

2024

QUARTERLY
REPORT

Second Quarter



April 1st - June 30th



Table of Contents

INTRODUCTION	3
CHIEF ADMINISTRATIVE OFFICER’S COMMENTS	3
TREASURER’S COMMENTS	3
Operating Budget.....	3
Water and Wastewater Budgets	3
Capital Budget	3
CORPORATE GOALS.....	6
Planning for Growth and Exploring Economic Development Opportunities	6
Healthy Communities	11
Infrastructure Maintenance and Transportation Planning	18
Fiscally Responsible and Sustainable Community.....	21
Communication with the Public & the Marketing of Municipal Services	22
Best Managed and Governed Municipality	25
STATISTICS	28
Corporate Services	28
Development Services	30
Fire Services	30
Recreation and Community Services.....	31

Introduction

The year-to-date report provides Council with a summary of operating and capital actual-to-budget performance. It provides staff with an opportunity to highlight progress and issues concerning, or affecting, major departmental initiatives and goals as outlined in the corporate business plan, as well as the alignment of strategic plan objectives to the budget are also discussed.

Chief Administrative Officer’s Comments

The accompanying statements outline revenues and expenses to the end of the second quarter of 2024. The Treasurer’s comments provide details specific to the operating, utilities, and capital budgets. Directors regularly monitor budget performance, and the Senior Management Team as a group monitors budget performance on a monthly basis with current financial information and statements.

The information contained within the Year-to-Date reports, and the frequency of reporting, has proven valuable since it was initiated in 2003. The reporting coupled with the introduction of Business Plans in 2004 ensures that Council is fully aware of the status of current year priorities as well as the status of the budget.

The revised format which was introduced in 2014 helps to track progress with respect to the implementation of the Strategic Plan and the related Corporate Business Plan.

Treasurer’s Comments

Financial Statement

The year-to-date operating results for the second quarter ended June 30, 2024, are appended for Council’s consideration.

Operating Budget

To date, \$7,243,550 of the net operating levy budget of \$14,803,720 has been spent. This represents 48.9% of the total levy and a slightly positive operating budget variance considering 50% of the year yet to come. In comparison the Budget to Actual position at the end of the second quarter of 2023 had a slight positive variance of 0.69%.

Even though the Township is tracking in a minor surplus, there are many activities that will occur throughout the year that may alter the financial performance. At of June 30, 2024, most budget areas are tracking according to historical activities and staff expectations. There are however a few areas staff would like highlight to Council:

- Development Services, Building – Bill 124 Transfer, the balance at the end of June is in a negative position of \$137,872. The negative balance means that we have incurred greater expenses in the Building Services then revenues. For Council’s information, and according to Bill 124, Building Services is self funded, meaning that funding comes from

building related fees and charges and not the tax levy. To moderate any fluctuation impacts, Building Services is allowed to place any year-end surpluses into a specific reserve fund and draw upon this reserve fund if there are any deficits experienced. It should be noted that a deficit was anticipated in the 2024 Building Division's Budget, as there is a budget allocation of \$296,229 proposed to be transferred from the Building Administration Reserve Fund. Given that we are halfway through 2024, the current negative position is slightly less than half of the budgeted negative position for 2024. Staff have no concerns at this point in the year, however staff will continue to monitor this area and report back to Council through the future quarterly report.

- **Financial Services – Management and Budget.** This line represents both the admin costs related to the finance department and the corporate revenues and expenses related to the overall administration of the township such as reserve transfers. While the expense and revenue lines are much higher than the YTD budget, most of these entries such as the receipt of the Housing Accelerator Fund grant are completed earlier in the year. The ending variance will more closely align with budget as the year progresses. Staff are looking into breaking out these costs in more detail through future budgets to improve transparency.

Most other expenditures are tracking within budget and year-to-date expectations as there are expenditures which the bulk will occur at one time. In addition, there are several expenditures, specifically in Infrastructure Services, such as gravel resurfacing, surface treatment, pavement works, that have seen minimal expenditures year to date. These activities have had tenders already approved by Council and work has commenced but may not have been invoiced. As we progress through the remainder of the year, and as these programs ramp up activity, expenditures will increase and will influence any surplus/deficit position the Township will be in.

Water and Wastewater Budgets

As at the end of the second quarter of 2024, the Wastewater program is in a deficit position of \$538,798. This deficit position is attributed to two factors both involving our *other system costs* (i.e. Regional Billings) and related revenue.

- With the significant precipitation experienced throughout the first half of 2024, and with Inflow & Infiltration issues, the water runoff seeps into our sewer collection system and flows into the Regions Wastewater Treatment facilities. These flows are considered non-revenue yet they still incur related treatment costs.
- The second factor is related to the revenue loss of a large industrial customer in late 2023. This user had significant flows which translates into less revenue received by the Township.

The Water program budget area is in a deficit position of \$146,224, which is in a similar position to the first quarter.

- The revenue received in the water budget is lower than in 2023 and likely attributable to the loss of a significant industrial water customer.

- Through an investigation, staff have found some significant water users were not billed correctly in prior years. Staff expect a significant one-time water revenue related to this catch up with improving the system's deficit in the third quarter.

Capital Budget










The level of activity in the capital budget increased in the second quarter, consistent with the annual trend that will give rise to peak construction activity in the summer and early fall. As 2024 progressed there have been tender calls and contracts approved by Council. Projects continue to generally be within approved budget parameters. The expectation is that the recording of these capital expenditures will continue to increase as work is completed and as invoices are submitted.

As part of the Q2 2024 Capital Statements, staff have provided some commentary for each of the projects listed so that Council has some preliminary information on the status of each project. If Council requires additional information on any of the 2024 Capital projects, staff would be more than happy to discuss this at the August 27th Council meeting.





Planning for Growth and Exploring Economic Development Opportunities

GOAL: Ensure Managed and Sustainable Community Growth and Development

- DIRECTION: Balance the small-town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.


Action Item		Department
	Participate in the planning for the Breslau Go Station	DS
	Continue with the update to the Woolwich Official Plan	DS
	Identify and plan for surplus land initiatives to identify the best property use and development	DS
	Update the Site alteration by-law for the Township	DS
	Participate in the airport planning through the Region of Waterloo update to the Airport Master Plan	DS
	Complete the review and update of Woolwich Zoning By-law	DS
	Respond to Provincial direction for added lands to the settlement area through updates the Breslau Secondary Plan, and review of St. Jacobs and Elmira servicing and infrastructure needs	DS
	Review and update the Pool & Fence Bylaw	DS
	Review and implement staging and phasing policies to control growth in a managed and sustainable manner	DS

- DIRECTION: Be ahead of the curve' in planning for future growth and ensure infrastructure capacity is available before development proceeds.








Action Item		Department
	Explore opportunities and strategies for servicing through agreements and expansions	DS/IS
	Review Township wide servicing and develop timing for cross border arrangements and infrastructure	DS/IS
	Plan for the servicing of additional lands added to the settlement boundary through the Provincial approval of Regional Official Plan	DS/IS
	Develop a long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge	DS/IS

Planning for Growth and Exploring Economic Development Opportunities




- DIRECTION: Complete cost/benefit analysis for development opportunities to ensure that planned growth is affordable, value-added, and developers are accountable for growth-related costs

Action Item		Department
	Conduct growth study and Water/Wastewater Analysis	DS

- DIRECTION: Explore regional partnerships/collaborations that make fiscal sense but resist annexation and merger talks.



