for Police Transition	(283,487)	
		(955,773)
<hr/>		
Interim Balance 2019		2,612,004
<hr/>		
Surplus from 2019		-
<hr/>		
Ending Balance 2019		2,612,004
<hr/>		





## Dedicated Reserve as of November 30, 2019

	Opening Balance	Additions	Transfer to Capital Fund	Reserve Available	Expenditure	Ending Balance
<b>Municipal Reserves</b>						
General Government IT	22	45,000		45,022	33,000	12,022
General Government Facilities	138,485	140,000		278,485	141,995	136,490
Evansville Playground	4,965		45	5,010		5,010
Fire Services-Equipment Reserve	-	35,000		35,000	35,000	-
Fire Services - Fleet	473,943	275,000		748,943	192,269	556,674
Fire Services - Facilities	225,000	100,000		325,000	-	325,000
Fire Services - Fire Marque	31,866		43,922	75,788	23,003	52,785
Emergency Measures	70,268			70,268	-	70,268
Au Château	175,240	40,000		215,240	-	215,240
Community Services	436,844	600,000		1,036,844	551,767	485,077
Museum	52,058			52,058	-	52,058
Parks from Planning	34,229			34,229	-	34,229
Downtown Beautification	425			425	-	425
Public Works	68,284	575,000		643,284	560,425	82,859
Public Works (Infrastructure)	18,037			18,037	-	18,037
Public Works (Nature's Trail)	400,000	-		400,000	-	400,000
	2,129,665	1,810,000	43,967	3,983,632	1,537,459	2,446,173
<b>Board Reserves</b>						
Police Services-Contingency Reserve	2,027		177	2,204	1,746	458
Police Services	117,370			117,370	117,370	(0)
Cemeteries	17,683			17,683		17,683
	137,079	-	177	137,256	119,116	18,140
	<b>2,266,744</b>	<b>1,810,000</b>	<b>44,144</b>	<b>4,120,888</b>	<b>1,656,575</b>	<b>2,464,313</b>







## Analysis of Debt as of November 30, 2019

Municipal Debt	<b>4,086,707.45</b>
Water & Sewer Debt:	<b>7,190,888.67</b>
<b>Consolidated Debt</b>	<b>11,277,596.12</b>

	Opening	Add'l loans	Principal	Interest	Payments	Closing
2016 Fleet (for 2015)	254,131.56	-	163,655.44	3,200.70	166,856.14	90,476.12
Infrastructure Ontario (Emerg)	830,146.35	-	96,169.46	17,334.00	113,503.46	733,976.89
Administration Building	377,761.36		108,221.43	10,226.68	118,448.11	269,539.93
Infrastructure Ontario (Roof)	826,393.91	-	44,070.54	29,336.98	73,407.52	782,323.37
Infrastructure Ontario (CS)	843,520.13	-	82,920.54	24,770.64	107,691.18	760,599.59
Signage	50,894.23		32,518.37	1,444.24	33,962.61	18,375.86
Ambulance Bay	952,114.26	-	54,419.91	26,386.31	80,806.22	897,694.35
Waterfront II	364,322.45	-	36,480.31	9,798.78	46,279.09	327,842.14
NOHFC Museum	206,385.75		506.55	0.00	506.55	205,879.20
	<b>4,705,670.00</b>	<b>-</b>	<b>618,962.55</b>	<b>122,498.33</b>	<b>741,460.88</b>	<b>4,086,707.45</b>

	Opening	Add'l loans	Principal	Interest	Payments	Closing
Water Sewer #1	5,516,937.40		449,635.26	312,498.76	762,134.02	5,067,302.14
Water Sewer #2 (2009)	1,236,489.17	-	87,305.87	50,243.47	137,549.34	1,149,183.30
Water Sewer #3 (2010)	1,112,946.99	-	138,543.76	46,792.75	185,336.51	974,403.23
	<b>7,866,373.56</b>	<b>-</b>	<b>675,484.89</b>	<b>409,534.98</b>	<b>1,085,019.87</b>	<b>7,190,888.67</b>





Maclean's Reference

# Best communities in Canada 2019: Overview

by [Claire Brownell](#) Aug 8, 2019

## How Maclean's picks the best communities in Canada

Many intangible things that determine quality of life can't be quantified and measured, but a lot of tangible things can be. We gathered data on 415 towns and cities across the country and compared them in the following categories: Wealth and economy, affordability, population growth, taxes, commute, crime, weather, access to health care, amenities and culture. Environics Analytics was an invaluable partner, providing a significant amount of data about each community that can't be found anywhere else. Please see the [methodology page](#) for more details.

