

# Town of Midland Draft 2021 Budget



*A budget that supports our  
residents and sustainable growth.*

# Draft 2021 Budget Index

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**Section 1**  
**Executive Summary**

# Executive Summary

On behalf of the Town Administration, we are pleased to provide you with this document, which provides you with our 2021 budget recommendation as we continue to make Midland a safe, liveable, and prosperous community.

As was stated in the CAO 100 Day report in December, this Council and Administration and the one previously has dealt with a significant amount of change which are aligned with the strategic vision of creating a safe, liveable community that respects its cultural heritage and celebrates the natural beauty of Georgian Bay. Midland has always been and continues to be a unique community with tremendous opportunity; one of the strategic initiatives that must keep pace with the others is the need for prosperity and growth, so while there is a path to sustainability it is not without challenges and vulnerabilities.

## “Listening to our residents”

Council has performed their critical role of engaging with their constituents so they may represent their needs effectively each day with the administration. Deputations made on a regular basis (27 deputations in 2020) were also useful in gaining insight into specific areas. Furthermore, our committees and master plan studies have also provided very valuable input on various topics through resident feedback. Our staff, who serve our businesses and residents each day, were equally instrumental in this process in identifying areas that resonate with the needs of those we serve. Finally, the budget process itself invited feedback which reinforced many of the themes previously identified in working groups, master plans and reports back. It is clear our residents

value the community and the services they have; however, they are concerned with sustainability and in certain areas there is mixed views on the quality of services provided. Some propose solutions that include restricting the services and spending within our means with minimal, if any, tax increases. Attention is drawn to our tax rate as being significantly higher than other areas and our average income rate as lower. Others offer that we must grow our economic base and attract more people to live and work in our town, indicating that this would provide increased development investment as well as commercial and residential contributions, lowering the overall impact to the broader tax base. All of these observations have merit and they also have consequences.

The recommendations put forth in this budget document are an initial response to what this leadership team feels is the necessary correction to create a sustainable Midland.

## “Midland is a town with city pressures”

This Town has unique characteristics, which make it both attractive as a community but also unique to our neighbours. Midland is a town with assets and the pressures of a city, but the tax resources of a small town. We have many impressive physical assets like our Recreation Centre, Fire Hall, Library, Airport, Operations and Water/Wastewater facilities. These facilities have physical structures and equipment with needs that require attention and contributions to reserves to ensure their longer-term sustainability. We have an abundance of park land that is impressive for a town of our size, which requires time and





attention of staff to maintain. Our water and wastewater services are provided by our expert staff ensuring safety and high quality, and which requires significant investment and contributions to reserves. We also provide transit services including an accessible transit program which is unique for North Simcoe. As a commercial and social services hub for the area we attract issues related to social housing and affordable housing that is consistent with larger municipalities that are funded to deal with these directly. These assets all require risk management consideration in terms of insurance liability and in terms of the impact of environmental changes, such as storms and flooding. Significant decisions made by this council and those prior continue to require both staff attention and funding to operate.

These include, but are not limited to:

- The OPP transition;
- The downtown revitalization; and
- The Midland Bay Landing development.

Finally, an overwhelming majority of our staff are represented by four unions. We must respect the bargaining process of each and support the needs with our administration to manage the relationship.

Additionally, we have a full-time full-service fire department. This has obvious benefits and will support future growth, however it does come with core costs which are not comparable to smaller volunteer departments. What is not unique to Midland, or other smaller municipalities, is that we have a tax base that is primarily residential in nature with minimal growth. Our community is aging, and this tax base is vulnerable as a result. We must grow with a plan that respects the unique character of, and preserves all that is good about, Midland while growing and developing the Town as a job and commercial centre, an attractive a place to live.

**“We must grow but in the right way to be sustainable”**

This growth observation has been offered by many in the budget feedback document (Section 15 - Public Engagement) and in previous analysis of the Town’s situation. To execute on a growth strategy and build a sustainable community with taxes and reserves that are reasonable and sufficient to fund future investment and operations, we must start with having the time,



skills, and resources available to get the job done. We have an impressive pipeline of over 3000 units planned to build. This will provide substantial growth that can be accommodated by many of our essential services. Commercial and industrial growth is an area that we need to devote more time and attention to since the benefits are significant through critical jobs and important tax contributions.

Ensuring we have the skills, ability, and time to focus on delivering and supporting growth will deliver the tax relief desired while preserving services. If we continue to provide minimal support to growth, we will continue to achieve the minimal growth we are achieving. Midland has the lowest growth rate in North Simcoe and one of the lowest in the county. Tax savings could be achieved by reducing services however this will impede solving the fundamental issue. With a tax base that will decline with age and a reduction in services, Midland will suffer the consequences that many small communities are suffering with today. What is different however is that with the unique characteristics of the town, and the assets and services we offer, we can be a target for responsible development and growth far surpassing what we are achieving to date. We must refocus our priorities and build the processes and capacity to reinforce our ability to be growth focussed. We can continue to build a special community with an accountable plan. This budget plan presents responsible requests which will deliver relief to help us realign and support growth and sustainability.

### **“Being responsible to support our residents and growth”**

An overwhelming percentage of our staff are dedicated to fulfilling responsibilities in essential areas such as water, wastewater, fire, roads, recreation, parks, building, and planning. A small



percentage of staff are responsible for 18 distinct areas of responsibility to provide crucial support services to the organization and council. Further, due in part to significant management turnover, taking on of significant initiatives and projects, and ongoing corporate changes, some areas have been neglected, resulting in reduced customer service, inefficiencies, increased business risk, and an overloading of existing staff. Eight of those areas identified are at risk of



significant disruption with the loss of one individual for even a short period of time. There is little to no depth of staffing to cover losses through attrition or illness, nor succession planning. As a result, priority triage is performed when there is a loss of staff and only critical items are addressed. Any work that could assist in creating growth and capacity are sacrificed to handle basic requirements and, in many cases, this is a challenge. This churn and the impact on the pace and responsiveness of the organization is reflected in staff and resident feedback. We must build sustainability and a capacity to “stop the churn” so we may be more responsive to our residents, support both growth of the community and attraction of talent to our team.

This year we are requesting a small number of specific reinforcements, which are significantly less than previous years, but which are vital to our recovery. Our operational needs have been scrutinized and prioritized and we have made decisions which cap further debt being accumulated

in some reserves, while also utilizing historically-low interest rates to finance other debt.

### “Growth supports growth and aligning fees to use”

We have also begun the necessary process of further implementing user pay fees for services that are specific to individuals or businesses, removing that burden from the general tax base. We are proposing an increase in user fees in some areas, such as parking fines, to ensure we recover costs and incent behaviours. This transition to a user-pays model for services is consistent with a growing trend in municipalities and can assist with lowering the burden on the general tax base. We will evaluate our fees this year to ensure we bring forward other opportunities for consideration. We strongly believe there is a path to sustainability when specific services are paid for by those





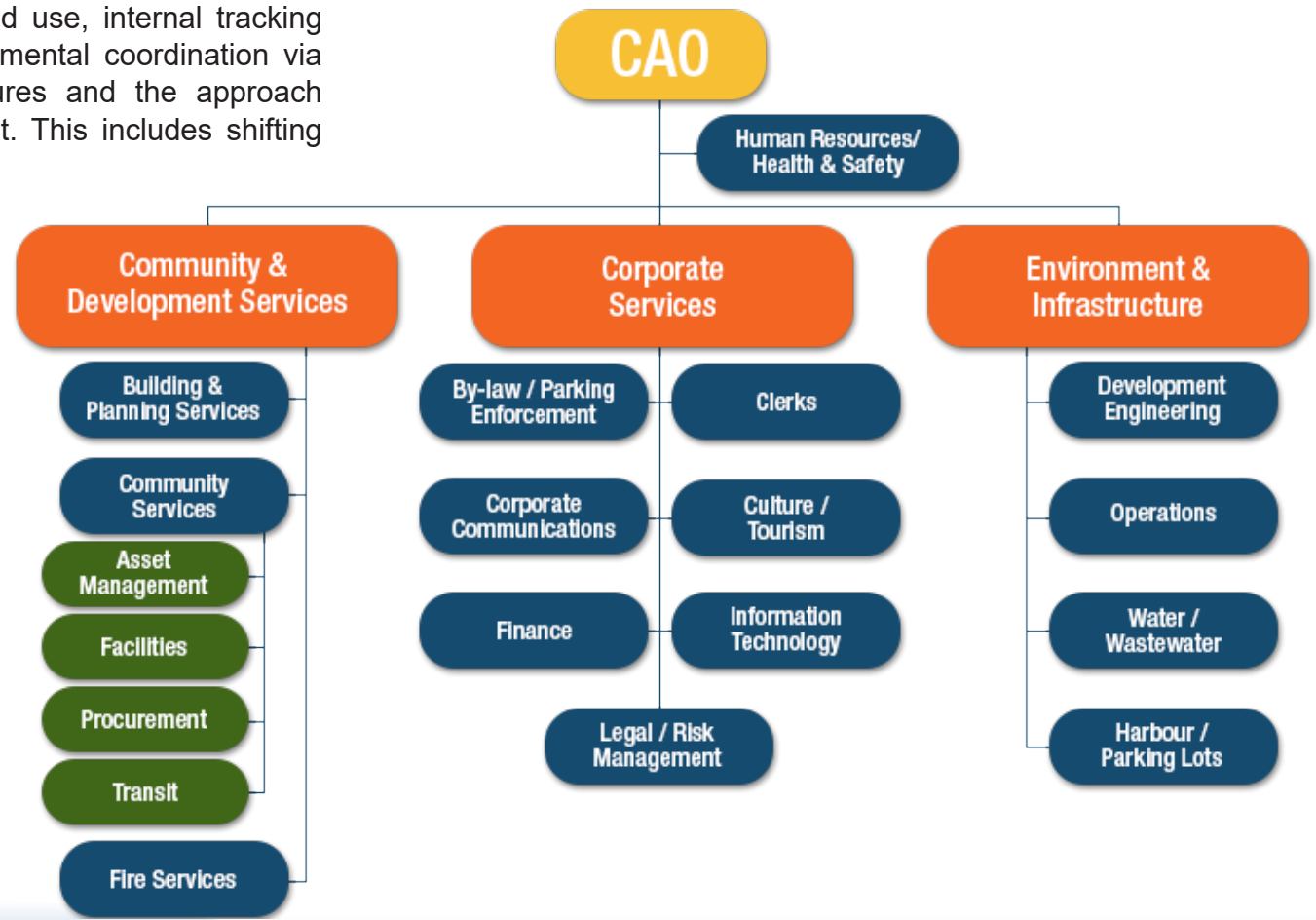
using them, and when growth pays for growth in service capacity or new services. Our Master Plans, downtown revitalization and the Midland Bay Landing Development Corporation all provide strategic opportunities for this town to create a community that will attract and retain businesses and residents.

### “Committing to data and transparency”

Further, this “reset” year is an opportunity to correct longstanding issues with respect to data collection and use, internal tracking and budgeting practices, and interdepartmental coordination via properly-aligned processes and procedures and the approach to key areas such as asset management. This includes shifting the Town’s focus internally to ensure organizational health and sustainability through the enhancement, and sometimes creation of, necessary support services. To that end, we are investing in our internal Legal, IT, Finance, Asset Management and Risk Management services through the development of direly-needed processes and procedures, enhancing staff resources and developing in-house expertise, and creating sustainable document management and legal precedent systems. These areas are fundamental to supporting the entire organization in performing their duties. Our capacity here has a direct relationship on our responsiveness to council and our residents and our ability to focus on growth and strategy execution.

### “A budget process that involves the entire organization”

In summary the recommendations set forth in this document are the result of a considerable consultation with staff at all levels. This process was deliberate and designed to not only gain their feedback but to align ownership in the areas where the budget resides, establishing an understanding of the data that exists and what needs to be gathered. This change will allow






us to establish continuity and sustainability in the organization by having a consistent approach with a broad understanding of our expenditures and needs. This new process has been led by our CFO and the finance team and will continue throughout the year. We will conduct regular reviews of the progress on our expenditures, which will be shared with council and staff providing a valuable insight and transparency. This will assist in decision making and expectation setting as we consider any needs or adjustments brought forward by staff and council. This will assist us in managing our budget and in managing a response to a pandemic. Furthermore, recently our HR and Payroll team implemented the first phase of our ADP implementation with our staff. This introduction will allow us to not only provide more efficient support to our town, but also allow us to track our resource

use more accurately. This will assist us in making determinations with respect to the best use of our resources, including how best to address the provision of services and the sharing of resources with other entities and communities.

While the impact of the pandemic has been significant, the progress we have made in the last year to restore our capability to recover has been equally significant. We must maintain this momentum and take advantage of it or risk impeding our recovery. We can face the same consequences that many small communities are facing and retract; or we can take advantage of our many opportunities and build a community that will grow and retain our young talent. We trust you will find this budget document of assistance as you determine what recommendations to consider.





**Section 2**  
**Financial Overview**  
**Operating & Capital**

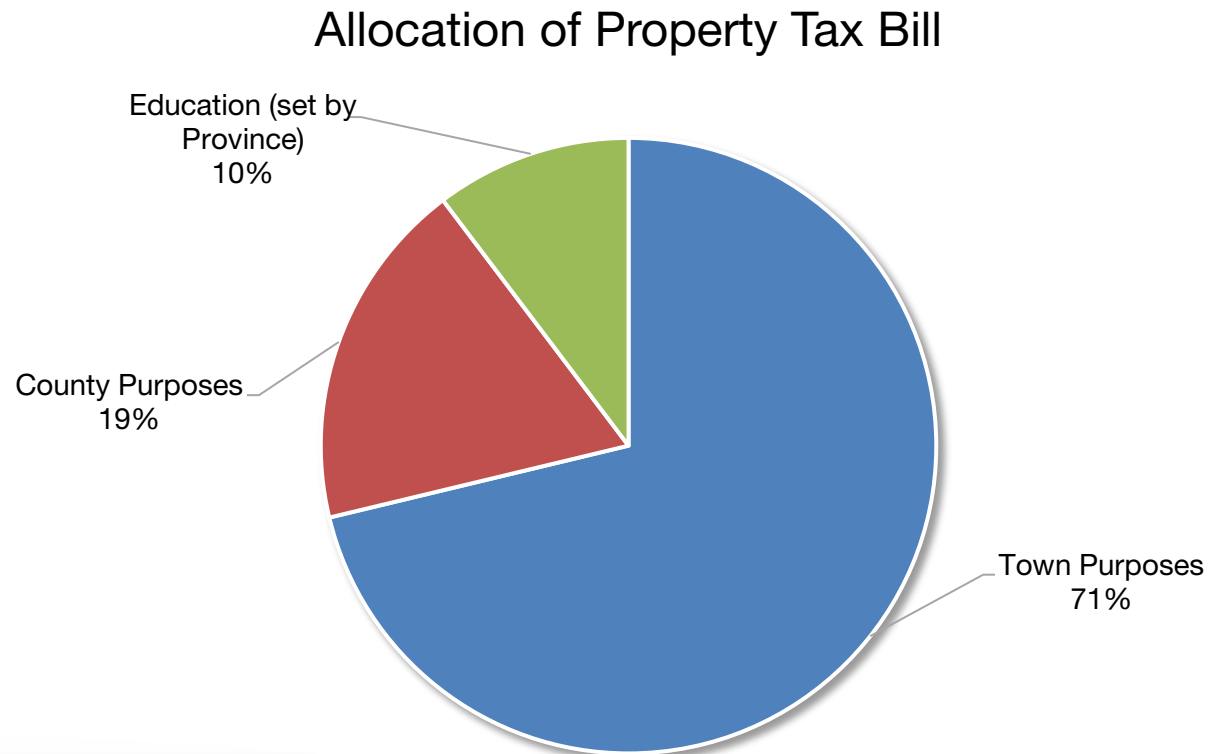
# Financial Overview

## Operating & Capital

### The Property Tax Bill

The Town collects property taxes to fund municipal services. However, a taxpayer's property tax bill also includes amounts for services provided by the County of Simcoe and local boards of education.

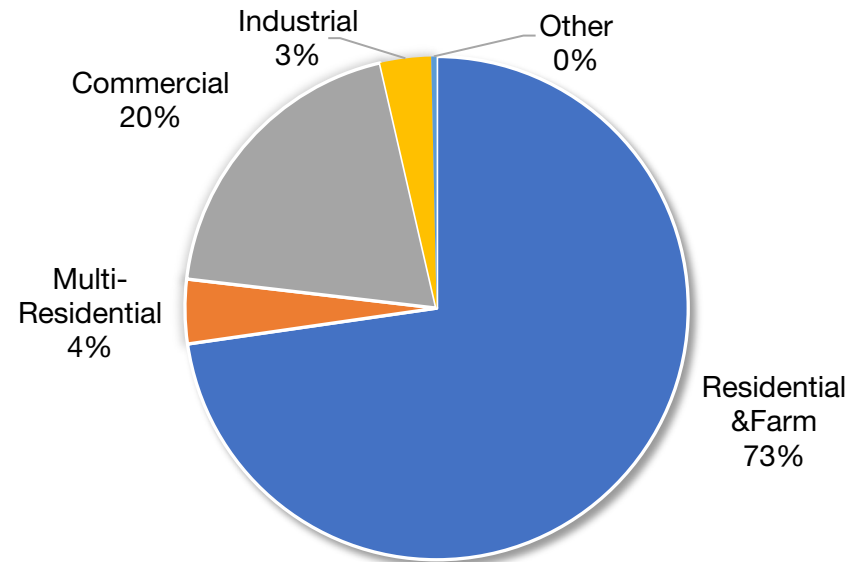
The chart below provides a breakdown of a typical residential tax bill between Town, County, and Education. This breakdown has been provided to help taxpayers understand where their property taxes go.



The table below presents the estimated 2021 Residential Property Taxes per \$100,000 of assessment along with the change relative to 2020 (Council approval pending). This breakdown has been provided to help taxpayers understand what the Town’s budget will mean to their tax bill. Taxes are calculated by multiplying the assessed value of the property (as established by the Municipal Property Assessment Corporation “MPAC”) by the applicable tax rate.

Estimated Residential Property Taxes per \$100,000 of Assessment				
	2020 Taxes	2021 Taxes	Change (\$)	Change (%)
Town Purposes	\$1,011	\$1,058	\$47	4.65%
County Purposes	\$274	\$274	-	0.00%
Education (set by Province)	\$153	\$153	-	0.00%
<b>Total for \$100K of Assessment</b>	<b>\$1,438</b>	<b>\$1,485</b>	<b>\$47</b>	<b>3.27%</b>

2021 Tax Levy by Major Property Class



The County portion of the tax bill is determined by the County of Simcoe. The County approved a 2021 budget with a 0% tax rate increase.

The education portion is determined by the Province of Ontario and for 2021 it is assumed there will be no change to the rate.

The annual property tax levy is shared across several classes of property. The chart to the right presents the breakdown of the proposed 2021 Tax Levy by Major Property Class.

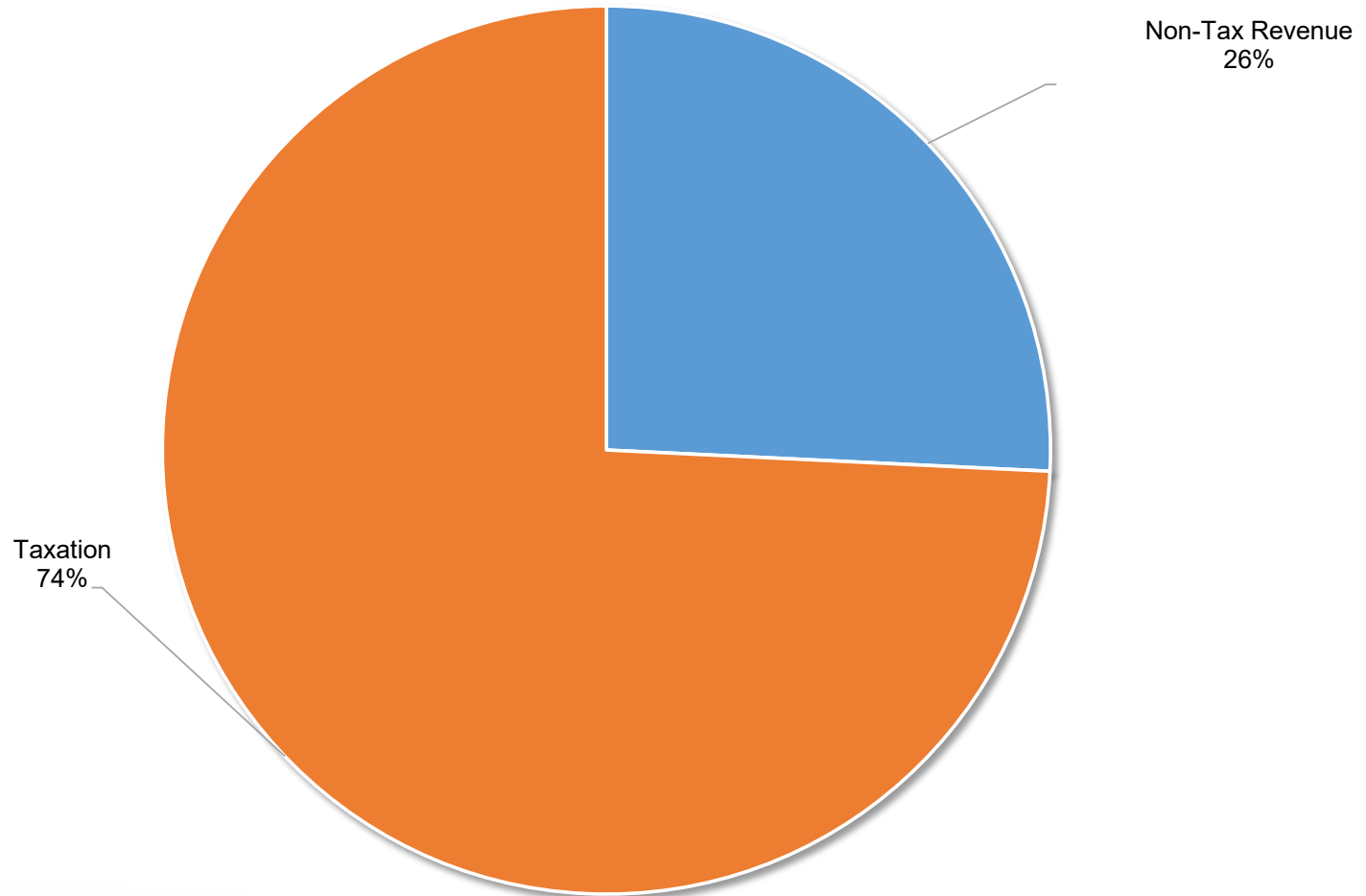


# Tax Funded Operating Budget

## Property Taxes as a Percentage of Total Revenue

Property taxes are the primary source of funding for services provided by the Town. The chart below provides a breakdown of property taxes as a percentage of total revenue.