Action Item		Department
	Conduct annual review and update of the Engineering Design Manual	DS
	Explore information sharing for GIS services	DS
	Explore local affordable housing partnership with not-for-profit housing corporations on municipally owned land, and potential collaboration with Region on regionally owned lands and lands of mutual interest	CAO/DS
	Partner with the Region on woodlot management throughout the Township	RCS
	Implement the programming partnership agreement for the library services within the Breslau Community Centre.	RCS
	Meet quarterly with Regional Library staff on service & programs.	RCS
	Continue to explore opportunities for shared staffing, services and programs with neighbouring Townships	CAO

- DIRECTION: Promote residential intensification opportunities in urban areas and downtown cores.


Action Item		Department
	Implement Elmira Downtown Plan to manage future development in the Elmira Core Area	DS
	Implement Elmira Downtown streetscaping through a phased approach in budget review process	IS/DS
	Utilize the secondary planning process and review Official Plan policies to provide policies to manage growth and identify intensification opportunities	DS

Planning for Growth and Exploring Economic Development Opportunities


- DIRECTION: Continue to advocate for amendments to the Aggregate Resources Act that address quality of life, financial and enforcement concerns.

Action Item		Department
	Provide input to Provincial and Regional policies as opportunities arise	DS
	Joint Advocacy with the other Townships at ROMA and AMO regarding legislative changes: development and approvals process, separation distances from settlements, progressive rehabilitation to agriculture	CAO


- DIRECTION: Look at improving Ontario Municipal Board processes by advocating for reforms and implementing a local representation policy that considers available resources.

Action Item		Department
	Ontario Municipal Board now Ontario Land Tribunal reforms have occurred. Continue to provide input to Ontario Land Tribunal amendments as opportunities arise	DS

- DIRECTION: Advocate for Cross Border Servicing Agreements which are technical and legal exercises as outlined in the Regional Official Plan (ROP).



Action Item		Department
	Continue discussions for amendments to cross border servicing agreements with Kitchener, Waterloo and Cambridge to allow increased capacity to facilitate future growth, specifically employment land opportunities (Priority focus on the East Lands ie Breslau and Airport)	CAO/DS/IS

- DIRECTION: Achieve Cultural heritage protection in balance with growth and development.

Action Item		Department
	Assist the Woolwich Heritage Committee to implement their workplan including: <ul style="list-style-type: none"> - Continue to develop an inventory of historic properties - Advise Council with regard to the need to designate or list historic properties - Review relevant Planning applications - Initiate Ghost Hamlet signage - Identify Cultural Heritage Landscapes 	DS






Planning for Growth and Exploring Economic Development Opportunities

- DIRECTION: Preserve, protect and grow what makes Woolwich unique, and support growth that will better the community.

Action Item		Department
	Complete the review and update of the Township Zoning By-law	DS
	Prepare a Growth Strategy for Elmira, St. Jacobs and Breslau	DS

GOAL: Grow and Retain Local Industry and Business Opportunities

- DIRECTION: Focus on business attraction, retention, and expansion in manufacturing, agricultural, retail, and tourism industries.

Action Item		Department
	Plan for an update of the 2011 Economic Development and Tourism Strategy in 2024	CAO/EcDev
	Complete St. Jacobs wayfinding strategy	CAO/EcDev
	Work with Explore Waterloo Region on a strategy to spend the Municipal Accommodation Tax in priority areas that will extend visitor stays in the area	CAO/EcDev
	Implement COVID-19 economic recovery strategy using best practices while ensuring the solutions are tailored to suit the unique business mix of Woolwich	CAO/EcDev
	Use BR+E survey results to implement appropriate programming to support Woolwich businesses	CAO/EcDev






- DIRECTION: Employ a balanced economic development approach which promotes opportunities municipality-wide.

Action Item		Department
	Assist in the evaluation of opportunities for economic development municipality-wide including the airport area, settlement employment areas and rural areas	DS/EcDev
	Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review	DS/EcDev



Planning for Growth and Exploring Economic Development Opportunities

GOAL: Explore Employment Land Opportunities



- DIRECTION: Develop a balanced approach to residential/employment land opportunities so Woolwich doesn't become a 'bedroom community'.

Action Item		Department
	Manage the development of the Elmira Employment Land and participate in the design of road connections to service the employment area	DS
	Participate in the Elmira By-pass Road EA Regional project or examine alternatives to remove truck traffic from the Elmira Downtown core.	DS
	Develop a plan to designate and service adequate developable employment land	DS
	Identify stakeholder partnerships to facilitate activation of employment lands.	CAO/DS/IS
	Collaborate with the Region regarding the development of aerospace industries at the Regional airport	CAO/DS/EcDev

DIRECTION: Where it makes fiscal sense consider partnerships relating to employment lands.



Action Item		Department
	Facilitate partnerships to facilitate development of employment lands	DS
	Address infrastructure needs in Elmira, St. Jacobs and Breslau to facilitate opening employment / industrial land for new businesses.	CAO/DS

- DIRECTION: Together with the Region pursue development of employment lands by the Regional Airport that are compatible and complimentary.


Action Item		Department
	Continue to work with other Municipalities for cross border servicing arrangements and road connections to facilitate Breslau employment growth needs, airport and GO station connectivity	DS
	Develop a growth strategy for the Breslau area surrounding the Airport	DS

GOAL: Social Capital / Civic Engagement


- DIRECTION: Provide regular forums and different methods that will encourage public consultation and feedback.

Action Item		Department
	Integrate community consultation into the EngageWR platform.	ALL
	Complete the Strategic Plan process.	CAO




- DIRECTION: Formulate the role of community-based Associations (i.e. Recreation Associations, Neighbourhood Associations, Rate Payer Associations).

Action Item		Department
	Provide support to recreation associations, on program, services and events in their settlement areas	RCS




- DIRECTION: Continue to support and promote volunteerism, and the traditional barn-builder community spirit. Evaluate and implement training and development opportunities that will help to ensure volunteers are well equipped to make the best use of resources.

Action Item		Department
	Collaborate with organizations to explore opportunities for partnership on events and program development	RCS

- DIRECTION: Maintain and enhance the volunteer system of service delivery, where efficient and effective to do so.


Action Item		Department
	Provide volunteer and mentor opportunities for post secondary students from partnering colleges and universities	RCS
	Develop a formalized volunteer program - this is inclusion focused to assist people with diverse needs to participate in recreation programs, aquatics, and camps	RCS
	Develop a youth development program which incorporates a volunteer component to encourage volunteerism	RCS

- DIRECTION: Support local, provincial and national social capital and civic engagement initiatives.



Action Item	Department
 Work with the University of Waterloo to host the 2025 UHOCKEY Women's National Championships at the Woolwich Memorial Centre	RCS
 Host Team Ontario Para Hockey at the Woolwich Memorial Centre	RCS
 Work with Waterloo Regional Tourism to attract and complete bids for Regional, Provincial and National Championships at the Woolwich Memorial Centre.	RCS

GOAL: Promote Healthy Living and Active Lifestyles





- DIRECTION: Complete long-term plans for recreation and parkland development.