This page shows an excerpt of the full article.

To read the full Overview, visit: <https://www.macleans.ca/economy/canadas-best-communities-to-live-2019/>

The following page displays Maclean's ranking tool, used to show **Ontario communities only, ranked by lowest taxes**.

Visit Maclean's website to see the full ranking of Canada's Best Communities:

<https://www.macleans.ca/best-communities-canada-2019-full-ranking-tool/>





### Filters ▾

- Show all
- Alberta
- Atlantic
- British Columbia
- Ontario
- Prairies
- Quebec

### Weightings ▾

Reset Weightings

WEALTH AND ECONOMY

AFFORDABILITY

DEMOGRAPHICS

TAXES

COMMUTE

CRIME

WEATHER

HEALTH

AMENITIES

CULTURE AND COMMUNITY

Reset Everything

2019 rank	City name	Province	Top feature	Second feature	Third feature
+ 82	West Nipissing	ON			
+ 223	Elliot Lake	ON			
+ 290	Hawkesbury	ON			
+ 372	Perth East	ON			
+ 241	Temiskaming Shores	ON			
+ 123	Cornwall	ON			
+ 138	North Bay	ON			
+ 151	Wellington North	ON			
+ 104	Leamington	ON			
+ 319	Trent Hills	ON			
+ 379	Owen Sound	ON			
+ 152	Timmins	ON			
+ 228	Norwich	ON			
+ 116	Greater Sudbury	ON			
+ 351	West Grey	ON			
+ 354	North Perth	ON			
+ 19	Toronto	ON			
+ 187	Orillia	ON			
+ 182	Brockville	ON			
+ 238	North Glengarry	ON			
+ 127	Belleville	ON			
+ 80	South Dundas	ON			
+ 318	Pembroke	ON			
+ 237	Mapleton	ON			
+ 129	Kitchener	ON			
+ 120	Petawawa	ON			
+ 27	Norfolk County	ON			
+ 307	Peterborough	ON			



# 2020 CAPITAL BUDGET

## Municipality of West Nipissing

January 2020  
Workbook



West Nipissing Ovest



The Capital Budget allocates funds to long-term investments and assets such as infrastructure, equipment and facilities. From roads, sidewalks, snow plows and arenas, investing in our assets allows us to provide services to our residents.

### Capital Planning and Prioritization

The goal of the capital planning process is to develop a plan that will address the priority of projects and asset replacement, based on crucial factors such as risks, resources, scheduling, funding, strategic objectives, etc. This long-term review directs the annual Capital Budgets and the forecasted Capital Plans over a five-year period.

The 2020 Capital Budgets included in this workbook are proposed to Council for consideration. The final section of the workbook includes projected Capital Investments for upcoming years (2021-2024), including Capital Projects and Infrastructure, Public Works Fleet and Fire Services Fleet.

### Considerations

- Many of the projects presented in this document are necessary for long-term sustainability.
- Capital projects may be carried over to be completed in the following year(s) for a variety of reasons such as changes in the scope of work, time constraints and unforeseeable factors.
- Some of the figures are subject to change due to funding availability





# Capital Projects and Infrastructure

The Public Works team collaborates with contractors and other departments such as Water and Wastewater during the scheduling of project phases. They try to identify opportunities to maximize efficiencies by combining overlapping work from various projects. Public Works uses a proactive cyclical approach to planning. For instance, this year's brushing and ditching will serve as preparatory work for next year's road resurfacing jobs.

## Funding Sources

- Gas Tax (Infrastructure Canada – Federal Gas Tax Fund)
- OCIF (Ontario Community Infrastructure Fund)
- Municipal Taxation

## 2020 Capital Projects and Infrastructure

Project	Projected Cost
<b>Asphalt</b>	
Aurel	25,000
Dubeau (north of Hwy 17)	30,000
King (tracks to Railway)	30,000
Railway (King to Main)	30,000
Pembroke (tracks to Bay)	40,000
Sabourin (west of Hwy 64)	55,000
<b>Patching</b>	
Cache Bay (M/H frost taper various)	25,000
Nipissing at Front St. (north and south aprons)	90,000
Hwy 17 east bound curb lane (across from Parker St. Intersection)	30,000
<b>Granular "A" (2000 Tonnes/km)</b>	