Property Taxes as a Percentage of Total Revenue



The table below presents a breakdown of the estimated 2021 Tax Levy Increase (\$1M) and the associated Impact on the Tax Rate (3.27%). The tax levy and tax rate have been further broken down by major category to assist in explaining the increase. The tax rate has then been split between the Town component (4.65%) and the blended rate (3.27%). The blended rate reflects the Town, County and Education components of the tax bill.

### Breakdown of 2021 Tax Levy Increase and Impact on Tax Rate

	Tax Levy Impact	Tax Rate Impact	
		Town	Blended
Base Operating Budget	\$ 447,026	1.98%	1.39%
One Time	\$ (129,081)	-0.50%	-0.35%
King Street debt payments	\$ 251,466	1.09%	0.77%
Change Request Forms	\$ 278,745	1.19%	0.83%
Council Additions	\$ 100,000	0.49%	0.35%
Agencies, Boards & Commissions	\$ 84,295	0.40%	0.28%
<b>Total Tax Levy Impact</b>	<b>\$ 1,032,451</b>	<b>4.65%</b>	<b>3.27%</b>

### Base Operating Budget

The 2021 base operating budget reflects the financial pressures and opportunities associated with maintaining current services at current service levels. Contractual obligations, inflation, price volatility for commodities, labour agreements, greater reliance on technology, setting aside funds for the replacement of assets, market adjustments for non-tax revenues, and the impact of past decisions all form part of the 2021 base operating budget. Inflation alone was 0.9% for 2020 (November 2019 to November 2020, All-items CPI percentage increase for Ontario).

Some of the more significant changes are described in the following sections.

#### Labour

The Town is party to four collective agreements negotiated with its unionized workforce. Non-unionized staff compensation is managed on an annual basis. These agreements set out annual adjustments for cost of living and associated benefits. In addition, the Town is subject to prescribed rate increases for the employer share of costs such as WSIB, CPP, and EHT. Taken together, these items result in an increase of approximately \$178,000.



Staffing approved to support the Town's information technology systems and security needs in previous periods will have an impact on the 2021 budget of approximately \$138,000. The IT Division has suffered from understaffing and an outdated IT infrastructure for years, as was made apparent during the cyberattack of 2018. Prior to the attack, Council approved two FTEs for the IT Division to support ongoing day-to-day service delivery needs, as well as to provide much needed resources towards upcoming IT-related initiatives, in part as a response to the Optimus/SBR Information Technology Strategic Plan & WSCS Consulting Service Delivery Review. It is critical these resources come online in 2021 to meet the dynamic and ever-increasing pressures on our technological environment and to fulfill Council mandates with respect to upgrading customer service delivery.

In addition, the annualized cost of the corporate restructuring started in 2020 will be fully realized in 2021 adding \$118,000. Wherever possible, existing positions have been repurposed to meet the evolving needs of the Town rather than requesting additional resources. Salary gapping as a line item, which has historically been used to cover budget pressures, has been added for tracking and transparency purposes

Staff conducted a review of labour costs over recent years. The review identified gaps in the budget in services areas such as Fire, Operations, and Transit. These gaps, totaling approximately \$546,000 have been corrected in the 2021 budget. The review also identified an opportunity to introduce a new provision for labour cost gapping for 2021 to reduce the tax levy. The provision is intended to recognize the overall budget savings realized annually resulting from staff turnover (e.g. time to recruit and compensation differences). The provision is not specific to any specific service. A \$400,000 provision for labour cost savings via gapping is included in the 2021 budget.

### **Contributions to and Draws from Reserves**

The Town maintains reserves and reserve funds for various purposes. The 2021 budget includes an increased contribution to the Police Reserve of approximately \$204,000 through the reallocation of reduced salary continuance costs. This reallocation is consistent with the plan to recover transition costs over several years. Contributions to the Sustainable Capital Infrastructure Reserve have been held at 2020 levels in accordance with Council budget directions.

The operating budget also includes draws from reserves and reserve funds used to fund specific operating costs.

Draws from Development Charge Reserve Funds are increased by \$697,000 for 2021 to align with the 2019 Development Charges Background Study funding plan for debt servicing costs for the Operations Centre, NSSRC, Library expansion, and King Street.

The 2021 budget also includes a one-time draw from the COVID-19 Safe Restart Reserve in the amount of \$165,000 to fund estimated net COVID-19 related costs.

Draws from the MPUC Dividend Replacement Reserve and Police Reserve were reduced by \$100,000 respectively adding \$200,000 to the tax levy. The reduced draws are consistent with draw down plans approved by Council in prior years.

### **Market adjustment for User Fees and Service Charges**

The Town relies on non-tax revenue sources from various services to support operations. The 2021 budget includes an initial attempt to reflect market adjustments for many of these revenue streams accounting for market rates and anticipated activity. This adjustment is consistent with the direction to align user fees directly with the recipients of services promoting an efficient allocation of resources. The 2021 budget includes an overall increase of approximately \$500,000 from non-tax revenue sources.





The most significant change is an increase of \$500,000 found in Parking. This increase is made possible through Council's 2020 approval of the new parking payment solution which is expected to go live early in 2021.

Increases to user fees and service charges are reflected in revenue assumptions in the 2021 base budget. If Council elects not to implement these changes, revenue expectations will need to be adjusted down.

A full listing of user fees, services charges, passes, and memberships can be found in the Schedule of Fees section of the budget binder.

### **Other notable changes**

**Insurance** continues to be one of the fastest growing costs for the Town and municipalities in general. The 2021 budget includes an increase of \$197,000 for insurance costs representing a 24.4% increase over the prior year. The increase is shared across tax (\$150,000), wastewater (\$29,000), and water (\$18,000). There are many reasons for the increases, including joint and several liability, increasing awards for damages, and a more litigious society. These increases are consistent with what other municipalities are encountering and managing the risk and costs associated with this will be one of the responsibilities covered with a new staffing position requested in this area.

The 2021 tax levy includes **realized assessment growth** totaling \$236,000 which is comparable to recent years and remains one of the lowest growth rates in the county. Realized assessment growth represents the additional property taxes the Town will generate as a result of growth (i.e. more homes and businesses). Assessment growth is important to sustainable municipal operations as it helps the Town to fund the ongoing costs and ultimate replacement of growth-related infrastructure. In addition, the Ontario government has postponed the 2020 Assessment update. As a result, property assessments for the 2021 property

tax year will be based on the fully phased-in January 1, 2016 current values. This means property assessments for the 2021 property tax year will generally be the same as the 2020 tax year, placing upward pressure on the tax rate that would otherwise be absorbed by increased assessment values to accommodate the increased cost of services.

The Town continues to face financial pressure related to property tax appeals. In recent years, the most significant appeals have been in relation to big box stores. The 2021 provision for **tax write-offs** resulting from these appeals is increased by \$125,000 to reflect historical results and the Town's estimated exposures.



**Maintaining the Town’s extensive network of roadways, sidewalks, trails, parks, sports fields, etc.** is expected to cost an additional \$364,000 for 2021. The majority of funds are required to correct the budget to reflect historical average expenditures for vehicle maintenance, fuel, licensing and waste disposal. The balance of the increase is to ensure environmental compliance for storm sewer maintenance, evaluation of pavement conditions, winter salt and external contracted services. These external services include our Minimum Maintenance compliance software, tree removals, sports field repairs and sidewalk repairs. Work will continue in 2021 to evaluate the state of repair, economic useful life, and operational needs of these assets. Future budgets will

be adjusted as additional information becomes available.

The Town continues to modernize the use of technology across all service areas, using a phased approach to resolving shortfalls (such as security) and implementing more updated solutions to support the Town’s operations (such as those required to increase efficiency, data collection and tracking). The 2021 budget includes a net increase of approximately \$282,000 for **technology** costs, such as consolidation and additional software licenses (e.g. MS Office 365, Azure, ADP, PerfectMind, Deltek, etc.), improved backup capacity and capability, necessary continued security enhancements to systems and networks, business continuity considerations, and for the efficient use of staff resources.

The necessity of increasing investment in the IT operating budget is summarized in the table below:

### Increasing investment in the IT operating budget

System Modernization & Security Enhancements	Capacity & Growth
<ul style="list-style-type: none"> <li>• Internal and third-party reviews have indicated the Town’s IT infrastructure is out of date and inadequate for the corporation’s needs,</li> <li>• Security trends indicate that North American municipalities are the most attacked government entities, and the rate of attacks are increasing,</li> <li>• Current systems are unable to easily support commonplace modern tools and services (e.g. eServices, Great Plains Virtual City Hall, etc.),</li> <li>• In many cases, the annual cost of maintaining out of date hardware has surpassed the cost of replacement. In some cases, replacement components no longer exist and if the system fails, they cannot be repaired (e.g. Cisco Systems Management, NetShield, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• As the corporation grows its service offering, brings staffing levels up to sustainable levels, and implements major projects and initiatives, the capacity of the supporting IT systems and licensing must grow as well,</li> <li>• New service offerings and initiatives from operational departments increase IT support needs and drive the implementation of different types of technology. Operational department initiatives cannot occur if the supporting IT systems are nonexistent, out of date or not supported (e.g. Wireless/remote access, mobile devices, etc.)</li> <li>• The pandemic has accelerated both our internal deployment and acceptance of e-tools and the public demand for e-services. Increasing the Town’s capabilities and services to the public requires a modest increase in the Town’s underlying IT infrastructure to meet these demands.</li> </ul>





## One Time

The 2021 operating budget includes one-time budget items that reduce the 2021 tax levy by \$129,000. One-time items include a \$165,000 draw from COVID-19 Safe Restart Reserves to fund net COVID-19 related cost. This amount is offset by one-time professional services and system training costs.

## King Street debt payments

The 2021 operating budget includes a \$480,000 increase in debt servicing costs relating to the \$12M King Street debenture that occurred in 2020. \$252,000 of this amount is funded from the tax levy with the remaining \$228,000 funded from Development Charges. The total debt servicing costs associated with King Street are \$623,000 however the other \$143,000 is budgeted in the water and wastewater user rate budgets.



## Change Requests

The table below presents the Change Requests endorsed by the Senior Leadership Team and recommended for approval in 2021. The requests represent over a 50% reduction to a similar ask in 2020. Approving the Change Requests will result in a net tax increase of approximately \$278,000 and the addition of four permanent full-time positions. More than 40% of the costs are covered by immediate cost reductions and recoveries from capital. Additional efficiencies and cost avoidance are expected in future years; however, these are not included in the savings for 2021.

Change Request Forms					
Description	FTE Permanent	Cost	Recovery from Capital	Cost Reductions	Net Tax Impact
Apprentice Mechanic	1	\$ 67,576		\$ (30,000)	\$ 37,576
Human Resources Training & Leadership Development		\$ 50,000			\$ 50,000
Manager of Engineering	1	\$ 136,691	\$ (109,546)		\$ 27,145
New Firefighter	1	\$ 73,612		\$ (50,000)	\$ 23,612
Manager of Legal & Risk Services	1	\$ 140,412			\$ 140,412
<b>Total</b>	<b>4</b>	<b>\$ 468,291</b>	<b>\$ (109,546)</b>	<b>\$ (80,000)</b>	<b>\$ 278,745</b>

The detailed business case for each request can be found in the Change Request section of the budget binder.

Through the 2021 budget process, the Senior Leadership Team (SLT) prioritized operational needs identified by staff. The table below presents change requests that were placed on hold by SLT. The change requests in this list reflect legitimate operational needs and may be brought forward in future budget years.

Change Request Forms - Deferred by SLT					
Description	FTE Permanent	Cost	Recovery from Capital	Cost Reductions	Net Tax Impact
Arborist	1	\$ 90,531		\$ (48,441)	\$ 42,090
Customer Service Representative - Administration	1	\$ 74,962			\$ 74,962
Customer Service Representative - Operations	1	\$ 78,510			\$ 78,510
New Firefighter	1	\$ 73,612		\$ (50,000)	\$ 23,612
Human Resources Advisor	1	\$ 113,216			\$ 113,216
<b>Total</b>	<b>5</b>	<b>\$ 430,831</b>		<b>\$ (98,441)</b>	<b>\$ 332,390</b>



## Council Additions

In 2020 Council approved a motion directing staff to include \$100,000 in the 2021 budget for consideration. The amount for consideration supports Affordable Housing for the purpose of establishing housing and transitional housing policy and initiatives.

## Agencies, Boards, and Commissions

The table below presents comparative financial information for the various agencies, boards, and commissions receiving funding from the Town. The amounts represent the tax funded component of the funding net of other revenue sources (e.g. grants). The net increase will add approximately \$84,000 to the 2021 budget. No changes have been made to these requests. It is at the discretion of Council whether to pursue changes.

### Agencies, Boards, and Commissions Base Budget Changes

	Actuals 2019	Budget 2020	2021 Base	2021 One Time	2021 Request	Change in 2021 Requested Budget to 2020 Approved Budget	
						\$	%
EDCNS	150,266	180,314	180,314	-	180,314	-	0%
Huronia Airport	272,032	104,358	86,213	-	82,213	(18,145)	-17%
Huronia Museum	84,000	84,000	84,000	-	84,000	-	0%
Library	1,234,458	1,245,666	1,348,214	-	1,348,214	102,548	8%
Midland Bay Landing Development Corporation	-	277,200	276,364	-	276,364	(836)	0%
Police Services Board	8,566	45,348	41,265	(6,081)	35,184	(10,164)	-22%
Severn Sound Environmental Association	94,740	154,786	165,678	-	165,678	10,892	7%
<b>Grand Total</b>	<b>1,844,062</b>	<b>2,091,672</b>	<b>2,182,048</b>	<b>(6,081)</b>	<b>2,175,967</b>	<b>84,295</b>	<b>4%</b>



# Water & Wastewater Funded Operating Budget

The production and distribution of safe drinking water and the collection and processing of wastewater require compliance with significant Provincially-mandated performance standards to ensure the safety of humans and the environment. There are hundreds of kilometres of pipes, numerous wells, pumps and treatment facilities involved in providing these services that are expensive to maintain and that deteriorate with age. The annual operating cost to provide water and wastewater is \$7 million and is funded from user rates, not property taxes.

The proposed user rate increases for 2021 are 5% for water and 4% for wastewater. Each of these increases represent a \$0.35 per week increase for the average customer. The majority of the increase is to fund the replacement of the infrastructure needed to deliver these services and there are no staff or service level changes proposed for 2021.

The pipes, pumps and other technologies required to deliver water and wastewater services have limited lifespans and are expensive to replace. Figure 1 shows that some of the infrastructure is over 100 years old with the majority built 40 to 50 years ago. This infrastructure has a defined life and Figures 2 and 3 show a potential replacement cost timing for water and wastewater respectively. These replacements will have to take place and the costs are significant. The user rates collected today need to include a respective charge towards these future capital costs as it is today that the wear and tear on these assets is occurring.

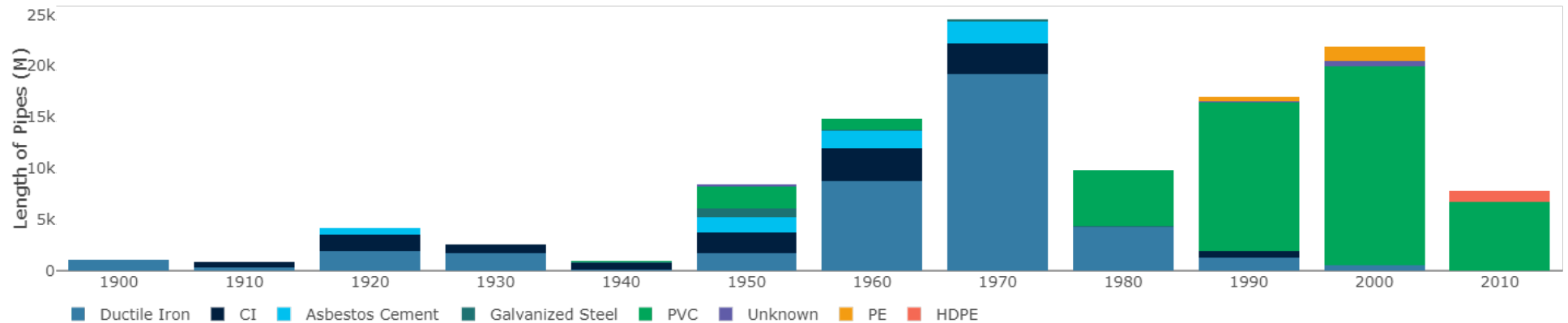


Figure 1 - Infrastructure Age



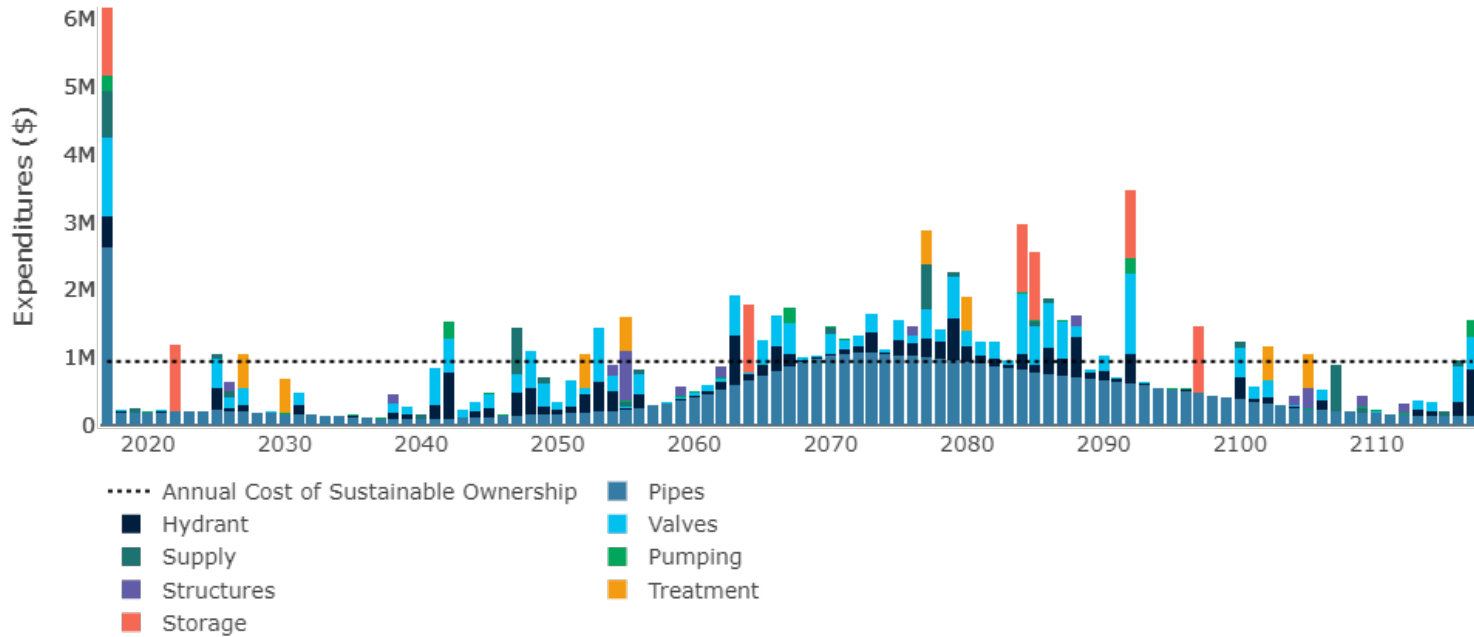


Figure 2 - Future Water Infrastructure Needs

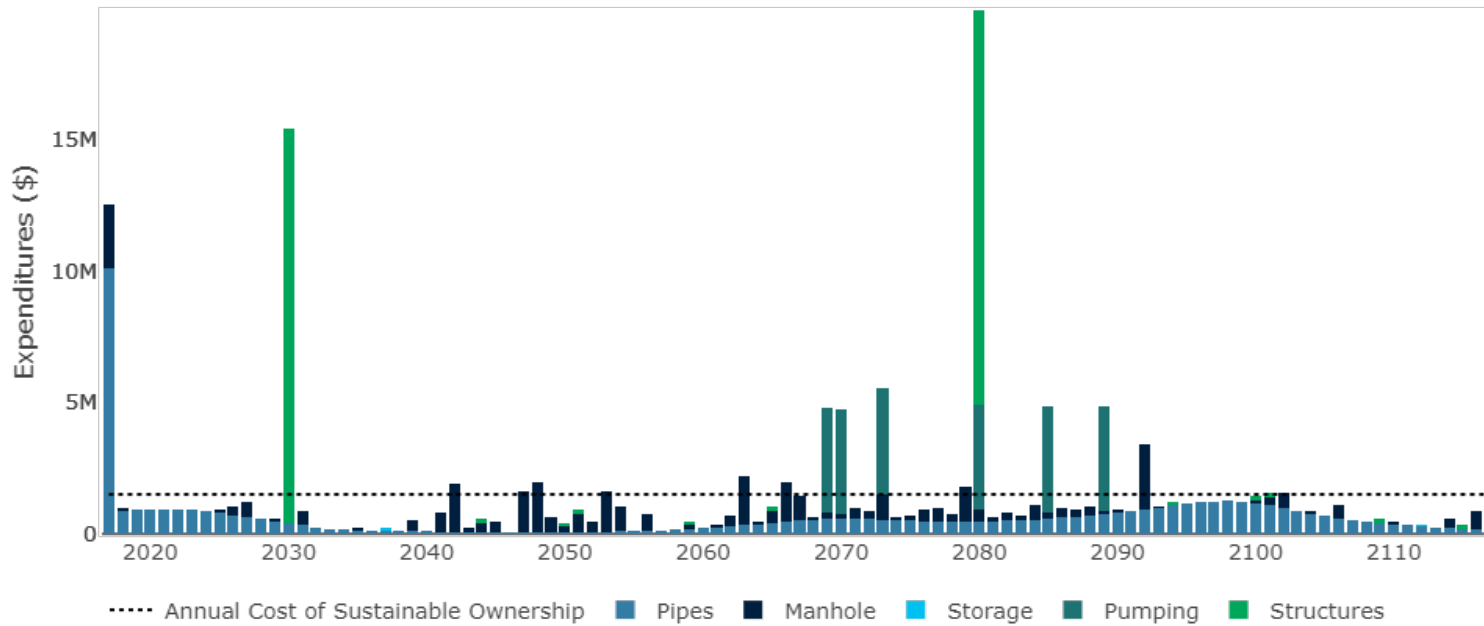


Figure 3 - Future Wastewater Infrastructure Needs



To calculate the required user fees a lifecycle analysis was undertaken to estimate the future financial needs and revenues. Figures 4 and 5 represent current projections for water and wastewater respectively. This analysis has taken into consideration both the recent Water Master Plan adopted by Council and the draft findings in the Wastewater Master Plan study that is underway.