Action Item	Department
 Implement the Recreation Master Plan to inform renewal or removal of existing parks infrastructure, and plan for future park and facility development to support growth and anticipated population projections over the next 15 years.	DS/RCS





- DIRECTION: Explore opportunities to promote the Township's extensive trails network, historic features, unique communities, and local arts and culture.

Action Item	Department
 Examine trail connection opportunities between settlement areas and through new subdivision development	DS/RCS
 Implement the Active Transportation Plan in new developments and reconstruction projects	DS


- DIRECTION: Improve marketing and promotion efforts for the Township's recreational facilities and programs to increase participation and related revenues.

Action Item	Department
 Explore alternative revenue generating opportunities for summer / shoulder season usage at the Woolwich Memorial Centre	RCS
 Explore opportunities to expand and implement new specialty summer camps at underutilized Township facilities.	RCS
 Develop virtual tours to actively market and promote rental spaces in municipal facilities.	RCS
 Develop a marketing strategy to attract long-term rentals at the Heidelberg Community Centre, Bloomingdale Community Centre and Maryhill Community Centre	RCS

- DIRECTION: Transition from recreational capital facilities development to Township-wide community program development increasing investment in active programming in the interest of promoting healthy living and active lifestyles.




Action Item	Department
 Enhance the WMC Fitness Centre portfolio by incorporating personal training options	RCS
 Implement monthly strategies and introductory programs to attract new WMC Fitness Centre users	RCS
 Continue to pursue and broker 3 rd party partnerships to provide program opportunities	RCS
 Offer various Family Swim to Survive programs to increase water safety knowledge and skills.	RCS

- DIRECTION: Explore methods of positively influencing the determinants of health.



Action Item	Department
 Administer year 4 of the 5-year Termite control program	DS

GOAL: Support Sustainability of the Natural Environment and Other Resources




- DIRECTION: Promote and support environmental stewardship efforts

Action Item	Department
 <p>TWEEC/T4W 2024 Work Plan:</p> <ul style="list-style-type: none"> - Provide staff support to Committees such as TWEEC, Woolwich Healthy Communities, Trees for Woolwich - Host annual Community Clean-up Day - Host tree planting and tree giveaway events - Continue community programs with the school board - Continue the tree nursery program - Provide public education about invasive plant species. Continue phragmites and buckthorn control projects - Continue invasive species control in the Elmira Nature Reserve - Actively promote the TWEEC green business award program- CARES - Continue to support the Woolwich greening initiative <p>Continue Rural roadside tree planting program</p>	RCS/IS
 <p>Continue to work towards Implementation of the Transform Waterloo Region Climate Action Plan to achieve Council supported GHG reduction targets of 50% by 2030 and 80% by 2050 through the application of 45 action items with onboarding of a full-time dedicated staffing position</p>	ALL
 <p>Provide staff support to the Woolwich Environmental Advisory Committee</p>	DS





- DIRECTION: Preserve and protect passive open green spaces and develop a tree management plan.

Action Item		Department
	Support TWEEC/T4W in maintenance of the “Elmira Nature Reserve”, for both trail use and for educational purposes	RCS
	Identify Township land opportunities for native species naturalization	RCS




- DIRECTION: Preserve Agricultural Land.

Action Item		Department
	Conduct agricultural enforcement for non-agricultural uses in Agricultural zoned areas through a complaint basis	DS
	Examine the agricultural policies through the Official Plan review to ensure protection of agricultural land and also allow on-farm diversified uses to increase the viability of the agricultural operations	DS
	Review the planning process for on-farm diversified uses and agricultural related use to find efficiencies	DS




- DIRECTION: Protect Rural Wells, Source Water Protection Areas, Cultural Heritage Features and Green Spaces.

Action Item		Department
	Review and implement Source Water Protection Plans and Site Alteration By-laws	DS
	Continue to ensure the accurate delineation of natural features through development applications and updates to GIS mapping	DS
	Update Township mapping with most up to date natural environmental mapping as it comes available from the Grand River Conservation Authority	DS
	Review Official Plan policies for protection of natural features, cultural heritage features and green spaces	DS

- DIRECTION: Evaluate the potential impacts and benefits of new green energy technology that provides value added benefits to the local economy while not detracting from quality of life.






Action Item	Department
 Invest in transitioning the Township’s equipment and fleet to electric, whilst establishing both public and Township charging infrastructure	RCS/IS
 Implement climate action initiatives identified in the Pathway to Net Zero Feasibility Study for major facilities to reduce GHG emissions and support operating efficiencies	RCS
 Facilitate educational events for Woolwich residents through Woolwich Climate Action related to reducing personal carbon footprints.	RCS

- DIRECTION: Develop long-term plans for water and wastewater infrastructure, including phasing of projects.



Action Item	Department
 Review capacity allotments and phasing plans for new development applications	DS
 Develop long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge	DS/IS
 Work with the Region of Waterloo on the timing for upgrades to the Elmira and St. Jacobs wastewater treatment plants	DS/IS

GOAL: Provide for Inclusive and Accessible Communities







- DIRECTION: Preserve and protect the unique nature of the 'community of communities' but address the challenge geography and distance creates and come up with solutions that focus on ‘the ties that bind the community fabric’.

Action Item	Department
 Work with the community to support the 2 nd annual Woolwich Pride event	RCS/COR
 Work with the community to support the 2 nd annual Multicultural Festival	RCS/COR
 Continue to promote EDIB Grants and support new community events and activities	RCS/COR
 Implement the Active Transportation Master plan including the accommodation of accessible active transportation opportunities	DS/IS
 Implement recommendations from the 2SLGBTQ+ Ad-hoc Working Group	COR





- DIRECTION: Consider municipal policies, services and programs that take into account the impact of an aging population.

Action Item		Department
	Deliver the 7 th “Seniors Active Living Fair” in partnership with Community Care Concepts, Woolwich Seniors Association and Woolwich Community Heath Centre	RCS
	Explore opportunities to increase program offerings at the Breslau Community Centre for the older adult demographics	RCS

- DIRECTION: Implement legislated requirements, with the goal of improving and expanding opportunities for persons with disabilities, and identify, remove and prevent barriers to their full participation in the life of the community.





Action Item		Department
	Provide volunteer and employment opportunities through partnership with the WRDSB and the WATS program	RCS
	Explore opportunities to enhance the inclusion programming within recreation programs and summer day camp	RCS
	Develop and implement an Adult Adapted Aquatic program.	RCS
	Develop updated Accessibility Audit of Township facilities and implement projects to works towards the 2025 AODA compliance deadline	RCS
	Implement outdoor amenity and trail accessibility initiatives through retrofits and new park development (trail signage, accessible play equipment).	RCS
	Develop the Township’s new Multi-year Accessibility Plan with feedback from the Grand River Accessibility Advisory Committee and begin work to implement initiatives.	COR

- DIRECTION: Advocate for affordable housing development.