Caron	90,000
Dubuc (Crystal Falls Rd. to 375 Dubuc)	95,000
Crystal Falls Rd.	171,000
Kipling West	216,000
Leblanc Rd. (Stewart to Michaud driveway)	20,000
Paradis	53,000
Murnoe	45,000
Rainville	115,000
Tomiko (Crystal Falls to Danis)	65,000
<b>Sidewalks</b>	
Nipissing St (Salter to Levis)	120,000
<b>(SSC Condition Assessment)</b>	
105 Levesque	2,000
6 Morrison Crt	4,000
100 John	2,000
73 John	2,000
6 Mary	1,000
<b>Large Diameter Culverts</b>	
Millrand Rd. Culvert No. 014	200,000
<b>Bridge Repairs</b>	
Thorough inspection/structural analysis of HWY 17 Champlain Bridge	20,000
<b>Brushing/ Ditching</b>	
Belanger	100,000
Crystal Falls Rd. (Hwy 64 to Shoreline)	75,000
Crystal Falls Rd. (Shoreline to Richer)	70,000
Crystal Falls Rd. (Richer to Tomiko)	12,000
Crystal Falls Rd. (Tomiko to Dubuc)	50,000
Dutrisac drainage design	40,000
Labelle	25,000
Lafreniere (south entrance Hwy 64 to Duck Creek)	125,000
Lafreniere (north end HWY 64 to Courchesne)	50,000





Legault	50,000
Mageau	125,000
Norland	55,000
North & South	240,000
Rainville	150,000
Tomiko (Crystal Falls to Danis)	95,000
Vachon (Cache Bay Rd. to bottom of hill)	27,000
<b>Rail Crossings</b>	
Coursol	20,000
Leclaird Rd.	20,000
<b>Signage</b>	
Retro reflectivity survey	10,000
<b>Traffic Lights</b>	
Hwy 17 at King St.	20,000
<b>Total</b>	<b>\$2,935,000</b>







# Capital Equipment

## Public Works Fleet

New Asset	Projected Cost
Winter Sand Screen	25,000
Asphalt Zipper/Pulverizer	280,000
Gin Core Dump Body	48,000
Plow Truck	300,000
<b>Total</b>	<b>653,000</b>

The Replacement of the PW-46 Plow Truck (2003) has already been purchased due to time sensitivity and early procurement benefits. This expenditure was part of a multi-year capital plan that was previously approved by Council.

## Fire Services Fleet

Asset Replacement	Projected Cost
Replace 1996 Pumper/Tanker	150,000
Replace 1998 Pumper/Tanker	150,000
<b>Total</b>	<b>300,000</b>

## Corporate Services

New Asset	Projected Cost
IT Infrastructure	46,000
<b>Total</b>	<b>46,000</b>





# Capital Facilities

## Funding Sources

- Municipal Taxation and Reserves

## Community Services

Project	Projected Cost
<b>Carried Over from 2019</b>	
Town Hall Elevator Refurbishment	\$106,600
Downtown Lamp Posts	\$59,650
Field Covered Rink	\$45,000
Building Condition Assessment	\$65,650
<b>Total Carried Over from 2019</b>	<b>\$276,900.00</b>
<b>2020 Capital Projects</b>	
Field Covered Rink (additional contribution)	45,000
Museum Hall Tables and Chairs	\$15,000
Sturgeon Falls Beach Repairs and Improvements	\$30,000
Cache Bay Outdoor Rink	\$101,500
Pool Mechanical Room Equipment Replacement	\$30,000
New 4x4 Pickup Truck	\$55,000
Complex Pool Entrance Building Envelop Repairs	\$230,000
Complex HVAC Unit Replacement	\$44,000
Playground Repairs and Upgrades (Piette, Janen and Leblanc)	\$75,000
Verner Fitness Centre Relocation (to Verner Municipal Building)	\$40,000
Town Hall Roof Replacement (north end section)	\$45,000
<b>Total 2020 Capital Projects</b>	<b>\$710,500.00</b>
<b>Total</b>	<b>\$987,400.00</b>





## Public Works

Project	Projected Cost
Verner garage expansion and repairs	330,000
Sturgeon Falls Yard Winter Sand Loading Ramp with new screen	35,000
<b>Total</b>	<b>365,000</b>