A key metric to review in these graphs is the projected “cash position” which is essentially the resulting reserve fund balance after the impact of Development Charge revenue and debt borrowing. The user fee increases proposed for 2021 and those projected over the next few years are required to ensure that there is no requirement for subsidizing user fees from property tax. Modeling after 2031 is incomplete as the Town has only focused on a 10 year capital budget and the modeling software has a longer horizon.

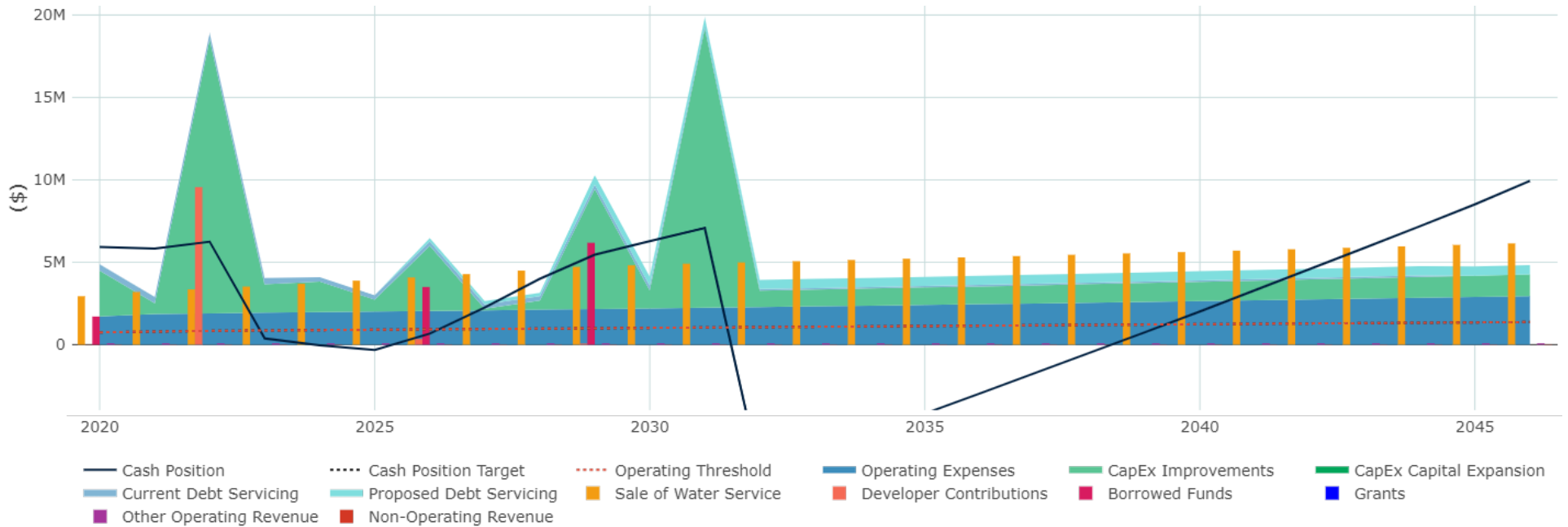


Figure 4 - Potential Water Expenditures





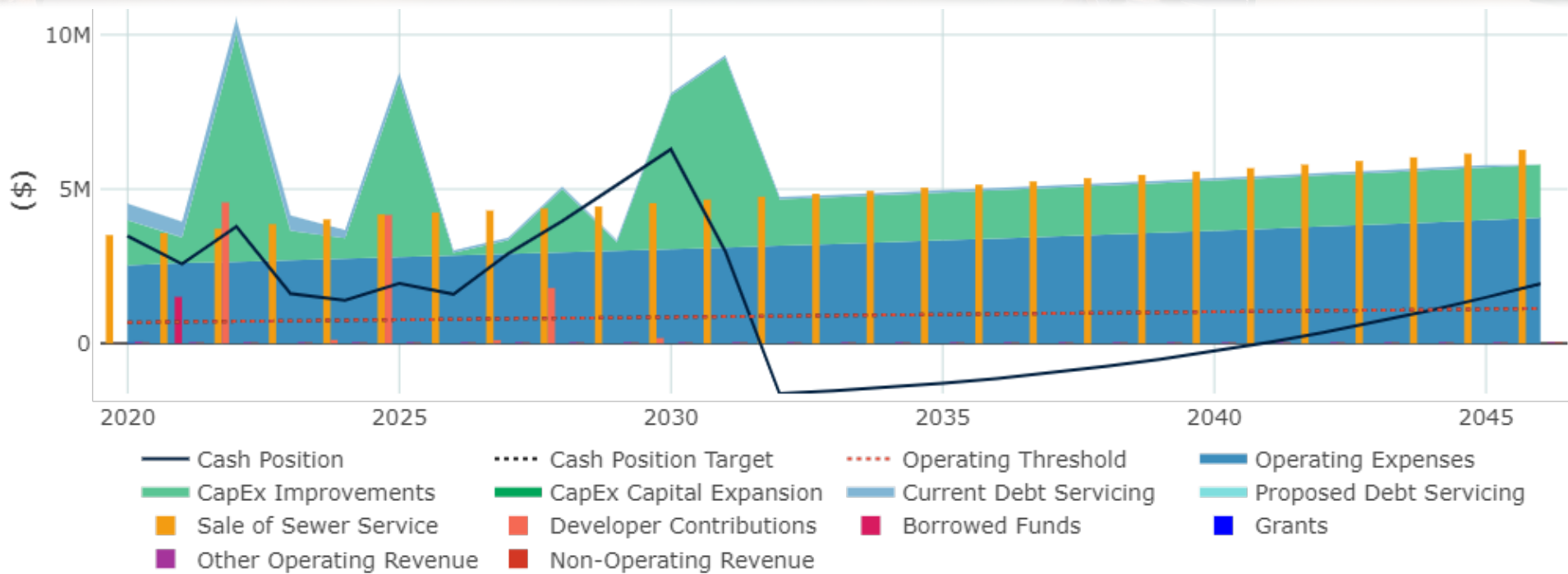


Figure 5 - Potential Wastewater Expenditures



In 2021 additional analysis and refinement of the models is needed to include any infrastructure changes resulting from the final Wastewater Master Plan and financing/timing needs for Development Charge revenue.

In summary the user rates proposed for 2021 are in Figure 6.

2021 Proposed Residential Rates						
	Water			Wastewater		
	2020	2021	Increase	2020	2021	Increase
Monthly Fixed Fee	\$11.60	\$12.18	5%	\$13.47	\$14.01	4%
Variable Rate per m3	\$1.55	\$1.63	5%	\$1.82	\$1.89	4%
Typical User - 170 m3/year	\$402.70	\$423.26	5%	\$471.04	\$489.42	4%

Figure 6 - 2021 Proposed Residential Rates

Figure 7 provides a municipal rate comparison (note: some municipal rates shown are for 2020).

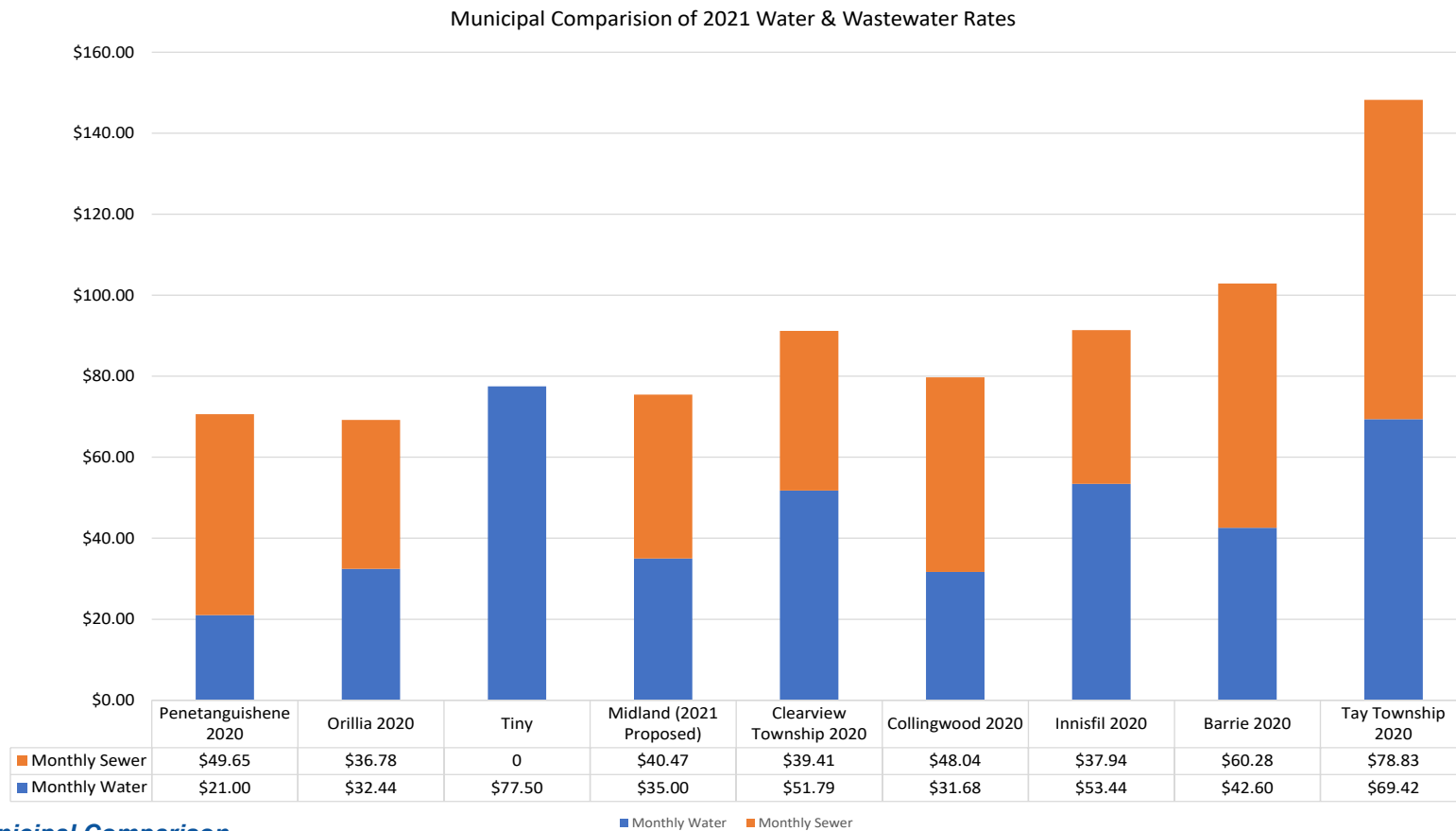


Figure 7 - Municipal Comparison



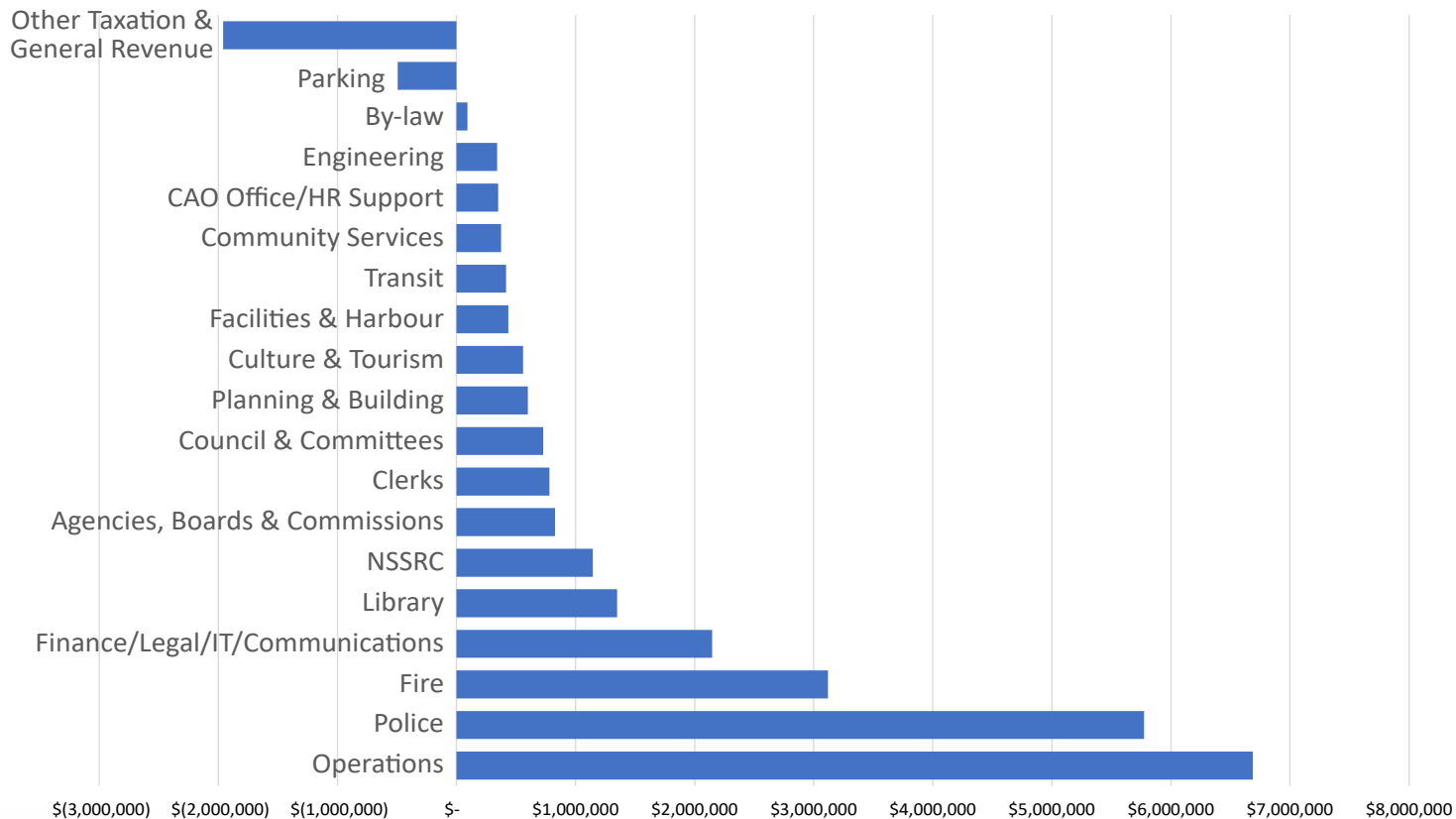
# Financial Overview

## Tax Funded Services

Taxpayers depend on the Town to provide reliable, timely services, 24 hours a day, seven days a week. In a typical day, a resident will use the Town's road, sidewalk, or trail network to get around town; may go to a local park, or use the skating rink; may take a bus to the library; and may see a police car or fire truck along the way. Residents' roads and sidewalks will be plowed in the winter, and they can be confident that their water is safe to drink and that wastewater will be treated effectively. In addition, business owners will likely access the services offered by planning and building, and may benefit from events such as the Butter Tart Festival hosted by the Town.

The chart below provides a breakdown of the tax funded component of services provided by the Town and various agencies, boards, and commissions (totaling \$23.3M). Details for each service area can be found in their respective section of the binder.

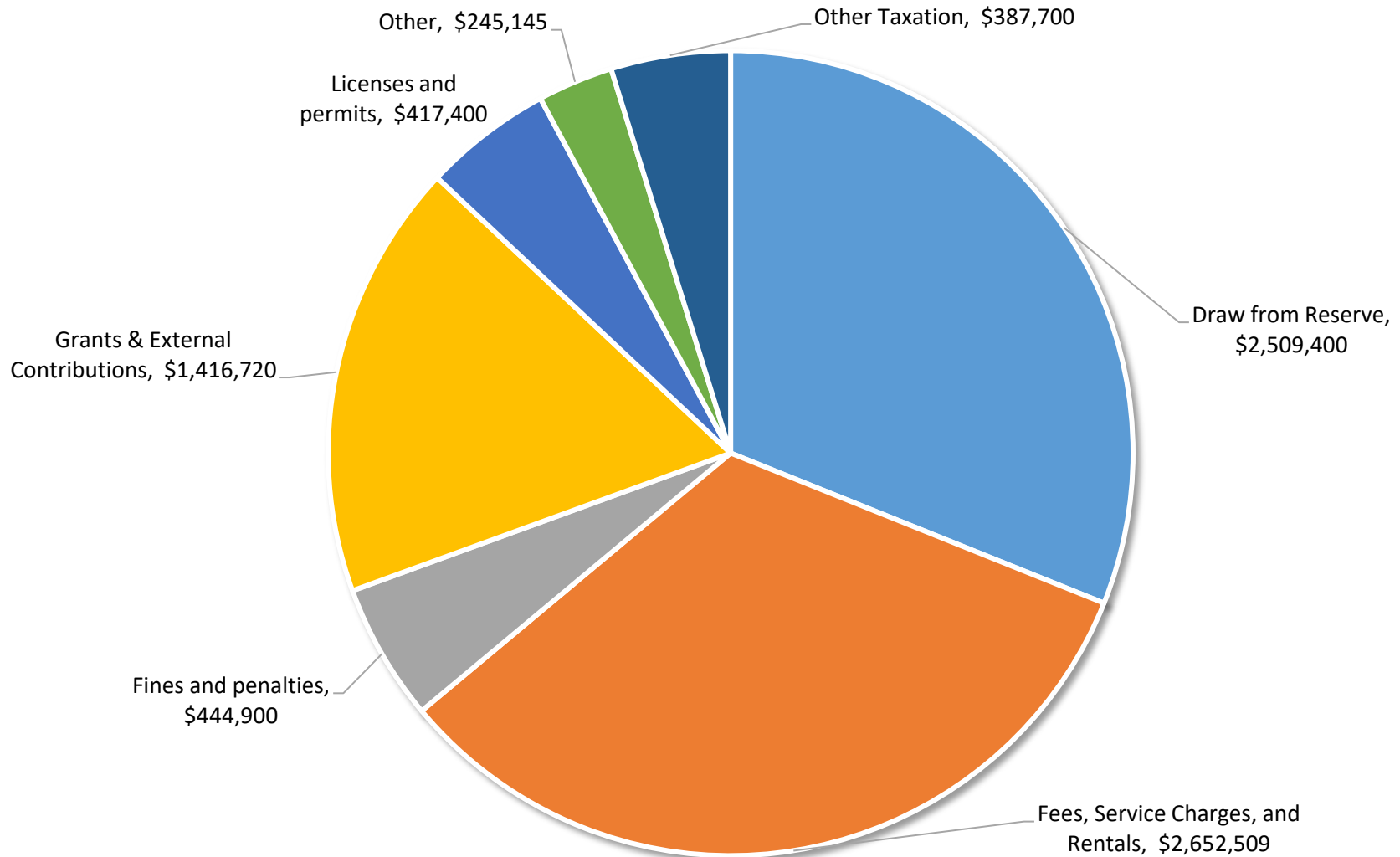
## How Town Property Taxes are Spent



## Non-Tax Revenue Sources

As noted above, non-tax revenue sources account for approximately 26% of the revenue the Town relies on to help fund services. The chart below provides a breakdown of non-tax revenue sources totaling \$8M.

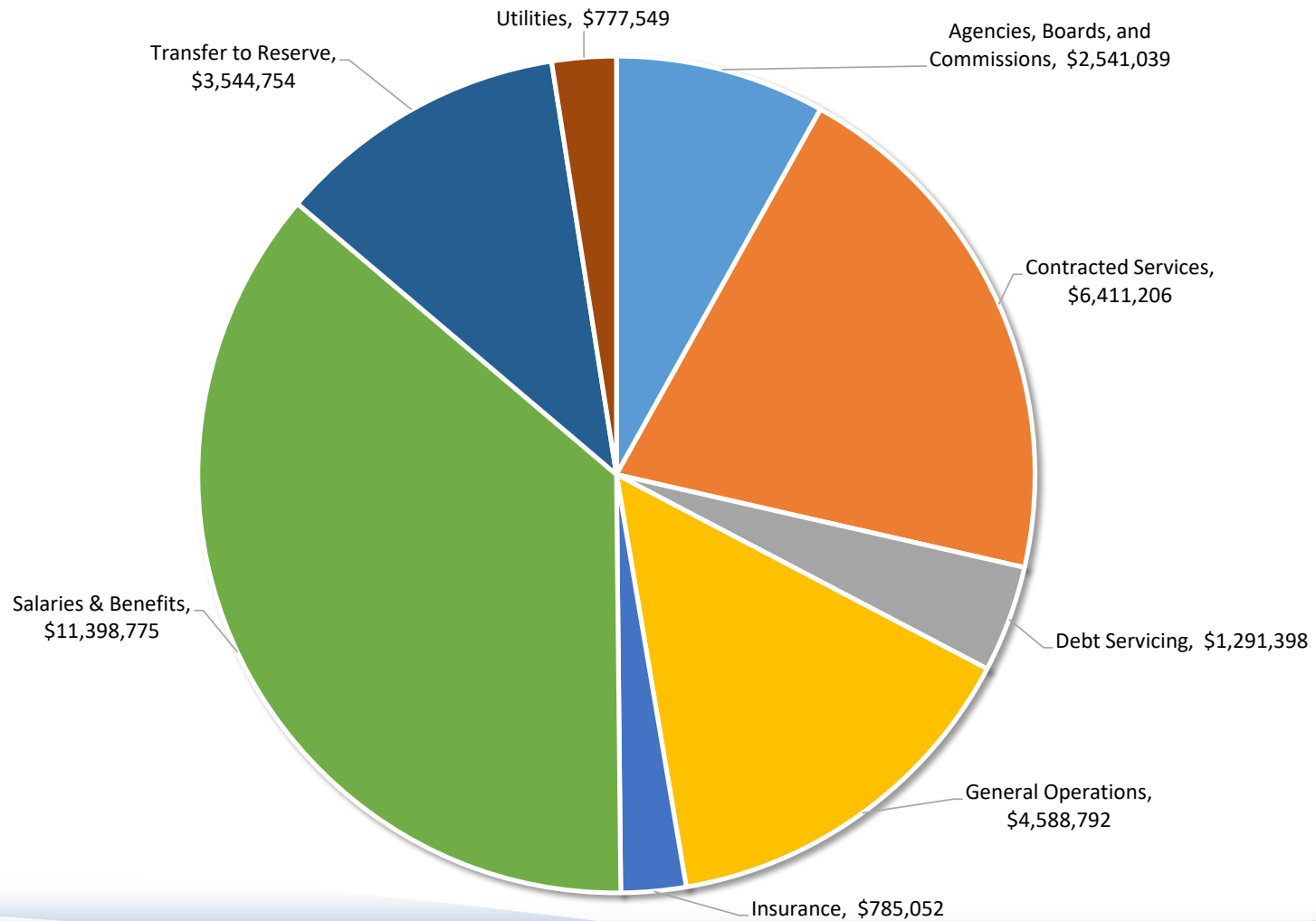
### Sources of Non-Tax Operating Revenue (\$8M)



## Gross Expenditures by Major Expense Category

The chart below provides a breakdown of gross expenditures in the tax fund totaling \$31.3M by major expense category. These amounts include the cost of shared services (e.g. transit and building) that help support external agencies and municipal neighbours. These agreements will be reviewed through 2021 to ensure the Town can identify the costs associated with supporting these groups ensuring they are accurate, current in terms of rates, and sustainable and beneficial for the organization going forward. This information will be shared with each group and joint discussions will determine any changes that may be required.