Action Item		Department
	Implement the Housing for All Plan to provide affordable housing opportunities	DS
	Update Official Plan policies to ensure affordable housing is addressed in new residential development proposals	DS
	Engage with the Region and Province to examine opportunities and funding for affordable housing development and incentive programs including potential implementation of Housing Accelerator Funding if granted	DS
	Facilitate the development of surplus Snyder Street property for affordable housing, and work with the Region to explore other suitable local sites	DS/CAO

GOAL: Develop Safe Communities

- DIRECTION: Provide a progressive and leading-edge emergency preparedness programs and develop long-term expansion plans for the Siren/Shelter-in-Place/Community Alerting Network program.



Action Item		Department
	Work on finalizing the joint Region-wide Communications/Media Supporting Plan and further enhancing it with pre-built templates that will improve communications to the public during specific types of emergencies such as flooding, chemical and airline emergencies.	CAO/FIRE/ COR
	Collaborating with local Fire Departments on joint training in initiatives, with the onboarding of a dedicated Training Officer	FIRE
	Acquiring new Fire Trucks for Elmira and Breslau as per the Truck Replacement Policy	FIRE
	Monitoring Climate Change and the effects it has on the Emergency Services of Woolwich including working with our community partners to develop plans and processes that help mitigate those effects in the coming years (including but not limited to): <ul style="list-style-type: none"> • Continuing to enhance and build the Flood Support Plan • Continued monitoring and to react as needed to other potential threats that have arrived/increased over the last couple of years such as Avian Influenza, Swine Flu, MPox and Air Quality issues as a result of Wildfire Smoke 	CAO/FIRE

- DIRECTION: Advocate for presentation of any changes proposed to emergency services that directly impact Township residents (i.e. Police and EMS)".




Action Item		Department
	On going collaboration and development of innovative service solutions with all emergency services committees within the Region	FIRE

GOAL: Long Range Transportation Planning


- DIRECTION: Explore the need for Transportation Master Planning on a community-by-community basis.

Action Item		Department
	Participate in the Elmira By-pass EA or alternative transportation options	DS/IS
	Review long term infrastructure planning for road networks and trail systems through the Township Official Plan and Secondary Planning processes	DS/IS/RCS


- DIRECTION: Make transportation planning a priority when evaluating growth and development plans.

Action Item		Department
	Participate in planning for the Airport and future Go station	DS/IS
	Identify transportation linkages for implementation to accommodate growth	DS/IS
	Conduct Secondary Planning processes to plan for long term transportation needs where appropriate	DS

- DIRECTION: Together with the Region, evaluate the efficiency and effectiveness of the existing transit system, potential expansions and connecting links to the over-all transportation system.




Action Item		Department
	Continue to assess options for future public transit extensions and linkages. Work with the Region regarding implementation of the Breslau pilot project.	DS

- DIRECTION: Advocate for provincial infrastructure projects that will improve the transportation system and support economic development (e.g. completion of Highway 7 and GO Transit Service in Breslau).



Action Item		Department
	In collaboration with the Region, continue to use advocacy opportunities with Province, at ROMA and AMO, to champion the completion of new Highway 7 and GO Transit in Breslau	CAO

GOAL: Optimize the Use of Municipal Infrastructure


- DIRECTION: Adopt a fiscally responsible long-term Capital Plan that deals with the growing infrastructure deficit, while advocating for increased funding from senior levels of government.

Action Item		Department
	Update the Township’s Asset Management Plan to include all of the Township’s assets in compliance with OReg 588/17. This work will include the current level of service for these assets and costs to maintain this level of service. Next version of the Township’s Asset Management Plan is due July 1, 2024.	ALL
	Continue to complete Building Condition Assessments to support the Township’s Asset Management Plan and infrastructure renewal program	RCS
	Complete Water & Wastewater Rate Review Study	FIN/IS





- DIRECTION: Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies.

Action Item		Department
	<p>Facilities</p> <ul style="list-style-type: none"> ▪ Complete and implement the Recreation Master Plan ▪ Complete and implement updated accessibility audit ▪ St. Jacob’s Arena – accessibility improvements, washroom renovations, dehumidifier replacement ▪ St. Jacob’s Fire Station - Exterior insulation and finishing system (stucco) repairs ▪ Administration Building - Renovations ▪ WMC - Dressing Room improvements ▪ WMC - Pool changeroom / shower renovations ▪ Breslau Community Centre - porch/entrance/washroom design work ▪ Climate Action Initiatives – Facility renewal and energy efficiencies ▪ Elmira Fire Station – feasibility study <p>Parks</p> <ul style="list-style-type: none"> ▪ South Parkwood - Multi-use Pad and Multi-use Trail Installation ▪ Maryhill Park – Playground Replacement ▪ Bolender Park - bridge decking replacement ▪ Walter Bean Trail Improvements ▪ Bolender Park – parking lot paving (upper lot) ▪ Breslau Memorial Park – splash pad installation ▪ Breslau Memorial Park – fieldhouse design work 	RCS
	IT – develop an implementation plan in response to a recent security audit	COR

Infrastructure Maintenance and Transportation Planning


	Ensure that the approved 2023 Infrastructure Services Capital Budget is implemented to the extent possible	IS
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■ DIRECTION: Ensure a municipal wide infrastructure maintenance program that is needs-based.

Action Item	Department
 Ontario Structure Inspection Manual (OSIM) 2025 Bridge and Culvert Study	IS
 Continuation of wastewater sewer lining program to extend useful life and better align municipal servicing replacements in the future (pandemic dependent)	IS
 Continuation of an appropriate Annual Capital Paving Program that is derived from the State of the Infrastructure for the Roads network.	IS
 Continuation of an appropriate Annual Capital Bridge and Culvert Program that is derived from the State of the Infrastructure for the Roads network.	IS

GOAL: Expand Financial Sustainability / Best Practices


- DIRECTION: Explore options for the provision of sustainable funding for all municipal infrastructure.

Action Item		Department
	Continue to advocate for alternative revenue sources outside of the traditional user fees and tax revenue and continue to lobby the Provincial government of move away from the application-based system of infrastructure funding to a full allocation-based system.	ALL




- DIRECTION: Ensure high financial performance standards are in place for planning and implementation of capital infrastructure and development projects.

Action Item		Department
	Complete a new Township Development Charge Background Study and By-law.	FIN/IS/ RCS

- DIRECTION: Continue, on an annual basis, to explore budget efficiencies, alternative service delivery and revenue generation options.


Action Item		Department
	Implement a new financial system that will meet the needs of Woolwich’s community, including better access for ratepayers and customers to their account information as well as providing abilities to integrate synergies with digital driven information.	FIN/IT

- DIRECTION: Explore collaboration and partnership opportunities that make fiscal sense and ensure best value for taxpayers.


Action Item		Department
	Continue to capitalize on unique and fiscally responsible woodlot management program to recycle hazard / ash trees	RCS
	Implement the recommendations coming out of the Phase 1 Joint Service Delivery with the other Townships re: Regional Library System governance and services, and explore alternative service delivery models	CAO/FIN/ RCS
	Working with other Municipalities on Joint Purchasing initiatives	FIRE

GOAL: Raise the Municipal Profile & Image

- DIRECTION: Develop a long-term plan to improve municipal signage.