# Capital Planning (2021-2014)



# Capital Projects and Infrastructure (2021-2024)

## 2021 Capital Projects and Infrastructure

Project	Projected Cost per 2020
<b>Asphalt</b>	
Arthur (John to Mackie)	75,000
Belanger (Salter to Third)	85,000
Olivier	52,000
Betty	15,000
Evansville	42,000
Garden Village Rd.	140,000
Front Street curb lane including curb and Catch Basins	Pending Funding
John St (Nipissing to Clark and Clark to Coursol)	265,000
Mageau	90,000
Ottawa/Spring (Bay to Pembroke)	40,000
<b>Patching</b>	
Muskasung Rd.	20,000
Cache Bay (M/H frost tapper various)	30,000
<b>Granular "A" (2000 Tonnes/km)</b>	
Crystal Falls Rd (Hwy 64 to Shoreline)	63,000
Crystal Falls Rd (Shoreline to Richer)	51,000
Crystal Falls Rd (Richer to Tomiko)	12,000
Crystal Falls Rd (Tomiko to Dubuc)	48,000
Labelle	20,000
Lafreniere (south entrance Hwy 64 to Duck Creek)	125,000
Lafreniere (north end HWY 64 to Courchesne)	48,000
Legault	6,000
Norland	42,000



North & South	200,000
Rainville	125,000
Vachon (Cache Bay rd. to bottom of hill)	2,000
<b>Sidewalks</b>	
Lisgar (École publique Jeunesse Active to C.B Rd.)	125,000
<b>(SSC Condition Assessment)</b>	
Ethel	Pending Water/Sewer Work
Nipissing (north of Front to Ethel)	Pending Water/Sewer Work
King (double John to Ethel (Single Mackie to Ethel)	Pending Water/Sewer Work
<b>Large Diameter Culverts</b>	
#103 Labrosse Rd.	15,000
#105 Leduc	10,000
#108 Levac	15,000
<b>Bridge Repairs</b>	
#020 Laplage Rd.	5,000
West McDonald Rd.	10,000
#006 East McDonald Rd.	10,000
#026 Eugene Rd.	200,000
<b>Brushing/Ditching</b>	
Beaudry	93,000
Champagne	120,000
Coyote Ridge	25,000
Crosby	15,000
Delorme	130,000
Dutrisac Rd and Tributaries	40,000
East Road	200,000
Gauthier	75,000
Pinepoultry	189,000
Roberge	90,000
Rochon	75,000
Roy (Third to Mageau)	75,000



Smily	20,000
<b>Rail Crossings</b>	
Cache Bay Park	10,000
Cache Bay Dock	10,000
<b>Traffic Lights</b>	
Hwy 17 at Coursol	20,000
<b>Projected Total</b>	<b>\$ 3,173,000.00</b>



## 2022 Capital Projects and Infrastructure

Project	Projected Cost per 2021
<b>Asphalt</b>	
Abitibi (Ottawa to Montreal)	20,000
Chateau Terrace	55,000
Church (John to Ethel)	110,000
Ethel (King to Coursol)	250,000
King (Market to Ethel)	60,000
Main (Market to Ethel)	140,000
Michaud (Railway to Salter)	20,000
Montreal (Abitibi to Bridge)	25,000
Nipissing (Hwy 17 to Water Treatment Plant)	200,000
Ottawa and Spring (Bay to Pembroke)	20,000
Pilon	20,000
Russell (Parker to Michaud)	70,000
Salter (Nipissing to Main)	55,000
<b>Patching</b>	
Cache Bay (M/H frost tapper various)	30,000
<b>Granular "A" (2000 Tonnes/km)</b>	
Beaudry	80,000
Champagne	30,000
Coyote Ridge	20,000
Crosby	12,000
Delorme	40,000
East Road	163,000
Gauthier	60,000
Pinepoultry	157,000
Roberge	71,000
Rochon	60,000
Smily	20,000





<b>Sidewalk</b>	
Nipissing (Hwy 17 to Water Treatment Plant)	150,000
<b>Bridge Repairs</b>	
North & South Bridge # 010	90,000
<b>Brushing/Ditching</b>	
Adelard	14,000
Alphonse	40,000
Bellefeuille	52,000
Bourbonnais	15,000
Desaulnier	10,000
Dokis Rd.	165,000
Dutrisac Rd and Tributaries	40,000
Gignac	23,000
Hector	4,000
Labrosse	80,000
Leblond	25,000
Needs	10,000
Pierre Rd.	28,000
Pine Ridge	28,000
Remillard	30,000
Roberts	60,000
Tomiko (Chebogan to Moose Point)	140,000
Tomiko (Danis to Chebogan)	15,000
<b>Facilities</b>	
SF Garage expansion and repairs	400,000
<b>Traffic Lights</b>	
Hwy 17 at Coursol	20,000
<b>Projected Total</b>	<b>\$ 3,227,000.00</b>