Gross Expenditures by Major Expense Category (\$31.3M)



## Permanent Staff Complement

The Town's staff complement is the most essential component in the reliable and timely delivery of services to residents and businesses. The Town has seen a nominal increase in staffing levels over the last three years.

The table to the right presents the current approved blended FTE (full time equivalent), requests for additional staff (4 additional staff for 2021), and the 2021 requested blended FTE. The table also provides enhanced transparency regarding staff recovered through shared service agreements.

In 2021, staff will conduct a review to ensure all shared services are identified and appropriately costed. This work will provide costing information that will be used in shared service cost recovery discussions with the Town's partners. Detailed business cases supporting the 2021 requests for additional staff are found in the Change Request Form section of the binder.

### Chart Notes:

- **FTE = Full Time Equivalent, normalized by 2080 hours/year**
- **2019 and 2020 have been adjusted to reflect 2021 reporting methodology.**
- **2021 Students and contract staff not included.**

## 2021 Staffing

Department / Division	Total Approved Blended FTE (FT & PT)		2021 Recommended New Investments		2021 Recommended New Investment By Funding Source		2021 Recommended Complement		
	2019	2020	FT	PPT	Tax	Non-Tax	FT	PPT	Blended FTE Total
<b>Administration</b>	1.00	1.00	-	-	-	-	1.00	-	1.00
Office of the CAO	1.00	1.00	-	-	-	-	1.00	-	1.00
HR / H&S	2.00	3.00	-	-	-	-	3.00	-	3.00
<b>Department Sub-total</b>	<b>4.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>
<b>Community &amp; Development Services</b>	1.00	1.00	-	-	-	-	1.00	-	1.00
Building*	4.00	4.00	-	-	-	-	4.00	-	4.00
Community Service	5.00	5.00	-	-	-	-	5.00	-	5.00
Fire*	14.00	14.00	1.00	-	1.00	-	15.00	-	15.00
NSSRC	13.00	13.00	-	-	-	-	13.00	-	13.00
Planning	1.00	2.00	-	-	-	-	2.00	-	2.00
Transit*	4.53	4.53	-	-	-	-	4.00	0.53	4.53
<b>Department Sub-total</b>	<b>42.53</b>	<b>43.53</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>44.00</b>	<b>0.53</b>	<b>44.53</b>
<b>Corporate Services</b>	1.00	1.00	-	-	-	-	1.00	-	1.00
By-law	2.00	2.00	-	-	-	-	2.00	-	2.00
Clerks	3.00	3.00	-	-	-	-	3.00	-	3.00
Communications	1.00	1.00	-	-	-	-	1.00	-	1.00
Culture & Tourism	2.00	2.00	-	-	-	-	2.00	-	2.00
Finance	9.00	8.00	-	-	-	-	8.00	-	8.00
IT	4.00	5.00	-	-	-	-	5.00	-	5.00
Legal & Risk Management	-	-	1.00	-	1.00	-	1.00	-	1.00
<b>Department Sub-total</b>	<b>22.00</b>	<b>22.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>23.00</b>	<b>-</b>	<b>23.00</b>
<b>Infrastructure &amp; Environment</b>	1.00	1.00	-	-	-	-	1.00	-	1.00
Engineering	2.00	2.00	1.00	-	-	1.00	3.00	-	3.00
Operations & Harbour	31.50	32.50	1.00	-	1.00	-	27.00	6.50	33.50
Water / Wastewater	20.00	20.00	-	-	-	-	20.00	-	20.00
<b>Department Sub-total</b>	<b>54.50</b>	<b>55.50</b>	<b>2.00</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>51.00</b>	<b>6.50</b>	<b>57.50</b>
<b>Total FTE (including Shared Services)</b>	<b>123.03</b>	<b>126.03</b>	<b>4.00</b>	<b>-</b>	<b>3.00</b>	<b>1.00</b>	<b>123.00</b>	<b>7.03</b>	<b>130.03</b>
*Shared Services Recovery	4.50	4.50	-	-	-	-	4.50	-	4.50
<b>Net FTE Attributable to Town</b>	<b>118.53</b>	<b>121.53</b>	<b>4.00</b>	<b>-</b>	<b>3.00</b>	<b>1.00</b>	<b>118.50</b>	<b>-</b>	<b>125.53</b>



## Debt Management

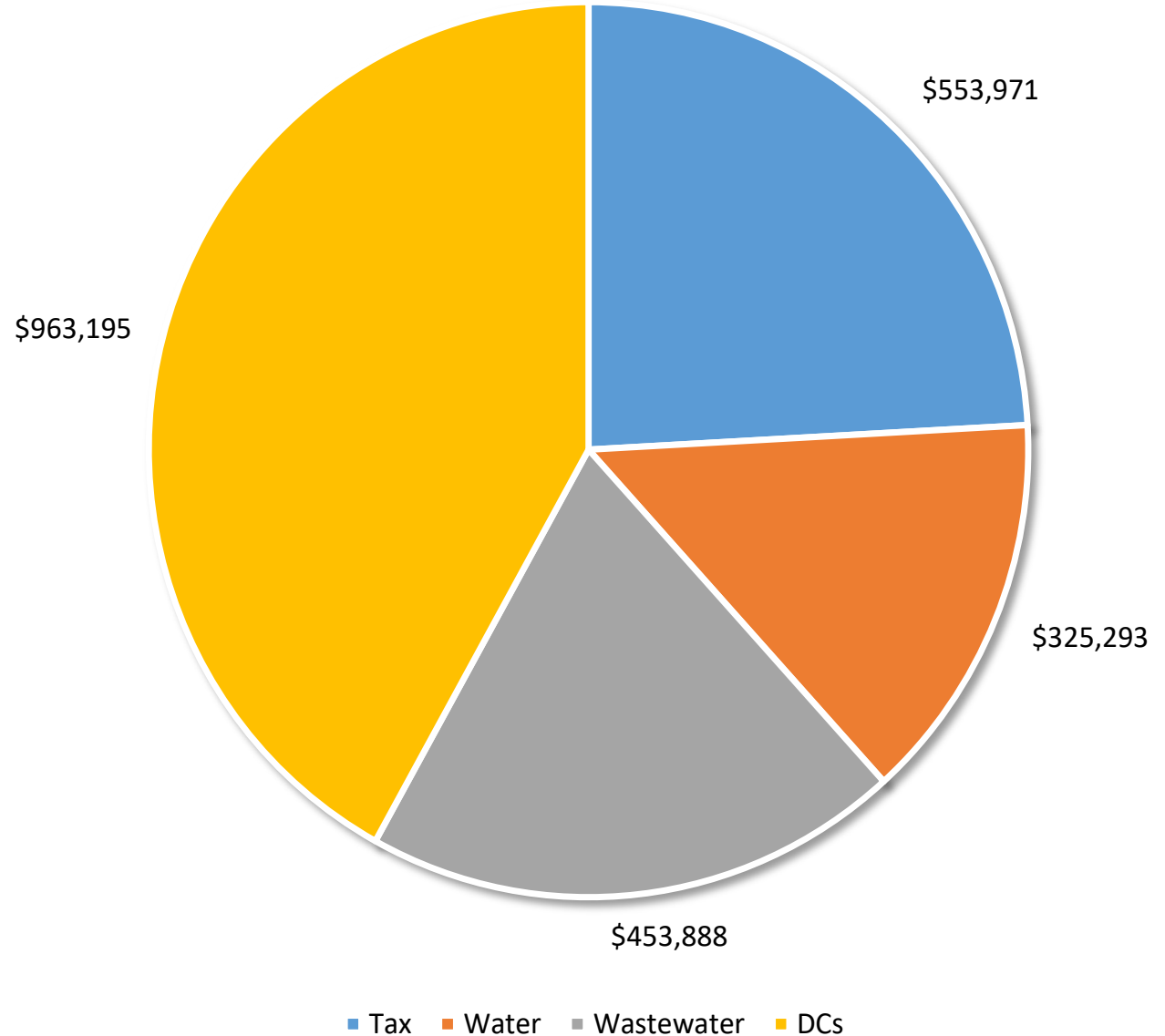
The total 2021 budget for debt servicing costs is \$2.3M. A breakdown of the budgeted debt servicing costs by funding source is presented to the right.

The 2021 budget includes a net increase in debt servicing costs of \$498,000 over 2020. The primary reason for the increase is the \$12M debenture issued in 2020 to finance the King Street project. Beginning in 2021, total debt servicing costs for this debenture are \$623,000. Offsetting the King Street financing costs is a reduction of \$98,000 related to the Russell Street Sanitary Sewer financing that matured in 2020, as well as various other minor adjustments.

The net increase is spread across tax, water, and wastewater funds. \$472,000 of the increase is in the tax fund, \$70,000 in the water fund, and the wastewater fund includes a \$44,000 decrease (\$67,000 increase related to King Street and a \$98,000 decrease related to the maturing debt on the Russell St. Sanitary Sewer project).

The funding source for debt servicing costs in the 2021 budget have been adjusted to align with the 2019 Development Charges Background Study. These adjustments result in a \$225,000 reduction to the tax funded component of debt servicing costs with Development Charges picking up an additional \$697,000 (including \$228,000 related to King Street).

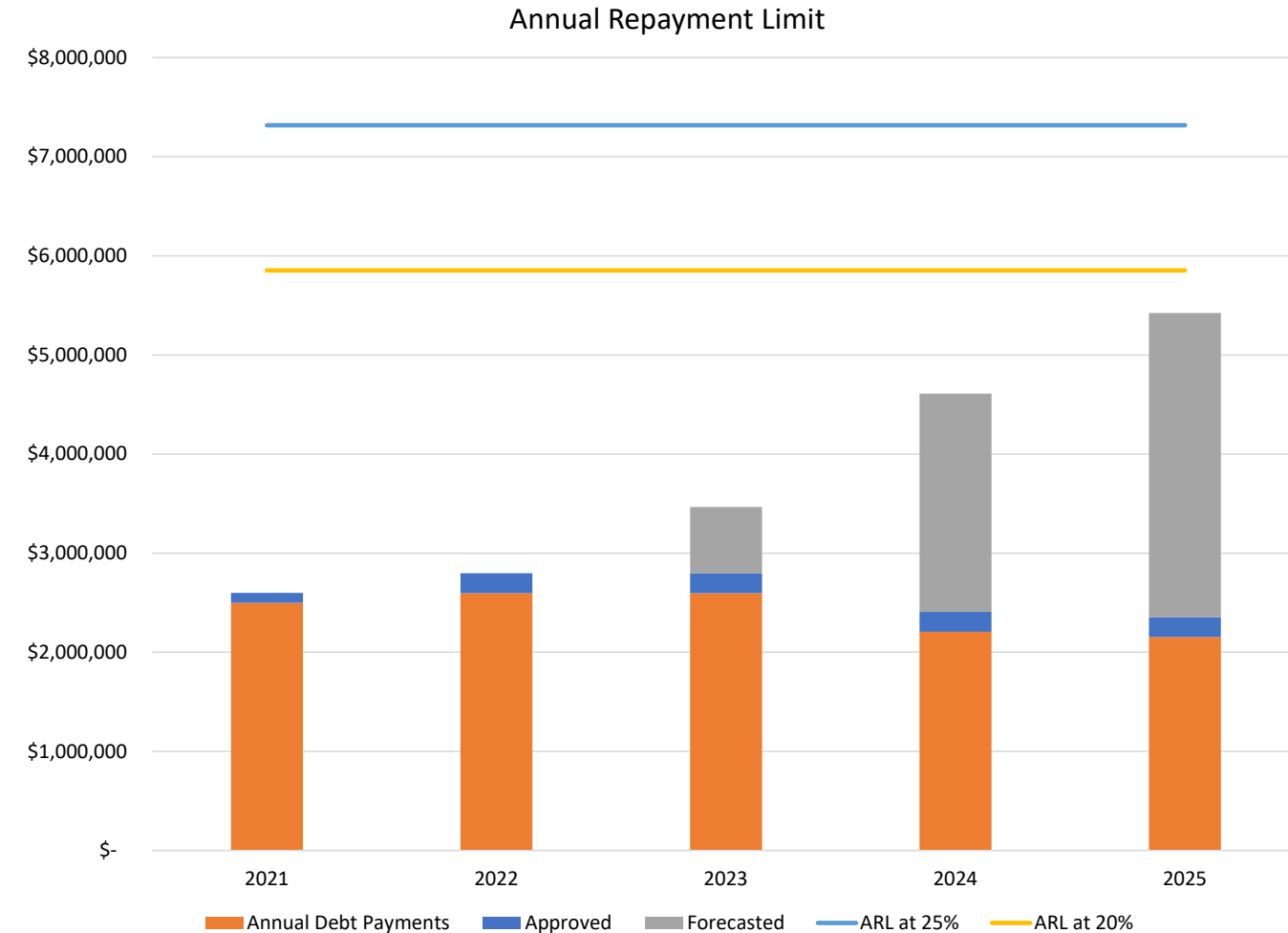
### 2021 Debt Servicing Costs by Funding Source



## Annual Repayment Limit

The Annual Repayment Limit is a measure developed by the Province to limit the debt level of municipalities. The chart below presents a five-year forecast of estimated annual debt payments compared to the 25% annual repayment limit (ARL) imposed by the Province. Some municipalities will set a lower ARL as a best practice; a secondary, more conservative 20% ARL line has been included for reference.

‘Annual Debt Payments’ reflect payments for debt that is already outstanding net of reductions for maturing debt. ‘Approved’ reflects estimated debt payments for projects that have already been approved and where funds may already have been spent. ‘Forecasted’ reflects estimated debt payments for projects that have not yet been approved.



As shown in the chart, the Town does have debt capacity available. However, there are additional considerations such as affordability for tax and rate payers, prevailing interest rates, and availability of alternate funding sources. In addition, where debt is issued to finance growth related projects there is a risk that DC collections will not be sufficient to cover the payments, thereby placing an additional financial burden on the Town’s reserves.

Debt financing is a useful financial tool that allows the Town to spread the cost of infrastructure over time thereby reducing the burden on the Town’s reserves. The long-range financial planning work planned for 2021 will seek to strike a balance between the use of reserves and debt financing.





## Reserves & Reserve Funds

The Town maintains more than 60 reserves and reserve funds. Reserves provide the Town with the liquidity and flexibility to address operating and capital funding requirements while also reducing reliance on debt financing.

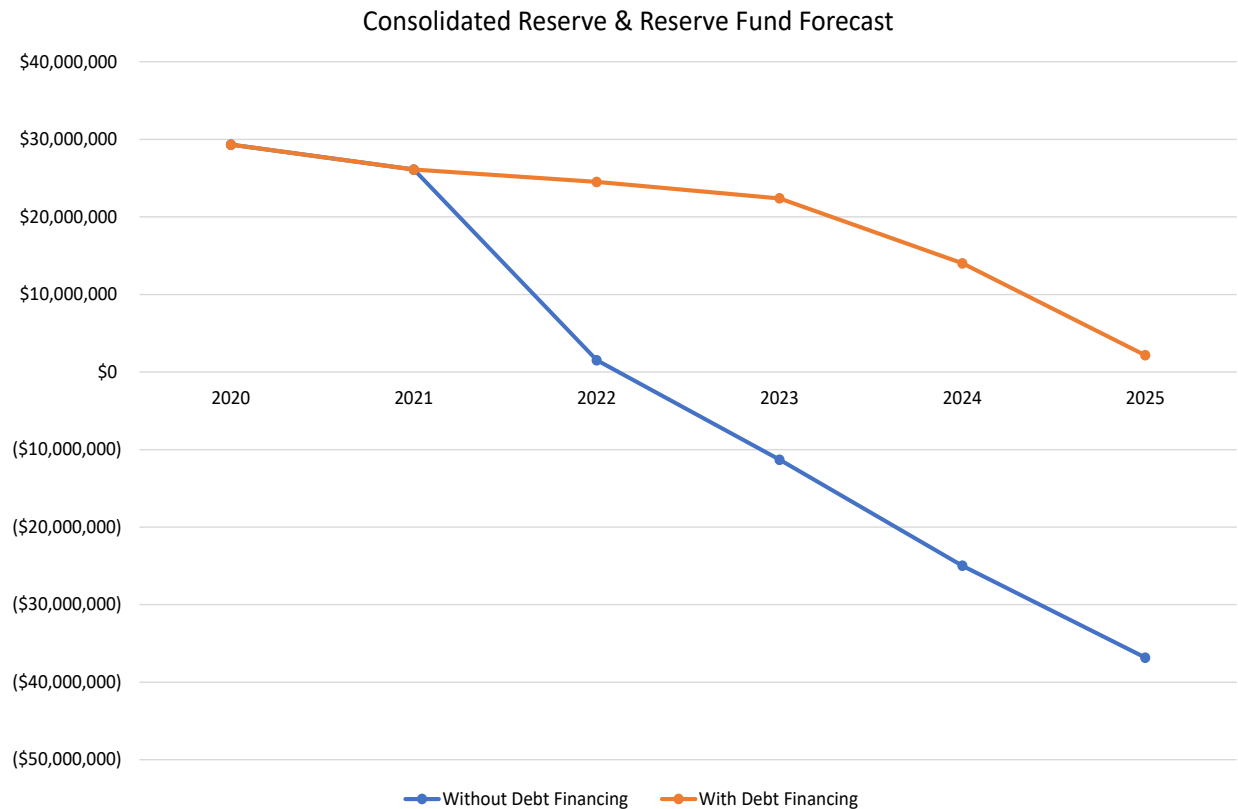
The following section presents forecasts and information for the Town's main capital and operating reserves and reserve funds. Reserve forecasts are based on commitments, not cash flow. Actual spending usually lags the commitment resulting from budget approval and this will have a flattening effect on the forecast.

### Consolidated Reserve Forecast

The table below presents a consolidated forecast for the Town's reserves and reserve funds (i.e. includes all reserves and reserve funds). The forecast is based on assumptions for reserve contributions and draws (mostly for the capital plan) and does not differentiate between permitted uses. Two forecast lines are presented. The first presents the consolidated reserve forecast with no additional debt financing while the second assumes debt financing on several large projects currently in the capital plan.

The chart demonstrates that relying exclusively on reserves and reserve funds to fund the capital plan is not financially viable and that debt financing will be an important financial tool to preserve the Town's reserves. However, the over-reliance on borrowing depicted by the second line will introduce significant financial risks and affordability problems as described in the Annual Repayment Limit section. Nearly every municipality struggles to balance investment to required facilitate growth and the reinvestment required to sustain existing infrastructure (often referred to as the 'infrastructure deficit')

The 2021 Capital plan will provide clarity over upcoming capital needs once approved. This will allow the Town's needs to be socialized with senior levels of government and ensure reserves are managed appropriately. Work will also continue in 2021 on the development of a long-range financial plan and project prioritization.

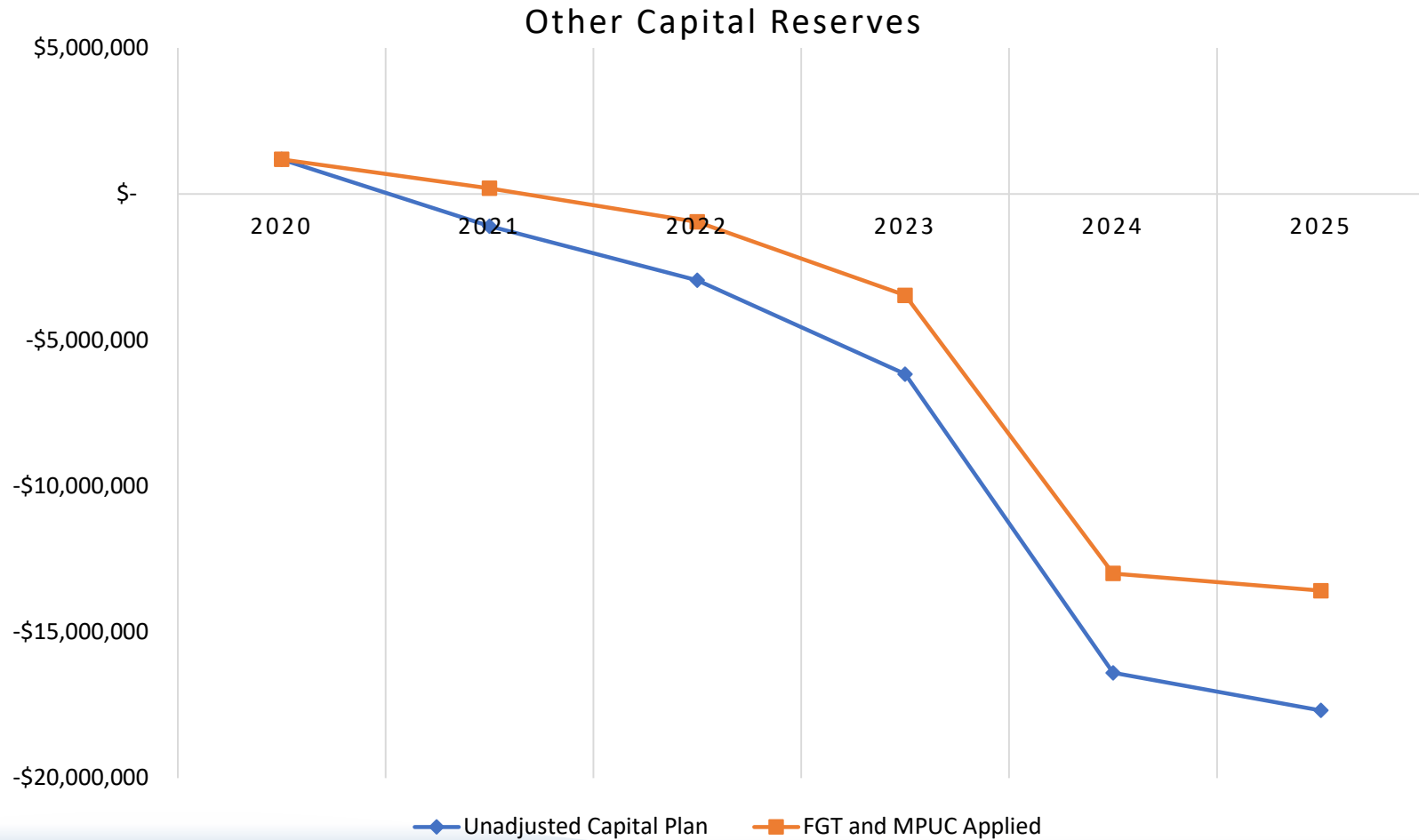


## Other Capital Reserves

Other Capital Reserves are composed of twenty separate reserves that serve as the main funding source for all tax-supported, non-growth-related capital projects. This includes, but is not limited to: road works, facilities, information technology, vehicles and equipment, stormwater, and parks. These reserves are also used to fund the non-development charge eligible portion of growth projects.