Action Item		Department
	Implement new park and trail signage throughout the Township.	RCS

- DIRECTION: Celebrate the cultural richness of Woolwich, which includes the Old Order Mennonite population.


Action Item		Department
	Continue to look at opportunities to collaborate with the Mennonite Story	CAO/EcDev

GOAL: Improve Communication with the Public and Increase Public Awareness of Municipal Activities



- DIRECTION: Improve how staff communicate with the public throughout the entire municipality by developing and implementing a communications strategy.

Action Item		Department
	Continue to update Engage Woolwich information website for public information sharing	CAO/COR
	Continue to provide live streaming of Council meetings and make improvements to engage residents on YouTube	RCS

- DIRECTION: Communicate with residents about local programs and related service delivery expectations.


Action Item		Department
	Continue to promote Township services and activities through active engagement on social media	COR

- DIRECTION: Communicate with residents about issues that directly impact their quality of life (e.g. ATVs, dirt bike noise, airport noise).




Action Item		Department
	Look for opportunities to raise community knowledge regarding by-law infractions that occur regularly as a result of lack of awareness	COR
	Continue to promote online dog tag sales through the website, vet clinics, pet stores, social media and door-to-door canvassing	COR

Communication with the Public and the Marketing of Municipal Services



- DIRECTION: Identify the technological improvements that will be required to connect the Township and its ratepayers.

Action Item		Department
	Ongoing efforts by the Region and Area Municipalities regarding the proposed SWIFT network, and streamlining the approval process for tech companies that have received upper level government funding for network expansions	CAO/COR/IS

- DIRECTION: Focus on updating and refreshing the Township website.

Action Item		Department
	Continue to monitor and improve the Township's website, YouTube and social media using data and analytics	COR
	Update website to latest content management system and complete a site map review based on analytics to improve accessibility, improve the look and feel and ensure people can easily find the content they are looking for	COR
	Continue to provide more information and services through the Townships website, including by-laws, fillable forms and online payments	COR








- DIRECTION: Develop a Customer Service Strategy that focuses on serving others in a courteous and timely manner and going the extra mile."

Action Item		Department
	Create a simplified fee schedule for Planning applications to provide clear direction and information to applicants	DS
	Continue to accommodate customer requests for discussions on property applications and issues	DS/IS


Communication with the Public and the Marketing of Municipal Services

GOAL: Promote Unique Tourism Opportunities

- DIRECTION: Explore opportunities to bring the tourism sector together and develop municipality-wide tourism experiences and packages.





Action Item		Department
	Foodlink Map creation, print and distribution to promote agri-tourism	CAO/EcDev
	Creation of Farmgate Trail GIS Map and hosting on Township website	CAO/EcDev
	Acquire Fed Dev funding for Tourism shuttle pilot project between Farmers Market and St. Jacobs Village. (Deferred to 2025)	CAO/EcDev
	Commence work on dedicated tourism micro-site with Fed Dev funding	CAO/EcDev
	Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review	DS/EcDev
	Continue to lead the Taste the Countryside event with support from the other Townships	
	Update the Downtown Elmira Art Project	CAO/EcDev

- DIRECTION: Leverage the marketing efforts of the Regional Airport to promote tourism opportunities in Woolwich.

Action Item		Department
	Work with the Region and WEDC to promote the airport as an asset for businesses and the community	DS/CAO/ EcDev








GOAL: Attract, Develop and Retain the Best and the Brightest

- DIRECTION: Evaluate and implement training and development opportunities that will help to ensure staff are well equipped to make the best use of resources.



Action Item		Department
	Develop a new hybrid recruit training program with the other Township Fire Departments providing recruits a means of studying online at home with provisions to write for OFM certification	FIRE
	Human Resources review of new employee orientation and training processes	COR
	Review and update of Human Resources policies and procedures	COR
	Human Resources focus on mental health awareness training	COR

GOAL: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery


- DIRECTION: Maintain a high standard of municipal service delivery.

Action Item		Department
	Develop a Community Group Affiliation Policy	RCS
	Develop a Community Group Affiliation Application Form	RCS
	Update the Facility Allocation Guideline referencing the Community Group Affiliation Policy	RCS
	Revise the Ice Allocation Policy in consultation with affiliated ice user groups	RCS
	Develop a Special Events Policy	RCS
	Update the Fireworks By-law, including clarification around holidays and hours when fireworks can be set off	COR
	Update the Animal Control By-law, including Kennel licensing process	COR


- DIRECTION: Review of the distribution of services and responsibilities between the Region and area municipalities.

Action Item		Department
	Staged implementation of the Administrative Monetary Penalty System (AMPS) including the possibility of shared services with local municipalities on parking and other by-laws.	COR
	Continue discussions between the Area Municipalities and the Region regarding opportunities for different service delivery models	ALL


- DIRECTION: Work in partnership with the Region to preserve, protect and expand the Township Library system.

Action Item		Department
	Continue to partner with the Region to grow and enhance library services in Breslau and throughout the Township and explore new governance and delivery models. (Breslau branch is open. New governance model is being reviewed.)	CAO/RCS



- DIRECTION: Emphasize exceptional customer service so that such service is recognized as a strength of the municipality

Action Item		Department
	Provide online payment options for more services on the Township’s website	COR


- DIRECTION: Review the planning and development process and outline improvements and changes that will be required to ensure a timely process, while also ensuring effective participation occurs and contributes towards the goals of the community.

Action Item		Department
	If Bill 23 is not proclaimed, champion the expediting of the delegation of Region planning responsibilities to the Township to streamline the development approval process. (Bill 23 was proclaimed. Awaiting date from Province for transfer of responsibilities.)	CAO/DS

- DIRECTION: Examine the provision of customer service beyond the traditional administration office hours.

Action Item		Department
	Focused internal discussions will explore opportunities to provide customer service opportunities beyond the traditional municipal office hours, and in the post-pandemic world continue to look for virtual and online opportunities	ALL
	Provide online payment options for more services on the Township's website	COR

- DIRECTION: Improve communication between the Township, Region, adjacent municipalities and stakeholders concerning the timing of capital construction projects to mitigate impacts on the travelling public.