## 2023 Capital Projects and Infrastructure

Project	Projected Cost Per 2022
<b>Asphalt</b>	
Quesnel	350,000
Coursol (Hwy 17 to Goulard)	295,000
John St. (River to Clark)	200,000
Leblanc Rd. (Hwy 17 to Cache Bay Rd.)	45,000
<b>Patching</b>	
Cache Bay (M/H frost tapper various)	30,000
<b>Granular "A" (200 Tonnes km)</b>	
Adelard	12,000
Alphonse	34,000
Bellefeuille	43,000
Bourbonnais	13,000
Desaulnier	7,500
Dokis Rd.	165,000
Gignac	20,000
Hector	2,500
Labrosse	66,000
Leblond	Pending
Needs	7,000
Pierre	24,000
Pine Ridge	24,000
Remillard	25,000
Roberts	47,000
Tomiko (Chebogan to Moose Point)	150,000
Tomiko (Danis to Chebogan)	15,000
<b>Sidewalks</b>	
Ethel (King to Michaud)	100,000



<b>Bridge Repairs</b>	
Leclair Rd. (Centenial) Bridge # 016	150,000
Trottier Bridge #010	250,000
<b>Brushing/Ditching</b>	
Dokis Rd.	165,000
Duck Creek	175,000
Dutrisac Rd and Tributaries	40,000
Fraser	125,000
Lapointe	60,000
Quesnel(Dutrisac to east dead end)	55,000
Quesnel(Nipissing to Dutrisac)	130,000
Savignac	98,000
Shoreline	46,000
Tomiko (Moose Point to Okimot)	155,000
<b>Projected Total</b>	<b>\$ 3,124,000.00</b>



## 2024 Capital Projects and Infrastructure

Project	Projected Cost Per 2023
<b>Asphalt</b>	
Beaudry (Levac to Leclair)	25,000
Cache Bay Rd. (Pine to Sandhill)	70,000
Church (John to Ethel)	96,000
Fourth (Levesque to King)	45,000
Leblanc Rd. (Hwy 17 to Cache Bay Rd.)	45,000
Leclair (Beaudry to Hwy 64)	1,349,999
Levis	30,000
<b>Patching</b>	
Cache Bay (M/H frost tapper various)	30,000
<b>Granular "A" (2000 Tonnes/km)</b>	
Dokis Rd.	165,000
Duck Creek	150,000
Fraser	115,000
Lapointe	55,000
Quesnel(Dutrisac to east dead end)	30,000
Quesnel (Nipissing to Dutrisac)	55,000
Savignac	85,000
Shoreline	45,000
Tomiko (Moose Point to Okimot)	110,000
<b>Sidewalks</b>	
King (Market to Ethel)	50,000
<b>Large Diameter culverts</b>	
Levac Rd culvert #1	150,000
<b>Brushing/Ditching</b>	
Arbour	30,000
Dokis Rd.	165,000
Dutrisac Rd and Tributaries	40,000



Eugene	150,000
Pine Poultry	210,000
Poirier	130,000
Tomiko (Okimot to Charlies Bay)	80,000
Tomiko (Charlies Bay to Marigold)	5,000
<b>Projected Total</b>	<b>3,510,999.00</b>



# Public Works Fleet (2021-2024)

---

## 2021

Asset Replacement	Projected Cost
2009 3/4 Ton Pickup	65,000
Sidewalk Machine	180,000
1997 Plow Truck	295,000
Dump Body	48,000
Steamer	20,000
30 T Float/Trailer	30,000
Total	<b>\$ 638,000.00</b>

## 2022

Asset Replacement	Projected Cost
2009 3/4 Ton Pickup	69,000
2009 Backhoe	75,000
Loader	190,000
Snow Blade	20,000
18 -Ton Excavator	260,000
Steamer	20,000
Total	<b>\$ 634,000.00</b>



## 2023

Asset Replacement	Projected Cost
Grader	380,000
3/4 Ton Pickup	70,000
Snow Blade	20,000
Loader	180,000
<b>Total</b>	<b>\$ 650,000.00</b>

## 2024

Asset Replacement	Projected Cost
Sweeper	265,000
Grader	380,000
Steamer	20,000
<b>Total</b>	<b>\$ 650,000.00</b>



# Fire Services Fleet (2021-2024)

---

## 2021

Asset Replacement	Projected Cost
2001 Rescue Van	300,000
Total	300,000

## 2022

Asset Replacement	Projected Cost
1997 Pumper	300,000
Total	300,000

## 2023

Asset Replacement	Projected Cost
1999 Tanker	300,000
2014 F-250 Truck	65,000
Total	365,000

## 2024

Asset Replacement	Projected Cost
1999 Tanker	300,000
Total	400,000