The operating budget is the primary source of funding for these reserves. For 2021, the 1% tax levy contribution to the Capital Sustainability Reserve is held at the 2020 amount of approximately \$270,000 as per Council budget direction. The 1% tax levy contribution will need to be resumed in 2022.

The chart below presents a 5-year forecast for the Town's Other Capital Reserves. Staff will provide recommendations for the use of Federal Gas Tax funding and investment income earned on the MPUC Legacy reserve portfolio to help address the current pressures on Other Capital Reserves. Longer term solutions will need to be developed through the long-range financial planning process planned for 2021.



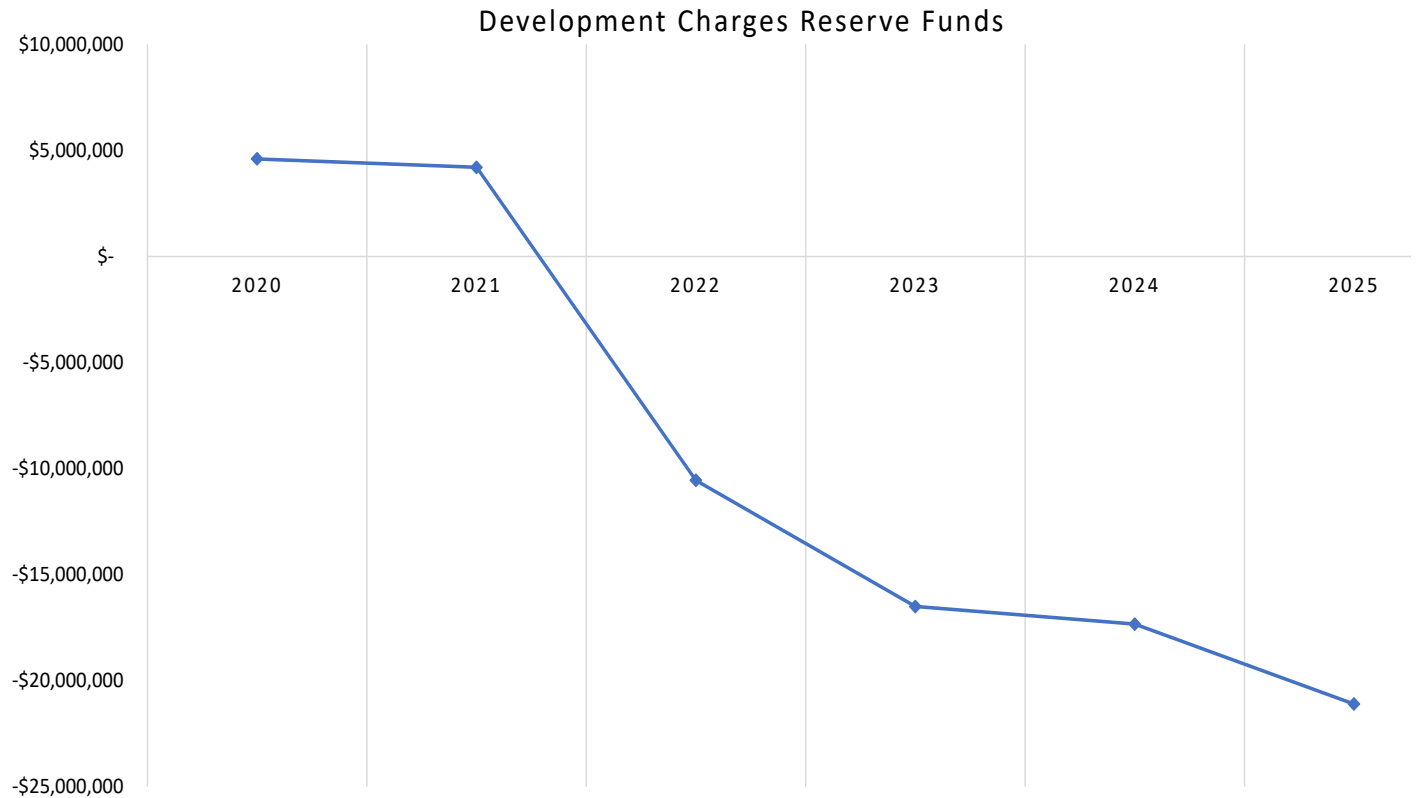
## Development Charges Reserve Funds

Development charges are used to pay for growth related infrastructure and any associated debt servicing costs. The Town's 2021 Capital Plan includes projects required to facilitate growth and the operating budget includes debt servicing costs for debt financed growth projects.

The chart below presents a 5-year forecast for the Town's DC Reserve Funds. The forecast assumes the Town will collect approximately \$1.2M in development charges annually. However, the amount collected can be highly variable based on economic conditions and the type of development that occurs. Approximately \$950,000 will be drawn from DC reserves to fund growth related debt servicing costs until 2025 when the draw will drop to approximately \$550,000. The capital plan includes significant draws from DCs to fund projects such as the East Pressure Zone Tank (\$9M in 2022) and Balm Beach Road (\$2.6M in 2023).

The significant cost of growth-related infrastructure is a common financial challenge as municipalities often need to invest significant amounts in infrastructure before growth can occur (e.g. new roads, water and wastewater capacity). Careful consideration of growth projections, timing of construction, and the availability of financing options will be required before construction begins on these projects to prevent the Town's DC reserve funds from going into deficit.

Recent changes to the Development Charges Act will also have implications for DC collections adding uncertainty. Some of these changes will have adverse impacts on the cash flow related to DCs and the cost of administering the DC by-law while others may permit the Town to recover more of the infrastructure costs related to growth. Staff will update the Town's DC Background Study and associated policies in 2021 in accordance with the required changes.





## **Midland Bay Landing Reserve**

The Midland Bay Landing Reserve was established in 2020 for the purpose of financing the purchase of the Midland Bay Landing property and associated site improvements. The forecasted 2021 reserve balance is a deficit of approximately \$4.5M. Ultimately, the plan is to recover the costs funded from this reserve through the sale of the property.

## **MPUC Legacy Reserve and Community Wide Benefits Reserve**

The sale of the MPUC was concluded in late 2018. Most of the net proceeds were used to establish the MPUC Legacy Reserve and Community-Wide Initiatives Reserve.

The MPUC Legacy Reserve was established with an initial principal investment of \$10.5M. The intention is for this amount is to be held in perpetuity with only the investment income distributed after adjusting for inflation and management costs. The estimated 2021 opening balance in this reserve is \$10.9M. Staff will provide a recommendation for the distribution of investment income to the Capital Sustainability Reserve to help fund the Town's capital program.

The Community-Wide Initiatives Reserve was established for the purpose of acting as an internal lender and adding liquidity. The reserve has a balance of approximately \$10M and will be a key short-term financing tool for critical infrastructure projects (replacement and growth) and/or a financial back-stop for risks that may arise from delayed collection of Development Charges. Recommendations for the strategic deployment of these funds will be developed as part of the long range financial planning work planned for 2021.



## Gas Tax Reserves

The Town receives annual Federal Gas Tax funding of approximately \$500,000. These funds can be used for a wide variety of projects. Staff will provide recommendations for the use of any unallocated funds toward projects meeting the stipulations of the program.

The Town receives annual Provincial Gas Tax funding of approximately \$175,000. These funds can only be used for capital projects (e.g. buses, transit shelters) and operating costs relating to transit.

## Police Transition Reserve

The Police Services Reserve was established in 2018 for the purpose of financing the transition costs associated with the transition to OPP for the Town's police services. The forecasted 2021 reserve balance is a deficit of approximately \$3.7M.

The 2021 budget continues the established plan to draw funds from the reserve to advance a portion of the projected savings. The draw from the reserve in 2021 is \$550,000 consisting of \$500,000 advancing transition savings and \$50,000 for the Community Justice Initiative. The plan also includes provisions for contributing realized savings to the reserve. The 2021 budget includes a contribution to the reserve of approximately \$400,000.

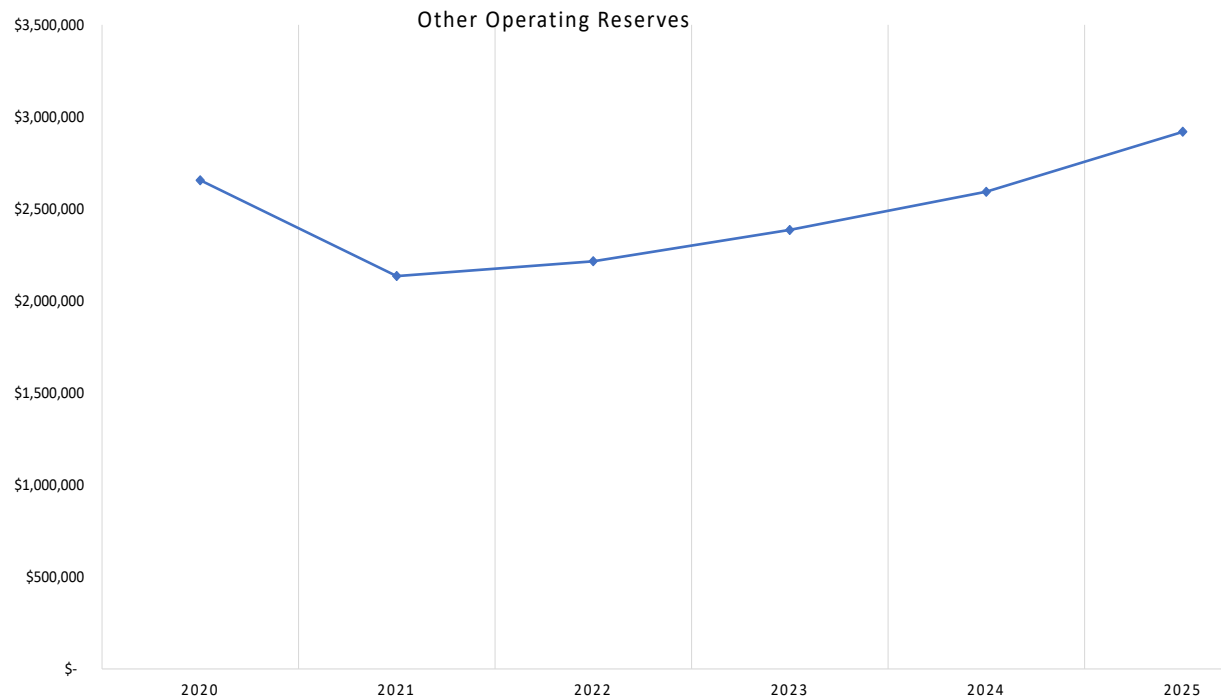
The Town will transition to the OPP standard billing model in 2022 at the latest. Realized savings are expected to increase under the standard billing model and this will allow for a larger reserve contribution.

## Other Operating Reserves

Other Operating Reserves are composed of eighteen separate reserves that serve as the main funding source for operating contingencies, emergency management, community improvement plans, elections, and other specific programs.

MPUC Dividend Replacement Reserve established through the sale of the MPUC and having a 2021 opening balance of \$300,000 is included in this category. The reserve has a draw down plan that will fully deplete the reserve in 2022.

The chart to the right presents a 5-year forecast for Other Operating Reserves. While the chart shows an upward trend, the unpredictable nature of costs funded from several of these reserves (e.g. legal and insurance contingencies) make accurate forecasting difficult.



# Capital Plan

The Town invests in infrastructure and other capital assets (e.g. equipment) to support the delivery of services to taxpayers and visitors. Some of the major categories include transportation networks (e.g. Roads and sidewalks), water and wastewater treatment systems to ensure safe drinking water is available for residents and to protect the natural environment, facilities for recreational activities, and rolling stock such as snow plows, fire trucks, and buses.

In addition to the need for growth related infrastructure, the Town must continue to renew, rehabilitate, and replace existing infrastructure and capital assets as they age, and conduct preventative maintenance to hedge against pre-end of life replacements and costly repairs.

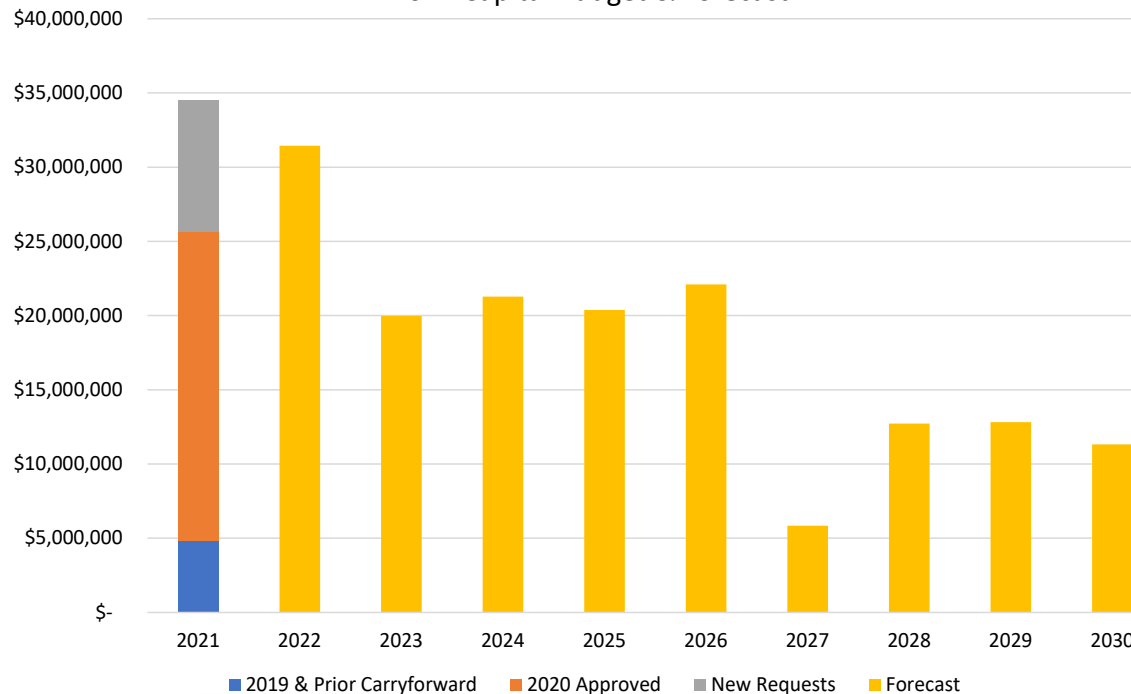
Significant time was invested in developing the 2021 Capital plan. New for this year, recently updated master plans and the expertise of staff in key areas were leveraged to compile the 10-year capital plan. The 2021 capital budget places an emphasis on addressing the Town's most critical rehabilitation, replacement and renewal needs and catching-up on work deferred in 2020 due to COVID-19. Staff will also initiate the planning and design process for several larger projects forecasted to start in the coming years to ensure they are shovel ready.

Staff will use the approved 10-year capital plan to inform the long-range financial planning work scheduled for 2021 and as a baseline for refining the process and comparing competing capital needs. Recognizing the Town is not unique in having capital needs greatly

exceeding available resources (often referred to as the 'infrastructure gap'), the objective of this work will be to optimize investment of the Town's limited financial resources to help ensure future capital budgets are sustainable.

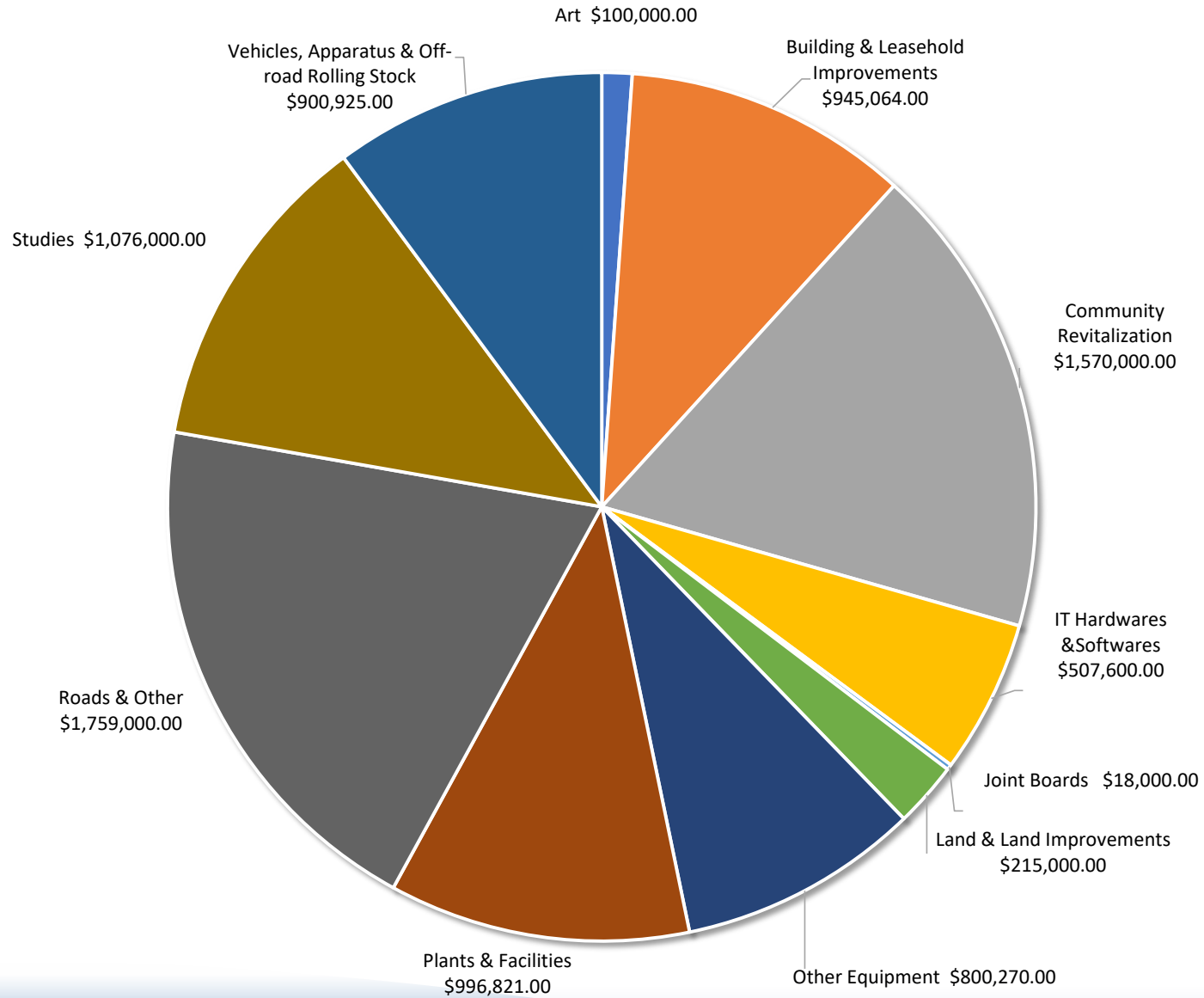
The table to the left presents the total recommended 2021 capital budget and forecast. The proposed capital budget will have a total value of approximately \$34.5 including \$8.9M of new requests, \$4.8M carried forward from 2019 and prior, and \$20.8M approved budget from 2020. Amounts for 2019 and prior carryforward and 2020 approved were adjusted through the reprioritization process to reflect new information gained through developing the capital plan. Projects beyond 2021 are presented as forecasted amounts only and will not be recommended for approval until a future budget. Forecasted amounts will be revisited annually through the budget process and updated as new information becomes available.

2021 Capital Budget & Forecast



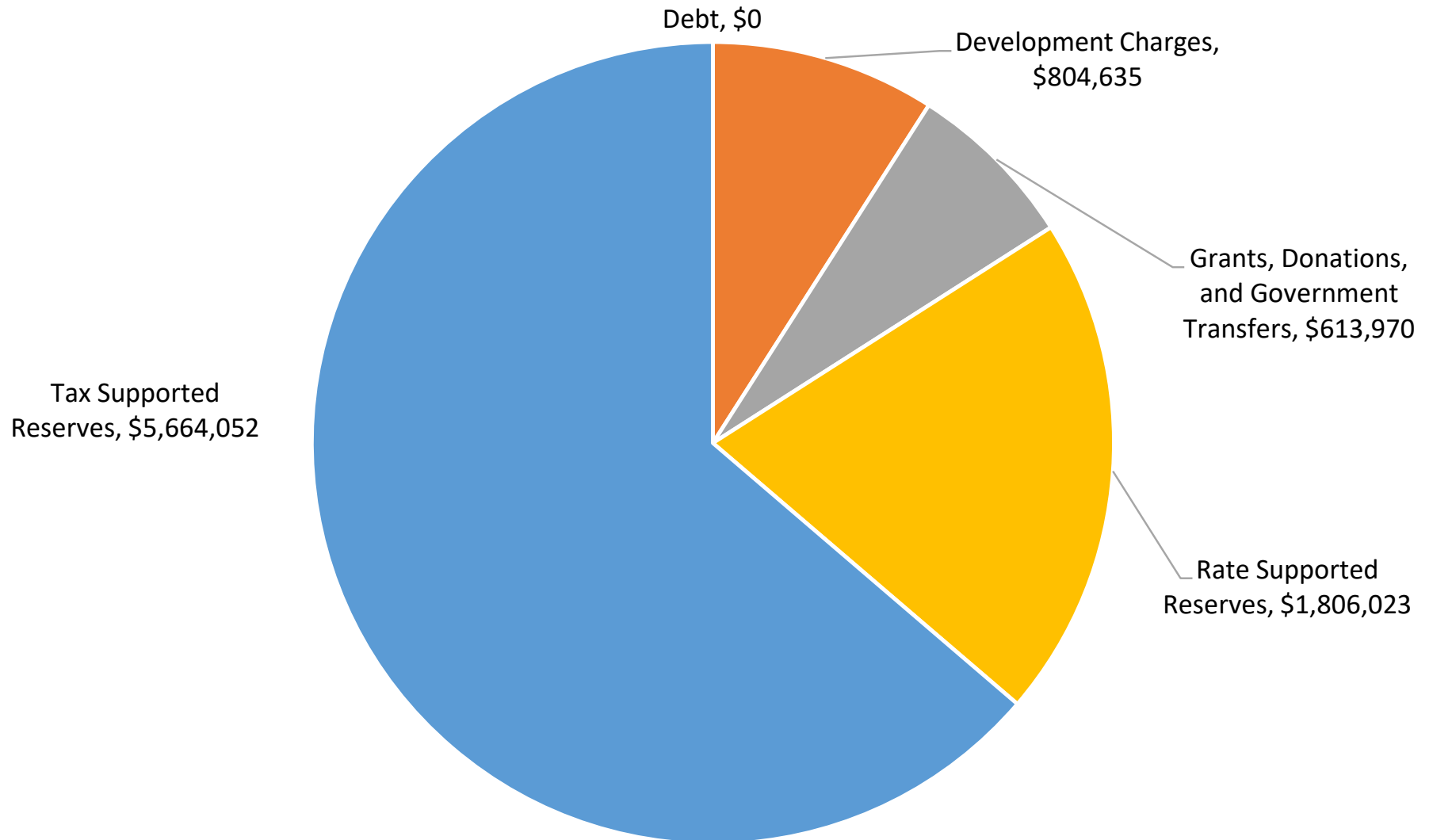
The chart below presents the 2021 capital budget broken out by major asset type.  
A full listing of projects can be found in the Capital Plan 2021-2030 section of the binder.