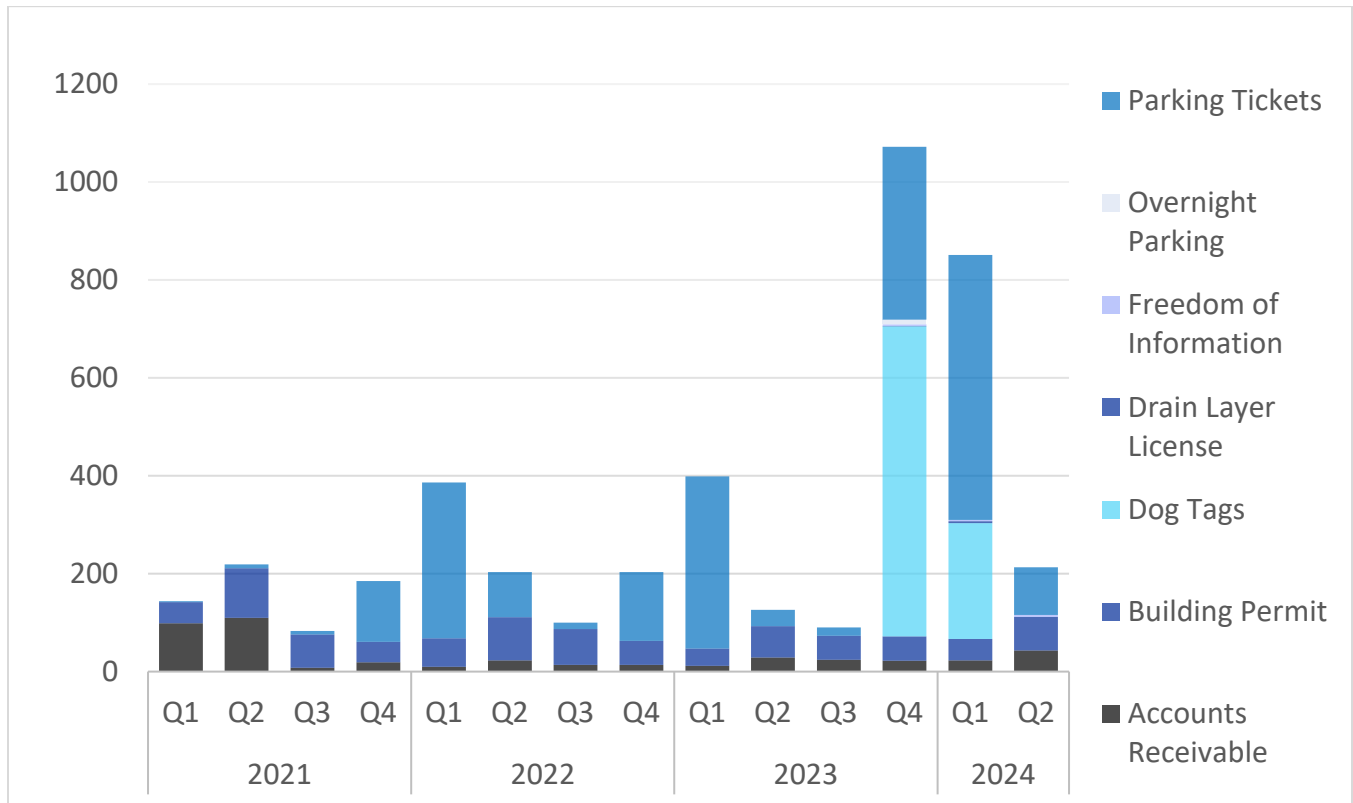
Action Item		Department
	Be an active participant with neighbouring municipalities to endeavour to better align planned programs and projects.	IS

Corporate Services

Quarterly Grants Awarded by Staff

No grants were awarded by staff during the second quarter.

Number of Services Provided Online



IT Requests for Service

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	148	193	198	262	801
2020	310	214	268	269	1061
2021	327	313	317	361	1318
2022	401	410	326	355	1492
2023	360	380	315	325	1380
2024	351	341			692

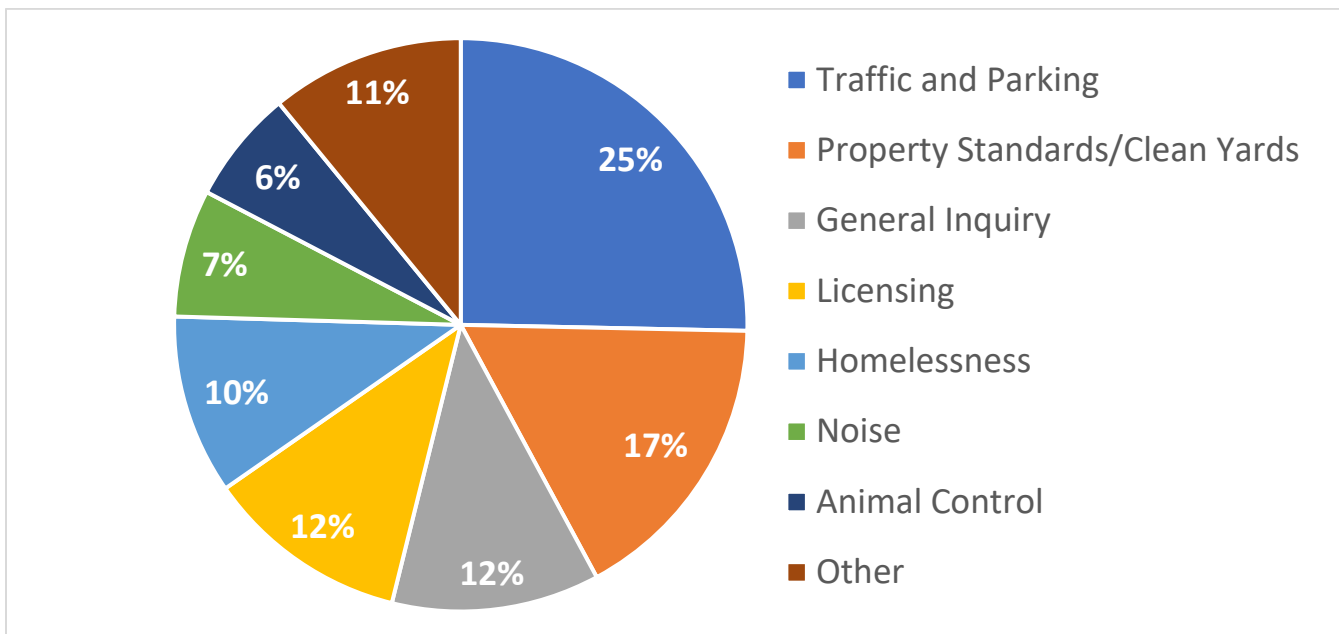
Parking Tickets Issued

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	533	30	47	229	839
2020	464	26	17	281	788
2021	249	17	27	339	632
2022	592	58	40	314	1004
2023	596	49	79	762	1486
2024	918	100			1018

By-law Enforcement Call Volume

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	124	184	190	175	673
2020	101	200	206	208	715
2021	175	242	190	186	793
2022	160	219	194	141	714
2023	134	274	259	234	901
2024	134	375			509

By-law Enforcement Quarterly Call Frequency



Development Services

For the reporting period of January 1st to June 30th, 340 permits have been issued to date with a total construction value of \$77,034,798. This compares to 305 permits and a total construction value of \$69,984,137 for the same period in 2023. The second quarter has seen 82 dwelling unit permits issued which is compared to the 77 dwelling unit permits that were issued in the second quarter in 2023.

For Reporting Period - January 1st to June 30th				
	Applications Entered	Dwelling Units Issued	Total Permits Issued	Construction Value
2020	302	70	258	\$ 38,704,295
2021	368	63	304	\$ 81,722,854
2022	365	74	330	\$ 68,651,244
2023	336	77	305	\$ 69,984,137
2024	364	82	340	\$ 77,034,798

Fire Services

Incident Type	2024	2023	2022	2021
Fire	44	22	25	32
False Alarm	48	46	56	36
Public Hazard	2	3	8	2
Rescue	31	37	30	27
Medical	33	47	30	41
Assisting Other Agencies	2	3	8	6
TOTAL	160	158	157	144

	2024	2023	2022	2021
Dollar Loss	\$1,292,200	\$30,500	\$69,000	\$176,100
Average Response Time (minutes)	9:22	9:39	9:00	9:10

Recreation and Community Services

Participation Statistics

	April 2024	May 2024	June 2024	Q2
Swim Drop-in	949	732	746	2,427
Fitness / Program Drop-in	117	129	133	379
Public Skate	N/A	N/A	N/A	N/A
				2,806

Swim Lesson Statistics – Spring 2024

Parent & Tot	132
Preschool	236
Learn to Swim	300
Private Lessons	77
Leadership	80
Adapted Program	20
Winter TOTAL	845

WMC Fitness Memberships

April 2024	456
May 2024	361
June 2024	360
Monthly Average	392

**TOWNSHIP OF WOOLWICH
CAPITAL YEAR-TO-DATE FINANCIAL STATEMENTS AS OF JUNE 30, 2024**



	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE
Fire Services				
Fire Fighting Gear - Replacement	66,000	57,309	8,691	13.17%
Auto Ex. Air Bags	10,000	8,136	1,864	18.64%
Thermal Imaging Cameras	49,000	54,794	(5,794)	-11.82%
Auto Ex Equipment - Jaws Replacement	65,000	56,462	8,538	13.14%
Total Expense	190,000	176,700	13,300	7.00%

Additional Comments (i.e. 2024 Carry Fwd Budget Requirements)
Complete
Complete
Complete
Complete

	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE
Recreation & Community Services				
Playground Upgrades	60,000	8,421	51,579	85.97%
Walter Bean Trail Upgrades	50,000	1,460	48,540	97.08%
Gravel Parking Lot Remediation	30,000	22,642	7,358	24.53%
South Park Wood - Park Development 2nd Phase (New)	100,000		100,000	100.00%
Maryhill Park Playground (Replacement)	96,000		96,000	100.00%
Bolender Park - Church St. Parking Lot Paving	34,308		34,308	100.00%
Breslau Memorial Park Splashpad	350,000	395,579	(45,579)	-13.02%
Breslau Memorial Park Fieldhouse				
Engineering/Replacement Design	40,000		40,000	100.00%
Bolender Bridge Decking (Replacement)	25,000	31,525	(6,525)	-26.10%
Healthy Valley Trail	0	114	(114)	
St. Jacobs Dog Park	0	1,699	(1,699)	
Valleyview Park Improvements	0	13,574	(13,574)	
Total Expense	785,308	475,015	310,293	39.51%

Completed, waiting for invoices to be received
Q3 Completion
Completed
RFP awarded, Q3 completion
in progress
Work awarded, Q2 completion (Aug.-Sept.)
completed
in progress
completed
Q3 Completion
Completed
water service installed by group

	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE
Township Equipment Replacement				
Public Works Rolling Stock				
New - 1 Ton Crew Cab with dump bed	88,428		88,428	100.00%
E005 - 2012 International Single Axel Plow Truck	300,000		300,000	100.00%
E011 - 2016 Ford F150	60,000		60,000	100.00%
New - Automatic Valve Turner (Trailer Mount)	80,000	59,252	20,748	
Sub Total	528,428	59,252	469,176	88.79%
Fire Rolling Stock				
2001 Conestogo Rescue	1,169,862		1,169,862	100.00%
2002 Freightliner Rescue - Elmira	700,000		700,000	100.00%
1986 E-One Platform Aerial (2005)	1,000,000		1,000,000	100.00%
Sub Total	2,869,862	0	2,869,862	100.00%
Recreation Rolling Stock				
2014 Pickup	55,000	50,743	4,257	7.74%
New - 1/2-Ton Truck	55,000	50,074	4,926	8.96%
1999 Tractor (Replacement)	60,000	54,543	5,457	9.09%
Sub Total	170,000	155,360	14,640	8.61%
Other Rolling Stock				
By-law Enforcement Truck	40,000	44,604	(4,604)	-11.51%
Sub Total	40,000	44,604	(4,604)	-11.51%
Total Expense	3,608,290	259,216	3,349,074	92.82%

Received and in use
Out to Tender in Q3/Q4. Budgeted amount will be carried to future budget years based on delivery timeframes
RFQ closes tomorrow. Expected delivery this year
Purchased and received in Q2
ongoing
ongoing
ongoing
completed
completed
completed
complete

**TOWNSHIP OF WOOLWICH
OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF JUNE 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %
TOWNSHIP OPERATING BUDGET				
Office of the Chief Administrator				
Administration	433,515	173,045	260,470	60.1%
Economic Initiatives	225,788	123,850	101,938	45.1%
Tourism & Marketing	35,300	73	35,227	99.8%
Total Expense	694,603	296,967	397,636	57.2%
Administration	109,604	19,463	90,142	82.2%
Economic Initiatives	3,000	1,111	1,889	63.0%
Tourism & Marketing	10,000	0	10,000	100.0%
Total Revenue	122,604	20,574	102,030	83.2%
Net - Operating	571,999	276,394	295,605	51.7%
Corporate Services				
Grants	69,365	63,956	5,409	7.8%
Clerk's Division	505,414	252,414	253,000	50.1%
Information Technology (IT) Services	570,338	364,514	205,824	36.1%
Enforcement	391,661	185,470	206,191	52.6%
Crossing Guards	57,458	32,452	25,006	43.5%
Human Resources	248,606	128,641	119,965	48.3%
Corporate Overhead	199,435	96,552	102,883	51.6%
Total Expense	2,042,276	1,123,998	918,278	45.0%
Grants	2,000	0	2,000	100.0%
Clerk's Division	60,150	23,308	36,842	61.3%
Information Technology (IT) Services	500	864	-364	-72.7%
Enforcement	90,300	63,323	26,977	29.9%
Crossing Guards	-	0	0	0.0%
Human Resources	-	0	0	0.0%
Corporate Overhead	436,200	218,100	218,100	50.0%
Total Revenue	589,150	305,595	283,555	48.1%
Net - Operating	1,453,126	818,404	634,722	43.7%
Council/Committee				
Council/Committee	303,374	141,300	162,074	53.4%
Total Expense	303,374	141,300	162,074	53.4%
Council/Committee	56,000	15,557	40,443	72.2%
Total Revenue	56,000	15,557	40,443	72.2%
Net - Operating	247,374	125,743	121,631	49.2%