2021 Capital Budget by Asset Type (\$8.9M)



The capital plan is funded from a variety of sources generally falling into one of three categories: Reserves, Grants, or Debt Financing. The chart below presents the 2021 capital budget broken down by major funding source.

### 2021 Capital Budget by Funding Source (\$8.9M)





The table below presents some of the key project funding approval requests for 2021 (budgeted cost exceeding \$250,000) all full listing of projects is found in the 'Capital Plan 2021-2030' section of the budget binder.

<b>2021 Capital Requests, projects &gt; \$250K</b>								
Project #	Service Category	Project Name	2020 Approved	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
315-1111-5520	Operations	#7980 Tandem Dump Truck VIN: BK6654-with Plow	-	\$310,000	-	-	-	-
315-8512	Operations	Operations Complex-Building	-	\$300,000	-	-	-	-
325-3201-2210	Operations	Midland Avenue (Hugel to Yonge)	-	\$255,000	-	-	-	-
375-XXXX	Operations	Clean storm pipe Chamber A to Harbour	-	\$250,000	-	-	-	-
390-1111-5520	Operations	CSA playground improvements	\$50,000	\$390,000	-	-	-	-
505-3517	Engineering	MBL Site Improvement	-	\$250,000	-	-	\$1,800,000	\$6,100,000
505-B005	Engineering	Hannah St. Reconstruction - King St. to Queen St.	-	\$1,505,000	-	-	-	-
505-B010	Engineering	Vindin St. and Harbourview Intersection Realignment	-	\$260,000	\$210,000	\$1,660,000	-	-
505-B011	Engineering	Fuller Avenue Realignment	-	\$265,000	\$410,000	\$2,020,000	-	-

The table below presents some of the key projects currently forecasted for 2022 (budgeted cost exceeding \$250,000). This table has been presented to demonstrate that while construction work may be limited in 2021, significant planning work be underway to ensure major projects are 'shovel ready'.

<b>2022 Capital Forecast, projects &gt; \$250K</b>								
Project #	Service Category	Project Name	2020 Approved	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
315-1111-5520	Operations	#7942 Grader/snow plow Rehab in 2012	-	-	\$475,000	-	-	-
325-B007-2220	Operations	Midland Point Rd Fuller-Portage Park	-	-	\$1,000,000	-	-	-
390-7252-2220	Operations	Splash pad	-	-	\$320,000	-	-	-
411-B004	Wastewater	Aeration Replacement & Upgrade - New Fine Bubble Aeration	-	\$103,000	\$2,678,000	-	-	-
411-B048	Wastewater	Headworks Upgrade	-	\$100,000	\$4,100,000	-	-	-
431-B022	Water	Upgrade pump capacity of Hanly BPS and Everton BPS	-	\$154,500	\$3,908,335	-	-	-
431-B052	Water	Water Meter Upgrade Program	-	-	\$257,500	\$257,500	\$257,500	\$257,500
431-B053	Water	East Pressure Zone: Tank	-	\$154,500	\$9,917,870	-	-	-
431-B061	Water	Twin Harbourview Drive	-	\$154,500	\$2,388,570	-	-	-
505-B001	Engineering	CR93 Trail Project	-	-	\$600,000	\$600,000	\$600,000	-
505-B011	Engineering	Fuller Ave Realignment	-	\$265,000	\$410,000	\$2,020,000	-	-





**Town of Midland**  
**Draft 2021 Budget**





**Section 3**  
**Chief Administrative**  
**Officer**

# Division Performance Plan

<b>Division:</b>	<b>Office of the Chief Administrative Officer</b>
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## Division Overview:

The CAO is charged with the responsibility of coordinating the work of all municipal departments and ensuring that those departments carry out the policies and direction given by the Mayor and Council. Strategic leadership is an important component of the CAO’s core responsibilities, with a focus on building strong relationships between Town staff, Council, community partners, and all levels of government. The CAO leads the effective and efficient delivery of the Town’s operations and services, with a strong emphasis on excellence in customer service.

The Chief Administrative Officer is Council's principal advisor on matters of policy. The CAO has full responsibility for the implementation of Council approved policies, directing the preparation of the executive budget, and exercising general financial control over all Town departments in terms of approved appropriations.

The CAO’s office also works closely with the Midland Bay Landing Development Corporation to carry out its mandate for the redevelopment of the Town’s unique waterfront lands as a vibrant mixed-use opportunity.

## Key Division Objectives:

Provide strategic leadership, guidance and support to all town departments, Council, and municipal boards, demonstrating effective corporate management, customer service excellence and strong communications and media relations.

## Key successes from the prior budget year:

- COVID-19 – Provide ongoing key municipal leadership and worked closely with County partners to manage the Town’s pandemic recovery plan.
- Established strong working relationships quickly with council, municipal partners, staff, and key stakeholders.
- Managed effectively through the departure and recruitment of key leadership team roles including the Executive Director of Corporate Services \ Town Solicitor and Executive Director of Community and Development Services
- Created a renewed collaborative, customer focussed, leadership governance model with town staff and as Senior Leadership team.
- Continued the advancement of the goals and objectives of the Midland Bay Landing Development Board and played a key role in the process for bringing forward the concept of a UNESCO Global Geopark designation for consideration.
- Received endorsement from council on recommendations in the “CAO 100 Day” report back.

## Division Performance Plan

**Division:**

**Office of the Chief Administrative Officer**

### **Major Initiatives for the coming budget year:**

- Continue effective management of the pandemic to ensure the safety of our employees while providing essential services and balancing the needs of our residents for those services considered non-essential.
- In collaboration with the Senior Leadership Team, execute on the recommendations contained in the “CAO 100 Day” report back.
- Focus on improving the risk management processes and overall risk profile.
- Manage the town’s Growth Plan in conjunction with the Official Plan and its requirements and in a manner consistent with the approved financial framework.
- Strengthen Financial Management through a new long-range process that supports the collection and use of data and ownership across the organization
- Provide oversight of processes and initiatives across the corporation with a focus on transparency, leadership, customer service, accountability, collaboration, innovation, communications, and continuous improvement.

2021 Base Budget Change Requisition: Chief Administrative Officer	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	Change in 2021 Requested Budget to 2020 Approved Budget	
						\$	%
<b>Revenue</b>							
Grants & External Contributions	-170,000	-170,000				170,000	-100%
<b>Revenue Total</b>	<b>-170,000</b>	<b>-170,000</b>				170,000	-100%
<b>Expense</b>							
Consultants	130,867	195,000	15,000	0	15,000	-180,000	-92%
Insurance	8,585	9,898	11,309	0	11,309	1,411	14%
Interdepartmental Transfers	3,904	3,029	3,256	0	3,256	227	7%
Materials & Supplies	1,118	1,425	1,125	0	1,125	-300	-21%
Printing, Advertising & Public Notices	488	400	400	0	400	0	0%
Program costs	314					0	N/A
Protective clothing, uniforms, subscriptions, and memberships	785	1,000	4,000	0	4,000	3,000	300%
Salaries & Benefits	224,429	214,363	295,519	0	295,519	81,156	38%
Software Support & Licensing	3,053					0	N/A
Telecommunications	859	1,200	1,200	0	1,200	0	0%
Training, travel, meetings, and conferences	7,576	2,484	10,484	0	10,484	8,000	322%
Transfer to Reserve	55,153	3,500	7,000	0	7,000	3,500	100%
<b>Expense Total</b>	<b>437,130</b>	<b>432,299</b>	<b>349,293</b>	<b>0</b>	<b>349,293</b>	-83,006	-19%
<b>Grand Total</b>	<b>267,130</b>	<b>262,299</b>	<b>349,293</b>	<b>0</b>	<b>349,293</b>	86,994	33%

\* Significant changes in "2021 Requested Budget to 2020 Approved Budget" may be the result of the redistribution of base budgets and/or realignment of operations.

# Division Performance Plan

<b>Division:</b>	<b>Human Resources</b>
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## **Division Overview:**

The Human Resources/Health and Safety division partners across the organization to provide human resources strategies and programs that help build a municipality that provides efficient municipal service delivery and a motivated, adaptable, and fiscally responsible workforce which promotes customer service excellence.

The core business functions of the department are: Accessibility & Diversity, Compensation & Benefits, Employee Service & Recognition, Health, Safety & Wellness, Job Evaluation & Descriptions, Labour Relations, Organizational Excellence, Payroll, Recruitment, Training & Development and Workforce Planning.

### **Accessibility & Diversity**

- Engages with all employee groups to promote equality, diversity, and inclusion within the Corporation, while providing guidance to reduce discrimination and the perception of discrimination within our internal policies, procedures, programs, and services.

### **Compensation & Benefits**

- Provides guidance, advice, and leadership in compensation and benefits. This includes administration of HR policies and procedures as well as collective agreements' provisions regarding salary, benefits, promotions, transfers, and premiums.
- Provides oversight for all benefit related contracts. This includes extended health and dental, life, Short Term Disability, Long Term Disability and AD&D insurance coverage.
- Provides oversight and guidance for all OMERS pension related items, including legislative compliance, labour relations, and process improvements.

### **Employee Service & Recognition**

- Part of a sustainable employee culture and employee engagement, the employee recognition program is calibrated to the values and goals of the Town, allowing for the recognition of individuals or teams who personify those values while achieving desired business goals.

### **Health, Safety & Wellness**

- Provides expert guidance, advice, and leadership on occupational health and safety, disability management (accommodation, WSIB, sick leave, short-term disability, long-term disability, attendance management), Employee Assistance Program oversight, and workplace violence.
- Coordinates the multi-site Joint Health and Safety Committee.
- Provides and/or coordinates health and safety related training.
- Investigates and/or assists in the coordination of investigations under the Violence in the Workplace Program.

# Division Performance Plan

<b>Division:</b>	<b>Human Resources</b>
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- Provides support in occupational health and safety and disability management, including accident prevention, WSIB claims management, and modified work arrangements.

## **Job Evaluation & Descriptions**

- Provides expert guidance, advice, and leadership in the area of job evaluation and descriptions. This includes job classification, pay equity, administration of HR policies and procedures, and collective agreement requirements.

## **Labour Relations**

- Provides interpretation of the four (4) applicable Collective Agreement language to ensure the Town and the Union are meeting our respective obligations under the agreement.
- Provides guidance and advice on legislation, procedures, and practices to all employees related to employment with the Town.
- Collects and submits required government reporting
- Represents the Town throughout the entire collective bargaining process from gathering concepts and research, to preparing formal proposal documents, obtaining Council mandates, active negotiations with the bargaining agents and finalizing the agreement.
- Acts as the primary contact with the bargaining agents for labour relations matters and represents the Town on labour management committees.
- Develops, maintains, and encourages positive and respectful working relationships with our bargaining agents, management staff, and employees.
- Provides advice and guidance throughout the grievance process and represents the Town throughout the mediation and arbitration processes.
- Works with employees to resolve minor workplace complaints and conducts investigations into formal workplace harassment or discrimination complaints.
- Assists management staff with employee terminations by preparing the documentation and communication for the meeting, as well as attending the termination meeting to provide support.
- Facilitates training sessions to management staff on effective coaching and progressive discipline methods.

## **Organizational Excellence**

- To strengthen our culture ensuring that staff are focussing on the actions necessary to meet the needs of our community.
- Develop follow-up actions to ensure organization wide understanding of and commitment to the mission, vision, and values.
- Develops and maintains a comprehensive database of policies, procedures, and guides related to performance management.
- Implementation of Performance Excellence Program.
- Identify gaps in current programs
- Update and modify job descriptions and expectations



# Division Performance Plan

<b>Division:</b>	<b>Human Resources</b>
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- Coordinate ongoing tasks related to performance management and alignment with organizational objectives.
- Provides guidance and advice to assist management staff with conducting effective performance reviews and performance planning.

## **Payroll**

- Provides expert guidance, advice, and leadership on all matters related to payroll
- Provides oversight for wage deductions, record keeping, and verifying the reliability of pay data
- Responsible for calculating reimbursements, overtime, and holiday pay
- Provides oversight for legislative requirements related to employee pay

## **Recruitment**

- Provides guidance and advice to management staff on legislation, policies, procedures, and practices related to the hiring process and/or employee movement within the Town.
- Provides interpretation of the applicable four (4) Collective Agreement language for the purposes of the hiring process to ensure the Town is meeting our obligations under the agreement.
- Provides information and support to employees and liaises with internal and external candidates throughout the hiring process.
- Coordinates the administration of the hiring process with the hiring manager to successfully recruit for vacant positions.
- Assists the hiring manager with creating valid and reliable assessment tools to ensure the selection process is sound and provides creative options when dealing with a vacancy that is difficult to fill.
- Negotiates the details of employment offers to candidates on behalf of the hiring manager.
- Facilitates training sessions with hiring managers to provide them with the required knowledge and tools needed to equip them in effective hiring.
- Develops and maintains a comprehensive database of policies, procedures, and guides related to recruitment to support the hiring process.

## **Training & Development**

- Leads the assessment, design, and development of training programs and other performance interventions to enhance the capabilities of individuals and teams within the Corporation.
- Collects, analyses, and reports on data related to organizational performance, productivity, and demographics.

# Division Performance Plan

<b>Division:</b>	<b>Human Resources</b>
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<b>Workforce Planning</b> <ul style="list-style-type: none"><li>• Provides expert guidance, advice and leadership on all matters related to organizational design.</li><li>• Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.</li></ul>
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<b>Key Division Objectives:</b>
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Provide the Town's Departments with the business infrastructure to: <ul style="list-style-type: none"><li>• Develop an energetic and inspiring leadership group</li><li>• Attract and retain top talent</li><li>• Ensure employee well-being</li><li>• Invest in staff to improve workforce effectiveness</li><li>• Claims Management for work and non-work-related injuries</li><li>• Ensure employees are paid and all source deductions</li></ul>
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<b>Key successes from the prior budget year:</b>
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<ul style="list-style-type: none"><li>• Recruitment of the following positions in 2020: CAO, CFO, Executive Director of Community &amp; Development Services, Asset Management Coordinator, Executive Director of Corporate Services \ Town Solicitor and Manager of Planning, Environmental Operator(s), Operations Manager, Deputy Fire Chief, summer student and winter temporary staffing.</li><li>• ADP Payroll project implementation, for a roll out of Time &amp; Attendance, and Human Resources in Q1-2021.</li><li>• COVID-19 – Establish Pandemic Plan, develop a Recovery Framework, SOP's, claims management for employees in self-isolation or requiring accommodation.</li><li>• Emergency Management Program – Updated to meet compliance, arrange EOX boxes, establish a “new” EOC, host weekly CCG meetings starting in March 2020 in response to Pandemic and complete the annual reporting requirements.</li><li>• Development of key policies – Pandemic Plan, Healthy Return to Work Guide, Discipline and Recruitment.</li></ul>
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<b>Major Initiatives for the coming budget year:</b>
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<ul style="list-style-type: none"><li>• ADP – Q1-2021<ul style="list-style-type: none"><li>▪ Complete the rollout of ADP for all Departments and facilitate the process of activity-based reporting using time and attendance.</li></ul></li><li>• Job Evaluation \ Pay Equity – Q1-2021</li></ul>
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## Division Performance Plan

<b>Division:</b>	<b>Human Resources</b>
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- RFP to facilitate the process with the participation of a committee including union representatives.
- Performance Management Plan - Q2-2021
  - Investigate, source and report on a Town wide Performance Management Plan.
- Health & Safety
  - Expansion of the multi-site agreement to include Fire Services
  - Safety Data Sheet program realization and auditing
- Learning and Development
  - Coordinate training for town employees using HRDownloads and network with the County and other resources for leadership training opportunities.
- Labour Relations
  - CLAC (volunteer firefighters) Collective Agreement Negotiations to commence December 2020 and continue into Q1-2021
  - Midland Professional Firefighters Association (MPFFA), Collective Agreement negotiations by December 31, 2021.
  - Arbitration – OPSEU, and MPFFA

2021 Base Budget Change Requisition: Human Resources						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Expense</b>							
Consultants	29,939	29,000				-29,000	-100%
Contracted Services		42,250	20,000	0	20,000	-22,250	-53%
Insurance	4,292	4,948	5,654	0	5,654	706	14%
Interdepartmental Transfers	-76,091	-79,004	-78,604	0	-78,604	400	-1%
Labour Relations	14,125		31,000	2,000	33,000	33,000	N/A
Materials & Supplies	1,360	2,360	5,850	0	5,850	3,490	148%
Printing, Advertising & Public Notices	1,516	6,125	5,400	0	5,400	-725	-12%
Professional Services	458	1,000	1,000	0	1,000	0	0%
Protective clothing, uniforms, subscriptions, and memberships	2,844	2,200	3,200	0	3,200	1,000	45%
Salaries & Benefits	311,177	341,685	377,882	0	377,882	36,197	11%
Software Support & Licensing	13,394		48,200	0	48,200	48,200	N/A
Sundry Expense	10,006	15,000	15,000	0	15,000	0	0%
Telecommunications	697	1,000	1,000	0	1,000	0	0%
Training, travel, meetings, and conferences	60,241	51,500	63,500	0	63,500	12,000	23%
Transfer to Reserve	49,802	17,500	17,500	0	17,500	0	0%
<b>Expense Total</b>	<b>423,759</b>	<b>435,564</b>	<b>516,582</b>	<b>2,000</b>	<b>518,582</b>	83,018	19%

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.



**Section 4  
Community &  
Development Services**



# Department Performance Plan

<b>Department:</b>	<b>Community and Development Services</b>
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## **Department Overview:**

The Community and Development Services Department is responsible for:

- Fire suppression and safety
- Recreation through management of the North Simcoe Sport and Recreation Centre
- Transit (including Accessible transit)
- Asset and facility management
- Land-use planning
- Building permits and inspections
- Procurement
- Growth Management
- Heritage conservation
- Environmental stewardship
- Support for affordable housing

## **Key Department Objectives:**

- To ensure the community is healthy, safe and well planned
- To provide transit as a viable mode of transportation
- To ensure prudent fiscal management of the Town's assets
- To provide recreational opportunities for the residents of North Simcoe
- To work with the development industry to ensure growth targets can be met through adequate supply of lands approved for residential and employment growth

## **Key successes from the prior budget year:**

- Continued to provide quality services to the residents and business community in Midland despite the challenges of managing through the pandemic
- Maintained levels of service for emergency response, building permits and inspection, planning application review and approvals
- Provided safe options for recreational activities
- Provided safe and reliable transit for both conventional and accessible transit riders
- Procured an adequate supply of Personal Protective Equipment

## **Major Initiatives for the coming budget year:**

- Undertake the Fire Master Plan
- Implement the new Official Plan
- Initiate a comprehensive Zoning By-Law review
- Introduce on-line building permit application tools

# Division Performance Plan

<b>Division:</b>	<b>Community Services</b>
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## Division Overview:

The Community Services department consists of the following areas:

### **Facility Management (including the Operation of the NSSRC)**

#### **Current buildings: (not a complete list)**

- NSSRC
- Midland Public Library
- Midland OPP Detachment
- Municipal office
- Fire Hall
- MPUC compound
- WWTC and outbuildings (Not currently in the Facilities umbrella)
- Park washrooms etc. small building
- Old OPS and Parks depot etc.

#### **Major areas of responsibility:**

- Ongoing facility and building maintenance
- Maintenance and capital plans for the facilities
- Kantec Access system management
- Billings/invoicing preparation
- Green and Sustainable Practices for the Town of Midland including:
  - energy conservation, carbon footprint, energy management etc.
- Surplus lands usage and integration into the new Corporate Services strategy to maximize revenue opportunities
- Flag raisings, schedule and organize generator and other monthly and yearly maintenance other day to day items
- Bar code all existing assets, key management system/inventory
- Help each department to ensure all buildings in use meet all the AODA regulations before the 2021 deadline

### **Lease Administration**

- Complete outstanding lease review for existing leases
- Report to Council on the status of leases along with recommendations of how to proceed with non-profit and commercial leases
- Ensure proper procedures are in place to monitor compliance with lease documents
- Follow up with tenants to help ensure any issues are resolved in a timely manner
- Ensure billings, etc. are processed in a timely manner
- Financial management of leases including monthly billings etc. and ensure all expenses are being captured and looking for efficiencies and revenue opportunities.

### **Procurement Division**

Align procurement function with corporate strategy is one aspect of the objective and goal. A key element for success, efficiency and effectiveness is understanding the scope of the business and tailor the town's process as required/needed.

The steps involved in this division include:

- Identification of Requirement

# Division Performance Plan

<b>Division:</b>	<b>Community Services</b>
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- Authorization of Purchase Request
- Approval of Purchase Request
- Procurement, Identification of Suppliers
- Inquiries Receipt of the Quotation
- Negotiation of Vendor
- Selection of the Vendor
- Purchase Order Acknowledgement
- Advance Shipment Notice
- Goods Receipt
- Invoice Recording
- 3 Way Match and Payment to Supplier
- The implementation of the P-Card system
- Work order system for the Corporation

## **The Purchasing Process**

Purchasing is a subset of procurement. Purchasing generally refers to buying goods or services. Purchasing includes receiving and payment such as:

- Purchase Order Acknowledgement
- Advance Shipment Notice
- Goods Receipt
- Invoice Recording
- 3 Way Match
- Payment to Suppliers

## **Asset Management**

Asset Management Plan coordination for all corporate assets such as Roads, Sanitary sewer, storm sewers, facilities, equipment, vehicle, sidewalks etc. Implementation and maintenance of the Town's Asset Management program

Participate with each department in coordinating municipal capital plan.