**TOWNSHIP OF WOOLWICH
OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF JUNE 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %
Development Services				
Planning Operations	1,113,965	471,968	641,997	57.6%
Committee of Adjustment	53,937	21,925	32,012	59.3%
Building Enforcement	1,036,967	428,976	607,991	58.6%
Bill 124 Transfer		(137,872)	137,872	0.0%
Development Engineering	1,399,250	394,184	1,005,066	71.8%
Total Expense	3,604,119	1,179,182	2,424,937	67.3%
Planning Operations	514,500	130,141	384,359	74.7%
Committee of Adjustment	53,937	62,350	-8,413	-15.6%
Building Enforcement	1,399,906	449,856	950,050	67.9%
Development Engineering	1,399,250	394,184	1,005,066	71.8%
Total Revenue	3,367,593	1,036,531	2,331,062	69.2%
Net - Operating	236,526	142,651	93,875	39.7%
Financial Services				
Management and Budget	2,886,095	3,018,209	-132,114	-4.6%
Accounting Division	315,772	152,738	163,034	51.6%
Revenue Division	408,419	208,760	199,659	48.9%
Total Expense	3,610,286	3,379,707	230,579	6.4%
Management and Budget	1,656,623	2,144,551	-487,928	-29.5%
Accounting Division	0	0	0	0.0%
Revenue Division	1,039,000	569,645	469,355	45.2%
Total Revenue	2,695,623	2,714,196	-18,573	-0.7%
Net - Operating	914,663	665,511	249,152	27.2%
Fire Services				
Administration	1,709,532	844,537	864,995	50.6%
Fire Prevention & Education	72,500	26,979	45,521	62.8%
Breslau Fire Station	173,912	133,047	40,865	23.5%
Conestogo Fire Station	155,157	99,511	55,646	35.9%
Elmira Fire Station	269,208	191,111	78,097	29.0%
Floradale Fire Station	158,233	100,551	57,682	36.5%
Maryhill Fire Station	168,697	88,716	79,980	47.4%
St. Jacobs Fire Station	219,215	161,074	58,141	26.5%
Total Expense	2,926,454	1,645,528	1,280,926	43.8%
Administration	225,684	114,950	110,734	49.1%
Fire Prevention & Education	0	7,683	-7,683	0.0%
Breslau Fire Station	9,000	3,780	5,220	58.0%
Conestogo Fire Station	0	0	0	0.0%
Elmira Fire Station	0	0	0	0.0%
Floradale Fire Station	0	0	0	0.0%
Maryhill Fire Station	0	0	0	0.0%
St. Jacobs Fire Station	0	0	0	0.0%
Total Revenue	234,684	126,413	108,271	46.1%
Net - Operating	2,691,770	1,519,115	1,172,655	43.6%

TOWNSHIP OF WOOLWICH

OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF JUNE 30, 2024



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %
Infrastructure Services				
Engineering Administration	1,205,217	596,358	608,859	50.5%
Bridges	98,400	39,941	58,459	59.4%
Roadside Maintenance	643,975	166,444	477,531	74.2%
Hardtop Maintenance	923,650	160,831	762,819	82.6%
Loosetop Maintenance	866,350	166,219	700,131	80.8%
Winter Control	1,091,800	712,617	379,183	34.7%
Safety	260,480	94,165	166,315	63.8%
Boundary Road Maintenance	25,000	0	25,000	100.0%
Parking Lots	187,000	96,624	90,376	48.3%
Street Lights	201,000	79,393	121,607	60.5%
Sidewalks (Ward 1)	176,000	144,010	31,990	18.2%
Total Expense	5,678,872	2,256,602	3,422,269	60.3%
Engineering Administration	58,000	31,330	26,670	46.0%
Bridges	0	0	0	0.0%
Roadside Maintenance	36,050	6,916	29,134	80.8%
Hardtop Maintenance	130,500	0	130,500	100.0%
Loosetop Maintenance	80,000	45,557	34,443	43.1%
Winter Control	0	24,586	-24,586	0.0%
Safety	0	0	0	0.0%
Boundary Road Maintenance	0	0	0	0.0%
Parking Lots	0	0	0	0.0%
Street Lights	0	0	0	0.0%
Sidewalks (Ward 1)	176,000	144,010	31,990	18.2%
Total Revenue	480,550	252,399	228,151	47.5%
Net - Operating	5,198,322	2,004,203	3,194,118	61.4%
Recreation & Community Services				
Cemeteries	92,411	50,888	41,523	44.9%
General Administration	2,431,593	1,166,474	1,265,119	52.0%
St Jacobs Arena	400,976	189,336	211,640	52.8%
Woolwich Memorial Centre	2,204,177	1,275,304	928,873	42.1%
Parks	844,002	378,298	465,704	55.2%
Recreation Associations	372,897	165,341	207,556	55.7%
Recreation Programs & Community Development	30,502	15,750	14,752	48.4%
Day Camps	109,067	14,965	94,102	86.3%
Libraries	48,281	34,782	13,499	28.0%
Other Township Owned Facilities	126,550	46,561	79,989	63.2%
Administration Building	180,559	87,471	93,088	51.6%
Total Expense	6,841,016	3,425,171	3,415,845	49.9%
Cemeteries	133,700	74,345	59,355	44.4%
General Administration	123,130	58,952	64,178	52.1%
St Jacobs Arena	337,000	167,334	169,666	50.3%
Woolwich Memorial Centre	1,554,300	871,093	683,207	44.0%
Parks	411,000	228,669	182,331	44.4%
Recreation Associations	214,500	144,688	69,812	32.5%
Recreation Programs & Community Development	12,000	2,567	9,433	78.6%
Day Camps	215,000	178	214,822	99.9%
Libraries	24,888	32,775	-7,887	-31.7%
Other Township Owned Facilities	145,000	63,760	81,240	56.0%
Administration Building	180,559	89,280	91,279	50.6%
Total Revenue	3,351,077	1,733,642	1,617,435	48.3%
Net - Operating	3,489,939	1,691,529	1,798,410	51.5%

**TOWNSHIP OF WOOLWICH
OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF JUNE 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %
NET-TOWNSHIP OPERATING	14,803,720	7,243,550	7,560,169	51.1%
TOWNSHIP UTILITY BUDGET				
Wastewater Services				
Wastewater Mains	230,297	52,216	178,081	77.3%
Pumping Stations	162,661	100,916	61,745	38.0%
Billing and Collecting	120,218	51,714	68,504	57.0%
Administrative Overhead	973,671	448,773	524,897	53.9%
Other System Costs b)	3,824,819	2,118,157	1,706,662	44.6%
Total Expense	5,311,666	2,771,776	2,539,890	47.8%
Revenue	231,415	56,843	174,572	75.4%
User Rate Revenue	5,080,250	2,176,135	2,904,115	57.2%
Total Revenue	5,311,665	2,232,978	3,078,687	58.0%
Net - Wastewater Operating	-0	538,798	(538,798)	-
Water Services				
Water Mains	652,100	228,110	423,990	65.0%
Water Service	90,700	32,152	58,548	64.6%
Meters	114,000	17,363	96,637	84.8%
Hydrants	86,550	24,837	61,713	71.3%
Billing and Collecting	117,318	47,410	69,908	59.6%
Administrative Overhead	842,406	429,684	412,721	49.0%
Other System Costs b)	3,902,770	1,843,343	2,059,427	52.8%
Total Expense	5,805,844	2,622,900	3,182,944	54.8%
Revenue	480,329	101,561	378,768	78.9%
User Rate Revenue	5,325,514	2,375,114	2,950,400	55.4%
Total Revenue	5,805,843	2,476,676	3,329,167	57.3%
Net - Water Operating	0	146,224	(146,224)	0.0%

Note:

- a) Excludes service charge revenues and transfers
- b) Includes a Regional Water/Wastewater billing accrual for Current Month