Provide leadership and support to manage municipalities energy portfolio and corporate response to climate change.

## **Major Initiatives for the coming budget year:**

### **Facilities**

Work with council to develop a program for the use of, lease of, purchase and disposal of, town owned assets and real property.

Maximize the revenue sources of our properties while still ensure fair use of all properties.

### **Procurement**

Ensure open, fair and transparent spend of funds

Achieve best value for spend.

Achieve cost saving

Streamline processes



## Division Performance Plan

<b>Division:</b>	<b>Community Services</b>
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### **Asset Management**

- To implement comprehensive asset repository for all municipally owned assets.
- To ensure asset repository accurately represents Municipal Asset Portfolio.
- To meet new Provincial Regulation O.Reg. 588/17.
- To review, plan and implement asset management and maintenance strategies and levels of service to reduce costs.
- To implement processes to meet Corporate Asset Management & Capital Planning needs.

2021 Base Budget Change Requisition: Community Services						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Expense</b>							
Interdepartmental Transfers		5,839	5,546	0	5,546	-293	-5%
Materials & Supplies		700	700	0	700	0	0%
Protective clothing, uniforms, subscriptions, and memberships	224	1,500	3,820	0	3,820	2,320	155%
Salaries & Benefits	102,655	408,499	342,791	0	342,791	-65,708	-16%
Telecommunications		2,500	2,500	0	2,500	0	0%
Training, travel, meetings, and conferences		7,750	7,750	0	7,750	0	0%
Transfer to Reserve		7,500	10,500	0	10,500	3,000	40%
<b>Expense Total</b>	<b>102,879</b>	<b>434,288</b>	<b>373,607</b>	<b>0</b>	<b>373,607</b>	<b>-60,681</b>	<b>-14%</b>
<b>Grand Total</b>	<b>102,879</b>	<b>434,288</b>	<b>373,607</b>	<b>0</b>	<b>373,607</b>	<b>-60,681</b>	<b>-14%</b>

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.

2021 Base Budget Change Requisition: Facilities	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	Change in 2021 Requested Budget to 2020 Approved Budget	
						\$	%
<b>Revenue</b>							
Draw from Reserve			-70,658	0	-70,658	-70,658	N/A
Fees, Service Charges, and Rentals	-303,184	-296,970	-243,870	0	-243,870	53,100	-18%
Licenses and permits	-194					0	N/A
<b>Revenue Total</b>	<b>-303,378</b>	<b>-296,970</b>	<b>-314,528</b>	<b>0</b>	<b>-314,528</b>	-17,558	6%
<b>Expense</b>							
Contracted Services	58,914	50,000	82,500	0	82,500	32,500	65%
Debt Servicing	266,355	319,288	319,288	0	319,288	0	0%
Fees expense	238	250	250	0	250	0	0%
Grounds Maintenance	7,952	4,378	5,178	0	5,178	800	18%
Insurance	23,920	20,080	19,463	0	19,463	-617	-3%
Interdepartmental Transfers	-176,025	-159,079	-168,257	0	-168,257	-9,178	6%
Materials & Supplies	1,735	600	600	0	600	0	0%
Printing, Advertising & Public Notices	347					0	N/A
Repairs & Maintenance	64,298	61,100	65,250	0	65,250	4,150	7%
Salaries & Benefits	51,190	41,851	42,341	0	42,341	490	1%
Security	10,977	4,900	6,650	0	6,650	1,750	36%
Taxes	30,288	32,000	32,000	0	32,000	0	0%
Telecommunications		200	200	0	200	0	0%
Training, travel, meetings, and conferences	24					0	N/A
Transfer to Reserve		100,000	100,000	0	100,000	0	0%
Utilities	140,367	126,230	115,566	0	115,566	-10,664	-8%
<b>Expense Total</b>	<b>480,580</b>	<b>601,798</b>	<b>621,029</b>	<b>0</b>	<b>621,029</b>	19,231	3%
<b>Grand Total</b>	<b>177,202</b>	<b>304,828</b>	<b>306,501</b>	<b>0</b>	<b>306,501</b>	1,673	1%

\* Significant changes in "2021 Requested Budget to 2020 Approved Budget" may be the result of the redistribution of base budgets and/or realignment of operations.

# Division Performance Plan

<b>Division:</b>	<b>Midland Fire Department</b>
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## **Division Overview:**

The Midland Fire Department operates out of one fire station and has a compliment of 35 staff:

- 1 Shared Service Fire Chief
- 1 Deputy Fire Chief
- 1 Shared Service Administrative Assistant
- 1 Training Officer
- 1 Fire Prevention Officer
- 10 Career Firefighters
- 20 Volunteer Firefighters

The fire department responded to 1,542 calls for service in 2019 and 1,442 calls in 2020.. The fire department responds to much more than just fires. In addition to fires, the MFD responds to sudden medical emergencies, technical rescues, motor vehicle collisions, hazardous materials incidents and activated alarms.

The training division is staffed with one full time training officer who is responsible to ensure that the entire department is trained to relevant legislation, regulations, and standards. This is completed by utilizing online and in person training. In 2019 the fire department trained for a total of 2,323 hours. In 2020, the department trained for a total of 1950.50. Training for 2020 has been limited largely to online training due to COVID-19. The training department has implemented a practical training element while maintaining safe physical distancing practices.

The prevention and education division is responsible to provide public education and fire prevention activities to the residents, businesses, and industrial customers within the Town of Midland. During COVID-19, public education activities have been greatly impacted. Many programs that require in person contact has been postponed. The Fire Prevention Officer still provides education through messages, emails, and phone conversations. Midland Fire Department only performs legislated and requested inspections, and do not perform routine inspections. In 2019 66 inspections were completed, and year to date in 2020 61 inspections have been completed.

Administration of the fire department is responsible to manage day to day operations of the department as well as manage large scale emergencies. Day to day operations include scheduling, reporting to various Provincial Ministries, creating / managing budgets, and liaison with other town departments and other external agencies. In addition to fire department responsibilities staff also are responsible for the town's emergency management planning, training, and response.

## **Key Division Objectives:**

Provide fire and emergency services to the Town of Midland in an efficient and safe manner.

## Division Performance Plan

<b>Division:</b>	<b>Midland Fire Department</b>
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Provide required training to maintain a team of firefighters able to meet the needs of the community.

Conduct fire code inspections as requested and to all vulnerable occupancies and gain compliance through education and enforcement if required.

Provide fire safety education with specific messaging to targeted demographics and manage a community smoke alarm program for the citizens of the Town of Midland.

### **Key successes from the prior budget year:**

The 2020 budget is on target with the exception of unforeseen COVID-19 expenses. Management has worked in collaboration with all departments in the town to delay or postpone capital projects based on risk and financial pressures.

Additionally, the team was able to maintain complaint inspections using enhanced safety protocols and provide training online to keep firefighters engaged.

The shared service agreement/model with Penetanguishene has assisted in minimizing administrative expenses. There may be opportunities to expand the model and potentially include emergency management which should be further explored.

### **Major Initiatives for the coming budget year:**

Increase staffing to previous level to meet the demands placed on the department. A Budget Change Request Form was prepared and is included under Section 12 of the 2021 Budget document.

Enter into an automatic aid agreement for fire response with Penetanguishene to provide reciprocal staffing of rapid intervention crews and incident safety officers.

Close gaps identified in certification requirements of our staff.

2021 Base Budget Change Requisition: Fire						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-7,999	-29,200	-29,200	0	-29,200	0	0%
Grants & External Contributions	-36,009	-32,498				32,498	-100%
Licenses and permits	-23,250	-20,000	-20,000	0	-20,000	0	0%
<b>Revenue Total</b>	<b>-67,258</b>	<b>-81,698</b>	<b>-49,200</b>	<b>0</b>	<b>-49,200</b>	32,498	-40%
<b>Expense</b>							
Consultants		500	500	0	500	0	0%
Contracted Services		500	500	0	500	0	0%
Fees expense	42,160	42,160	45,000	0	45,000	2,840	7%
Fines and penalties	3					0	N/A
Fuel	19,258	12,500	12,500	0	12,500	0	0%
Insurance	24,750	28,534	34,637	0	34,637	6,103	21%
Interdepartmental Transfers	-5,166	430	430	0	430	0	0%
Labour Relations	24,446	12,500	20,000	0	20,000	7,500	60%
Licenses expense		1,000	1,000	0	1,000	0	0%
Materials & Supplies	31,510	21,000	27,700	0	27,700	6,700	32%
Printing, Advertising & Public Notices	358	900	900	0	900	0	0%
Professional Services	9,488	7,500	7,500	0	7,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	33,065	31,931	33,750	0	33,750	1,819	6%
Repairs & Maintenance	149,832	140,000	136,500	0	136,500	-3,500	-3%
Salaries & Benefits	2,374,537	2,201,727	2,434,479	0	2,434,479	232,752	11%
Software Support & Licensing	3,050	2,100	4,000	0	4,000	1,900	90%
Sundry Expense	2,762	500	1,000	0	1,000	500	100%

2021 Base Budget Change Requisition: Fire						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Telecommunications	2,281	2,000	1,500	0	1,500	-500	-25%
Training, travel, meetings, and conferences	23,582	25,000	30,250	0	30,250	5,250	21%
Transfer to Reserve	358,500	358,500	358,500	0	358,500	0	0%
Utilities	18,971	17,500	17,760	0	17,760	260	1%
<b>Expense Total</b>	<b>3,113,388</b>	<b>2,906,782</b>	<b>3,168,406</b>	<b>0</b>	<b>3,168,406</b>	261,624	9%
<b>Grand Total</b>	<b>3,046,130</b>	<b>2,825,084</b>	<b>3,119,206</b>	<b>0</b>	<b>3,119,206</b>	294,122	10%

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.

# Division Performance Plan

<b>Division:</b>	<b>Planning and Building</b>
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## Division Overview:

Purpose: To provide strategic, long term planning and high quality customer service, to ensure the health, safety, and wellbeing of the public. This is carried out by facilitating legislated approval processes, creating policies and plans, processing development applications and building permits, and carrying out building inspections.

Services provided by Planning and Building;

- Develop strategic land use plans and policies (Official Plan and Zoning By-law)
- Forecast population and employment and assess growth activity
- Conduct development and design studies
- Work with the development industry on urban design and built form visions for the Town
- Provide planning opinions and customer information
- Review and approve development applications
- Review building permit applications and issue permits
- Undertake building permit inspections and enforcement
- Engage with the community in the strategic and land use planning process

## Key Division Objectives:

Planning goals and objectives must be aligned with the Planning Act, Growth Plan, County Official Plan, Town Official Plan, Zoning By-law, and various other guidelines and regulations. A new Official Plan was adopted by Council in 2019, and staff are currently implementing the plan which will guide growth to 2031. Our residents are kept safe through application of the Ontario Building Code with approximately 400 building permits issued each year and more than 1,800 inspections occurring in Midland. Other strategies and tools used to support development include:

- The Community Improvement Plan
- The Heritage Committee, and Committee of Adjustment
- Pre-consultation meetings for new development proposals
- Support Council's Task Force on Affordable Housing

Goals of Service

- Ensure land use planning and development decisions are made in the public interest and consistent with legislation
- Develop vibrant, walkable and connected neighbourhoods where people want to live
- Adhere to landscape, streetscape, parkland, public realm, built-form and urban design best practices
- Engage community stakeholders and Indigenous Peoples in strategic and land use planning projects
- Inform customers of policies and other requirements related to land development
- Encourage planning activities that contribute to environmental protection, housing affordability and economic development
- Ensure buildings and structures are safe and in compliance with legislation



# Division Performance Plan

<b>Division:</b>	<b>Planning and Building</b>
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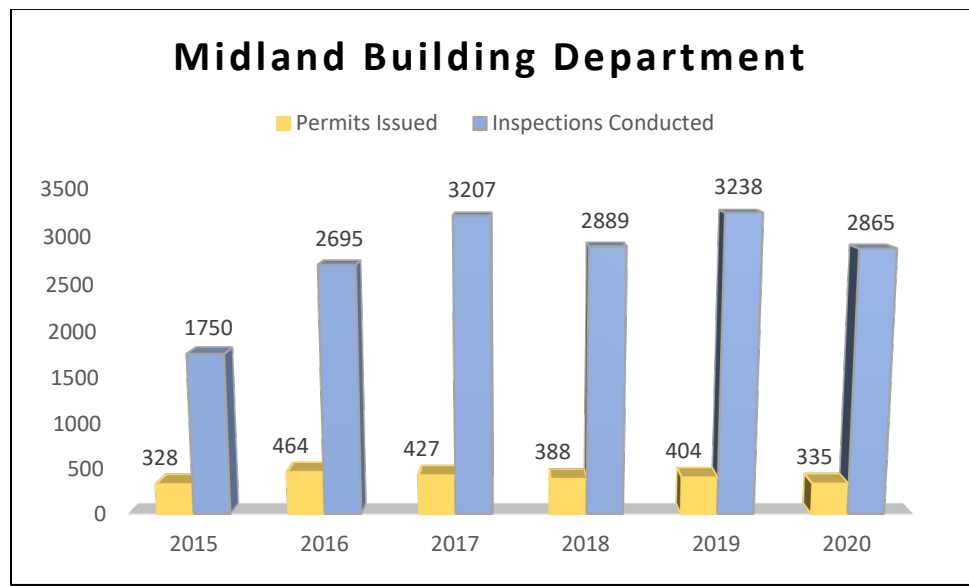
## Key successes from the prior budget year:

Despite the challenging conditions brought about by the pandemic, the Planning and Building Team were able to conduct business effectively in a modified service delivery model. Clients were able to request and receive services including submission of applications, approvals, inspections, and on-going support. Through virtual and safe distancing practices, staff delivered quality service with the following outcomes:

- 335 Building permits issued
- 2,865 inspections complete
- \$24,275,082.00 value in construction
- Maintained a service level standard of same day inspections for calls before 11am
- County approval for the new Official Plan

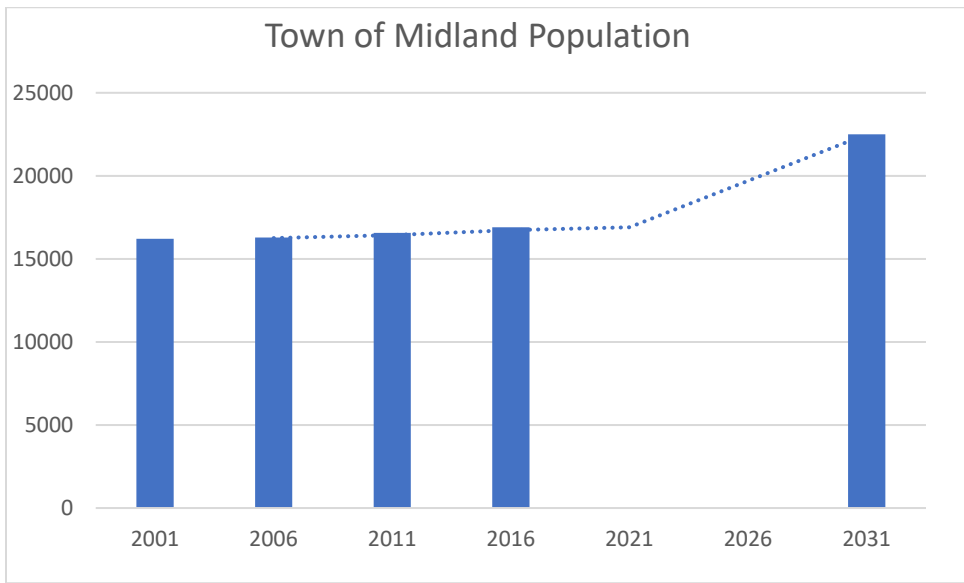
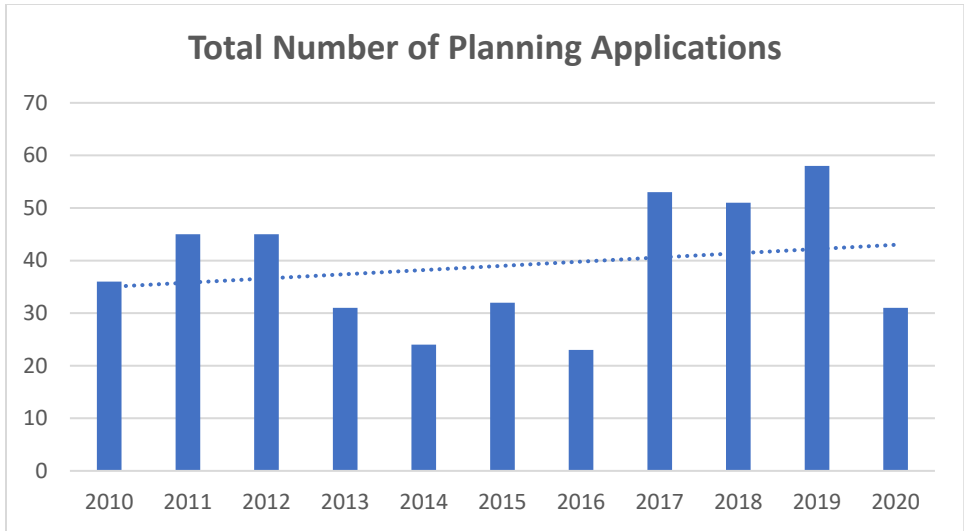
## Major Initiatives for the coming budget year:

- Settle appeals to the Official Plan in order to bring the OP into full force and effect
- Implement technology to enable on-line submission of building permits, as well as request for inspection
- Commence a comprehensive review of the Zoning By-law
- Support initiatives that bring affordable housing options to Midland
- Build the foundations to manage the increased rate of growth expected



# Division Performance Plan

**Division:** Planning and Building



2021 Base Budget Change Requisition: Planning						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve	-6,410	-100,000	-100,000	0	-100,000	0	0%
Fees, Service Charges, and Rentals	-118,550	-83,600	-159,800	0	-159,800	-76,200	91%
Sales	-1,140	-1,000	-1,000	0	-1,000	0	0%
<b>Revenue Total</b>	<b>-126,100</b>	<b>-184,600</b>	<b>-260,800</b>	<b>0</b>	<b>-260,800</b>	-76,200	41%
<b>Expense</b>							
Consultants	4,401	10,000	10,000	0	10,000	0	0%
Insurance	4,292	4,948	5,654	0	5,654	706	14%
Interdepartmental Transfers	25,123	6,860	15,804	0	15,804	8,944	130%
Materials & Supplies	6,739	6,200	6,200	0	6,200	0	0%
Printing, Advertising & Public Notices	4,541	6,550	6,550	0	6,550	0	0%
Professional Services	65,313	20,000	20,000	0	20,000	0	0%
Program costs	5,997	101,600	101,600	0	101,600	0	0%
Protective clothing, uniforms, subscriptions, and memberships	4,844	4,250	5,250	0	5,250	1,000	24%
Salaries & Benefits	226,397	250,194	476,960	0	476,960	226,766	91%
Software Support & Licensing	3,014					0	N/A
Telecommunications	1,999	1,700	1,700	0	1,700	0	0%
Training, travel, meetings, and conferences	10,303	9,150	10,150	0	10,150	1,000	11%
Transfer to Reserve	189,355	181,155	187,000	0	187,000	5,845	3%
<b>Expense Total</b>	<b>552,318</b>	<b>602,607</b>	<b>846,868</b>	<b>0</b>	<b>846,868</b>	244,261	41%
<b>Grand Total</b>	<b>426,218</b>	<b>418,007</b>	<b>586,068</b>	<b>0</b>	<b>586,068</b>	168,061	40%

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2021 Base Budget Change Requisition: Building						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve		-100,000	-160,000	-5,000	-165,000	-65,000	65%
Fees, Service Charges, and Rentals	-42,079	-11,101	-11,101	0	-11,101	0	0%
Grants & External Contributions	-118,715	-116,725	-116,725	0	-116,725	0	0%
Licenses and permits	-295,211	-400,000	-345,000	0	-345,000	55,000	-14%
<b>Revenue Total</b>	<b>-456,005</b>	<b>-627,826</b>	<b>-632,826</b>	<b>-5,000</b>	<b>-637,826</b>	<b>-10,000</b>	<b>2%</b>
<b>Expense</b>							
Consultants	4,236	5,000	5,000	0	5,000	0	0%
Contracted Services			30,000	0	30,000	30,000	N/A
Insurance	15,023	19,420	21,891	0	21,891	2,471	13%
Interdepartmental Transfers	55,198	54,409	64,678	0	64,678	10,269	19%
Materials & Supplies	3,779	3,260	3,260	0	3,260	0	0%
Printing, Advertising & Public Notices		1,040	1,040	0	1,040	0	0%
Professional Services	1,198	10,000	10,000	30,000	40,000	30,000	300%
Protective clothing, uniforms, subscriptions, and memberships	1,925	2,200	2,200	0	2,200	0	0%
Repairs & Maintenance		3,225	3,225	0	3,225	0	0%
Salaries & Benefits	344,048	473,935	381,452	0	381,452	-92,483	-20%
Software Support & Licensing			30,000	5,000	35,000	35,000	N/A
Telecommunications	2,353	3,000	3,000	0	3,000	0	0%
Training, travel, meetings, and conferences	15,995	12,200	12,200	0	12,200	0	0%
Transfer to Reserve	12,250	12,250	47,250	0	47,250	35,000	286%
Vehicle, Equipment, and Facility Rentals		35,000				-35,000	-100%
<b>Expense Total</b>	<b>456,005</b>	<b>634,939</b>	<b>615,196</b>	<b>35,000</b>	<b>650,196</b>	<b>15,257</b>	<b>2%</b>
<b>Grand Total</b>	<b>0</b>	<b>7,113</b>	<b>-17,630</b>	<b>30,000</b>	<b>12,370</b>	<b>5,257</b>	<b>74%</b>

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# Division Performance Plan

<b>Division:</b>	<b>North Simcoe Sports and Recreation Complex (NSSRC)</b>
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**Division Overview: NSSRC**

The NSSRC is a 120, 000 square foot multi use facility operated by 13 fulltime staff. The facility has two ice pads, full double gym, and a 560 seat community hall. The facility is also home to several major user groups including; Askennonia Senior Center and, Boys and Girls club of North Simcoe. As well as various other smaller user groups such as Cadets (air and sea), MMHA, NSGHA, JR C team and PMBA. Additional private rentals include Kinark Family Services, Rogers TV, Civitans, and others. The facility has a full-service sport shop and concession stand. Under normal operating conditions the facility sees approx. 332 000 patrons per year!

**Key Division Objectives:**

- 
- To provide a safe and friendly space for the residents of North Simcoe to participate in active recreation while promoting a sense of community and healthy lifestyles.
- Develop and implement an effective and sustainable maintenance and operations strategy for the facility to ensure maximization of revenues and the continuous review of expenses.
- Ensure staff stay in contact with the users and user group to continue with providing the services that they require.

**Key successes from the prior budget year:**

Since the beginning of the pandemic, staff has ensured that the services the facility provides continue to the best of our ability, following all Provincial and local Health Unit requirements. The demand from the public for ice and gym services has continued through these challenging times and the division is continuing to provide these services while trying to balance safe operations with prudent fiscal management.

**Major Initiatives for the coming budget year:**

- Ensure a friendly and helpful customer experience while using the facility
- Maximize the use of the facility
- Maximize the rentals in the facility
- Ensure a clean, safe, and accessible facility for all users

2021 Base Budget Change Requisition: NSSRC						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Advertising Revenue	-30,117	-28,500	-28,500	0	-28,500	0	0%
Draw from Reserve	-100,000	-100,000	-438,246	0	-438,246	-338,246	338%
Fees, Service Charges, and Rentals	-835,454	-789,950	-762,683	0	-762,683	27,267	-3%
Grants & External Contributions						0	N/A
Interest and Investment Income		-200	-200	0	-200	0	0%
Sales	-17,014	-29,250	-29,250	0	-29,250	0	0%
Sundry Revenue		-500	-500	0	-500	0	0%
<b>Revenue Total</b>	<b>-982,586</b>	<b>-948,400</b>	<b>-1,259,379</b>	<b>0</b>	<b>-1,259,379</b>	-310,979	33%
<b>Expense</b>							
Contracted Services	13,398	34,500	29,500	0	29,500	-5,000	-14%
Debt Servicing	434,423	443,246	438,246	0	438,246	-5,000	-1%
Fees expense	8,317	10,700	8,200	0	8,200	-2,500	-23%
Fuel		1,118	1,118	0	1,118	0	0%
Grants & Donations	68,255	64,790	64,790	0	64,790	0	0%
Grounds Maintenance	755	2,000	2,000	0	2,000	0	0%
Insurance	114,768	110,812	125,999	0	125,999	15,187	14%
Interdepartmental Transfers	14,720	-152,425	11,025	0	11,025	163,450	-107%
Labour Relations		500	500	0	500	0	0%
Licenses expense	210	500	500	0	500	0	0%
Materials & Supplies	24,856	29,500	26,500	0	26,500	-3,000	-10%
Professional Services		500	500	0	500	0	0%
Program costs	69					0	N/A
Protective clothing, uniforms, subscriptions, and memberships	5,438	5,259	5,259	0	5,259	0	0%

2021 Base Budget Change Requisition: NSSRC						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Purchases for resale	6,745	12,120	12,120	0	12,120	0	0%
Repairs & Maintenance	153,622	129,500	142,600	0	142,600	13,100	10%
Salaries & Benefits	1,001,493	1,040,963	974,693	0	974,693	-66,270	-6%
Security	1,016	900	900	0	900	0	0%
Software Support & Licensing						0	N/A
Sundry Expense	7,559	6,000	6,000	0	6,000	0	0%
Telecommunications	3,241	3,500	3,500	0	3,500	0	0%
Training, travel, meetings, and conferences	5,619	3,600	6,000	0	6,000	2,400	67%
Transfer to Reserve	182,000	182,000	182,000	0	182,000	0	0%
Utilities	300,627	298,160	301,410	0	301,410	3,250	1%
Vehicle, Equipment, and Facility Rentals	66,097	73,398	60,808	0	60,808	-12,590	-17%
<b>Expense Total</b>	<b>2,413,228</b>	<b>2,301,141</b>	<b>2,404,168</b>	<b>0</b>	<b>2,404,168</b>	103,027	4%
<b>Grand Total</b>	<b>1,430,642</b>	<b>1,352,741</b>	<b>1,144,789</b>	<b>0</b>	<b>1,144,789</b>	-207,952	-15%

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# Division Performance Plan

<b>Division:</b>	<b>Transit</b>
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**Division Overview: Transit Operations Conventional and Accessible Transit**

The transit division strives to provide customer focused, efficient, reliable, and affordable public transportation services to all residents of Midland. These services help to promote economic development and improves the quality of life for all who live in Midland.

Conventional service is operated with three 24 passenger buses with the daily operations managed and performed by The Community Services Division, and the maintenance completed by the Operations Division. In addition, Midland Transit acts as a contractor for the Penetanguishene transit service, which involves the operations, staffing and maintenance of their 2 vehicles. Service is provided 6 days a week.

Specialized transit – The Town owns 4 accessible vans that provide specialized service to the residents of Midland. The daily operation, and scheduling is managed by Community Reach, and the town is responsible for maintenance, eligibility standards and fleet purchasing. The service runs 6 days per week.

**Key Division Objectives:**

- Provide a public transportation system that is a viable alternative in the Town of Midland
- Meet the travel demands generated by various target markets in the employment, academic, commercial, medical, and service industries
- Increase ridership and service reliability by working with various community groups, with the Town of Penetanguishene and County of Simcoe to ensure transit is a viable option for everyone who wishes to use it.

**Key successes from the prior budget year:**

- Transit continued to operate during the pandemic despite challenges around staffing and safety protocols
- An on-line card reloading service was rolled out in 2020 providing an option for users to top-up payment cards remotely which offers convenience and greater safety
- Negotiated a contract with a third-party vendor to provide benches at bus stops and to maintain the existing bus shelters, therefore cutting maintenance cost
- Successful in securing a grant and procurement of two new accessible vans and a new 30 foot bus

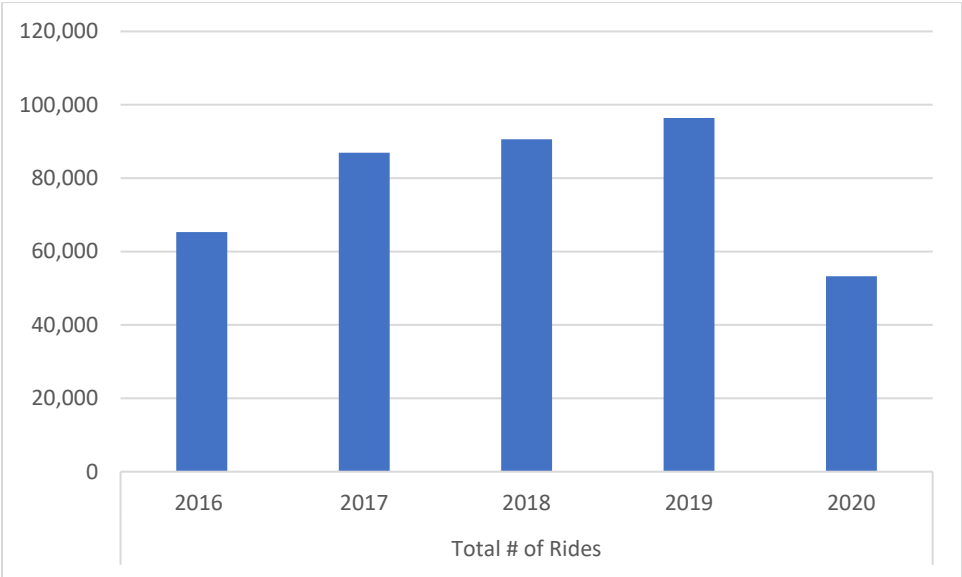
**Major Initiatives for the coming budget year:**

- Increase grant revenues for the service
- Better utilization of the provincial and federal gas tax
- More promotion of the system as a viable option in Midland
- Pilot program for Share a Ride to help service the Sunnyside, Midland Point and Aberdeen areas of town



# Division Performance Plan

**Division:** Transit



2021 Base Budget Change Requisition: Transit						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Advertising Revenue	-9,311	5,400	-7,200	0	-7,200	-12,600	-233%
Draw from Reserve	-4,325		-15,000	-15,000	-30,000	-30,000	N/A
Fees, Service Charges, and Rentals	-115,026	-114,900	-122,900	0	-122,900	-8,000	7%
Grants & External Contributions	-223,850	-130,865	-188,900	0	-188,900	-58,035	44%
<b>Revenue Total</b>	<b>-352,512</b>	<b>-240,365</b>	<b>-334,000</b>	<b>-15,000</b>	<b>-349,000</b>	-108,635	45%
<b>Expense</b>							
Contracted Services	1,710	4,591	2,450	0	2,450	-2,141	-47%
Fees, Service Charges, and Rentals	23,161					0	N/A
Fuel	97,784	84,000	84,000	0	84,000	0	0%
Insurance	29,475	33,982	44,436	0	44,436	10,454	31%
Interdepartmental Transfers	12,803	17,246	-239	0	-239	-17,485	-101%
Labour Relations		750	750	0	750	0	0%
Licenses expense	3,165	2,800	2,800	0	2,800	0	0%
Materials & Supplies	2,529					0	N/A
Printing, Advertising & Public Notices	2,488	1,500	1,500	0	1,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	1,585	1,450	1,450	0	1,450	0	0%
Repairs & Maintenance	16,582	62,500	67,500	0	67,500	5,000	8%
Salaries & Benefits	239,737	123,377	271,028	0	271,028	147,651	120%
Software Support & Licensing	360		4,000	0	4,000	4,000	N/A
Sundry Expense	417	4,820	4,820	0	4,820	0	0%
Telecommunications	795	150	150	0	150	0	0%
Training, travel, meetings, and conferences	280	3,000	3,000	0	3,000	0	0%
Transfer to Reserve	50,000	50,000	50,000	0	50,000	0	0%

2021 Base Budget Change Requisition: Transit						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Utilities		4,949	4,998	0	4,998	49	1%
<b>Expense Total</b>	<b>482,869</b>	<b>395,115</b>	<b>542,643</b>	<b>0</b>	<b>542,643</b>	147,528	37%
<b>Grand Total</b>	<b>130,357</b>	<b>154,750</b>	<b>208,643</b>	<b>-15,000</b>	<b>193,643</b>	38,893	25%

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2021 Base Budget Change Requisition: Transit - Accessible						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve	-40,400	-40,400	-40,400	0	-40,400	0	0%
Fees, Service Charges, and Rentals	-11,854	-13,000	-13,000	0	-13,000	0	0%
<b>Revenue Total</b>	<b>-52,254</b>	<b>-53,400</b>	<b>-53,400</b>	<b>0</b>	<b>-53,400</b>	0	0%
<b>Expense</b>							
Contracted Services	298,191	167,000	233,000	0	233,000	66,000	40%
Fuel		20,000	20,000	0	20,000	0	0%
Insurance	2,970	3,424	4,777	0	4,777	1,353	40%
Interdepartmental Transfers	4,654	1,800	2,935	0	2,935	1,135	63%
Licenses expense		255	500	0	500	245	96%
Protective clothing, uniforms, subscriptions, and memberships						0	N/A
Repairs & Maintenance	11,780	5,000	5,000	0	5,000	0	0%
Salaries & Benefits	3,000	3,000	3,403	0	3,403	403	13%
Sundry Expense		4,820	4,820	0	4,820	0	0%
Telecommunications		743	743	0	743	0	0%
Training, travel, meetings, and conferences		100	100	0	100	0	0%
<b>Expense Total</b>	<b>320,596</b>	<b>206,142</b>	<b>275,278</b>	<b>0</b>	<b>275,278</b>	69,136	34%
<b>Grand Total</b>	<b>268,341</b>	<b>152,742</b>	<b>221,878</b>	<b>0</b>	<b>221,878</b>	69,136	45%

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# Section 5 Corporate Services

# Department Performance Plan

<b>Department:</b>	<b>Corporate Services/Office of Town Solicitor</b>
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## Department Overview:

The Corporate Services Department/Office of the Town Solicitor is responsible for ensuring that support services for the Town of Midland are provided in a safe, efficient, and timely manner while maintaining the legal health of the corporation. Currently, the Department includes the Finance, IT, Clerks, Legal/Risk Management, By-Laws and Parking, Strategic Communications, and Culture and Tourism Divisions.

## Key Department Objectives:

- Ensuring the safe, efficient, and timely delivery of support services
- Managing claims, litigation and all risk in a comprehensive and efficient manner, while ensuring legal health of the corporation
- Centralizing the management and delivery of support services and coordinating same across divisional and departmental lines
- Building and maintaining in-house Legal, Risk Management, IT and Finance expertise, which includes the hiring of a Manager of Legal & Risk Management Services
- Supporting a corporate-wide “reset” and the revamping or creating of policies and procedures to reflect and support the new organizational structure

## Key Successes from Prior Budget Year:

Please see respective Divisional Performance Plans for specifics.

## Major Initiatives for the Coming Year:

Major initiatives for the Department for 2021 include:

- Supporting the corporate restructuring/reset and the creation of policies and procedures to reflect the new organizational structure and approach to the delivery of Corporate and Legal support services.
- Supporting customer service focus.
- Supporting the creation of orientation processes, ongoing professional development, and in-house learning.
- Dealing with legacy litigation as expeditiously as possible.
- Improving efficiency and finding new revenue streams.
- Centralizing the management and delivery of IT, Legal, Risk Management and Procurement functions and services.
- Streamlining Council processes and procedures and Committee structures
- Initiating development of a legal precedent system.
- Initiating development of a comprehensive claims management system (using an Enterprise Risk Management approach) and the hiring of a Manager of Legal & Risk Management Services.
- Bringing Procurement under the Corporate Services umbrella and centralizing procurement processes and coordinating with Legal and Risk Mgmt.

# Department Performance Plan

<b>Department:</b>	<b>Corporate Services/Office of Town Solicitor</b>
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These Departmental initiatives include some key Divisional projects, including but not limited to:

**Finance:** Building of new GL structure; investigating new revenue streams

**IT:** Implementation of new Telephony system, initiating development of EDMS (via CAO's office); Active Directory overhaul; implementation of Great Plains Virtual City Hall and supporting customer service/updating external payment services; supporting ADP; continued systems rehabilitation and fine tuning

**Clerks:** Procedural Bylaw and Committees and Council structural and functional review

**Strategic Communications:** Revamping and updating of website.

**Legal/Risk:** Shared Services agreements and arrangements review, MBLDC support, centralizing legal and risk management services, building in-house expertise, and initiating the development of a legal precedent system (coordinated with the EDMS)

**Culture/Tourism:** Exploring Cruise Ship and other tourism opportunities; building on Cultural Alliance reach and successes; expanding public art initiatives

**Bylaws and Parking:** Comprehensive bylaws' review (with Clerks and input from various Divisions), including Composite Fees and Charges Bylaw review; introduction of new parking system and anticipated increased revenues

# Division Performance Plan

<b>Division:</b>	<b>By-Law &amp; Parking</b>
<b>Department:</b>	<b>Corporate Services</b>

## **Division Overview:**

The By-Law/Parking Enforcement Division is dedicated to the fair and consistent enforcement of municipal by-laws, as well as the administration of the Town of Midland's parking program.

## **Key Division Objectives:**

The objectives include maintaining a safe, clean and visually appealing community; ensuring order and safety via parking enforcement on a cost-recovery basis. For 2020 and 2021, this includes COVID-19 related enforcement and education.

## **Key successes from the prior budget year:**

Extensive RFP for new parking solution.

## **Major Initiatives for the coming budget year:**

Implementation of new parking solution.  
Lead the review and updating of corporate Bylaws, including Composite Fees and Charges Bylaw.



2021 Base Budget Change Requisition: By-law						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-49,562	-280	-500	0	-500	-220	79%
Fines and penalties	-11	-2,500	-2,500	0	-2,500	0	0%
Grants & External Contributions	-5,051					0	N/A
Licenses and permits	-7,920	-17,400	-17,400	0	-17,400	0	0%
Sundry Revenue	-13,744	-1,000	-2,500	0	-2,500	-1,500	150%
<b>Revenue Total</b>	<b>-76,287</b>	<b>-21,180</b>	<b>-22,900</b>	<b>0</b>	<b>-22,900</b>	-1,720	8%
<b>Expense</b>							
Contracted Services	48,465	1,500	1,500	0	1,500	0	0%
Fees expense	163	850	850	0	850	0	0%
Fuel	1,437	1,450	1,450	0	1,450	0	0%
Insurance	4,292	4,948	6,471	0	6,471	1,523	31%
Interdepartmental Transfers	-3,085	-3,752	-3,017	0	-3,017	735	-20%
Licenses expense	122	270	270	0	270	0	0%
Materials & Supplies	1,688	1,900	1,900	0	1,900	0	0%
Printing, Advertising & Public Notices	51					0	N/A
Professional Services		750	750	0	750	0	0%
Protective clothing, uniforms, subscriptions, and memberships	762	620	620	0	620	0	0%
Repairs & Maintenance	1,472	1,000	1,000	0	1,000	0	0%
Salaries & Benefits	102,684	93,418	94,677	0	94,677	1,259	1%
Software Support & Licensing	3,436					0	N/A

2021 Base Budget Change Requisition: By-law						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Sundry Expense	524					0	N/A
Telecommunications	1,230	1,000	1,000	0	1,000	0	0%
Training, travel, meetings, and conferences	1,244	2,400	2,400	0	2,400	0	0%
Transfer to Reserve	5,250	5,250	5,250	0	5,250	0	0%
<b>Expense Total</b>	<b>169,735</b>	<b>111,604</b>	<b>115,121</b>	<b>0</b>	<b>115,121</b>	3,517	3%
<b>Grand Total</b>	<b>93,447</b>	<b>90,424</b>	<b>92,221</b>	<b>0</b>	<b>92,221</b>	1,797	2%

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.

2021 Base Budget Change Requisition: Parking						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-174,764	-230,250	-730,250	0	-730,250	-500,000	217%
Fines and penalties	-30,904	-20,000	-40,000	0	-40,000	-20,000	100%
<b>Revenue Total</b>	<b>-205,668</b>	<b>-250,250</b>	<b>-770,250</b>	<b>0</b>	<b>-770,250</b>	-520,000	208%
<b>Expense</b>							
Contracted Services	2,634	2,500	2,500	0	2,500	0	0%
Fees expense	62	250	250	0	250	0	0%
Grounds Maintenance	67,580	67,500	67,500	0	67,500	0	0%
Insurance	4,292	4,948	5,654	0	5,654	706	14%
Interdepartmental Transfers	2,150	2,010	2,086	0	2,086	76	4%
Materials & Supplies	809	1,000	1,000	0	1,000	0	0%
Printing, Advertising & Public Notices	2,171	1,500	1,500	0	1,500	0	0%
Professional Services		200	200	0	200	0	0%
Protective clothing, uniforms, subscriptions, and memberships	122	500	500	0	500	0	0%
Repairs & Maintenance		2,500	2,500	0	2,500	0	0%
Salaries & Benefits	64,255	67,644	80,563	0	80,563	12,919	19%
Software Support & Licensing	6,093	2,500	2,500	0	2,500	0	0%
Taxes	50,271	52,300	52,300	0	52,300	0	0%
Telecommunications	546	600	600	0	600	0	0%
Training, travel, meetings, and conferences		1,200	1,200	0	1,200	0	0%
Transfer to Reserve	55,250	55,250	55,250	0	55,250	0	0%
<b>Expense Total</b>	<b>256,236</b>	<b>262,402</b>	<b>276,103</b>	<b>0</b>	<b>276,103</b>	13,701	5%
<b>Grand Total</b>	<b>50,567</b>	<b>12,152</b>	<b>-494,147</b>	<b>0</b>	<b>-494,147</b>	-506,299	-4166%

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# Division Performance Plan

<b>Division:</b>	<b>Clerks</b>
<b>Department:</b>	<b>Corporate Services</b>

## Division Overview:

The Office of the Clerk consists of a Municipal Clerk and Deputy Clerk

The primary role of the Municipal Clerk's Department is driven and dictated by Provincial Legislation:

- The Municipal Act, 2001;
- Municipal Elections Act;
- Municipal Freedom of Information and Protection of Privacy Act;
- Marriage Act;
- Vital Statistics Act.

The Office of the Clerk acts as the secretariat to Town's Council and its standing committees in accordance with the *Municipal Act*. The Department is responsible for collecting and maintaining records under the *Vital Statistics Act*, the *Marriage Act*, and the *Municipal Freedom of Information and Protection of Privacy Act*.

Specific responsibilities include:

- managing the Town's corporate records
- conducting municipal elections
- preparing agendas, motions and resolutions
- coordinating, administering and recording the Minutes for Town Hall Committee and Council meetings
- assisting the Chair with keeping order at Committee and Council meetings
- administering business, marriage and lottery licences
- preparing encroachment agreements
- responding to MFOI requests
- maintaining corporate policies
- provide oversight and support for the implementation and reported requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant legislation.

The Office of the Town Clerk also provides Commissioner of Oaths services and maintains all of the Town's administrative and regulatory by-laws.

The Division's activities include:

- Development of policies mandated through provincial legislation and as directed by Council.
- Conduct research and prepare agreements, policies, reports, by-laws and resolutions for Council/Committee consideration.
- Maintaining Vital Statistics Registration.
- Coordinate and manage municipal and school board elections
- Commission documents

# Division Performance Plan

<b>Division:</b>	<b>Clerks</b>
<b>Department:</b>	<b>Corporate Services</b>

## Key Division Objectives:

- Ensure accurate and timely reporting of Council and Committee decisions and recommendations recording all resolutions, decisions and other proceedings, processing formal applications to Council and maintaining official records.
- Facilitate good governance by ensuring decision-making processes are in place to maintain openness and transparency in the Council and Committee deliberations and decisions-making, in accordance with the Municipal Act and other legislation
- To efficiently and effectively communication of Council decisions and directives.
- Oversee the maintenance of the corporate records through their life cycle of creation, maintenance, use, and disposal. Ensure records of enduring value are preserved.
- Operate as an information record center for Council, inter-departmental staff, and the public.
- Provide timely and courteous administrative services to the public, elected officials, Town departments, and other stakeholders
- Enhance opportunities for community involvement and improve customer interactions

## Key successes from the prior budget year:

- Review of Council composition and Ward Boundary – **Ward System of Electoral Representation was dissolved.**
- Transitioned Boards and Committees to Civicweb and implemented additional functions within Civicweb to further streamline Council/Committee processes
- Initiate the program for advancement and transition of municipal records to an **Electronic Document Management System.**
- Established a policy related to the apportionment of costs of line fences between adjoining owners
- Updated the Accessible Customer Service and IASR Policies

In response to COVID-19

- Development and implementation of policies and procedures to permit Electronic Participation and public participation (involved several amendments)
- Facilitated, in conjunction with the Seniors Council and J. Consulting, the development of an **Age-Friendly Community Plan.**
- Development of an Outdoor Patio Policy Providing an effective records management system for the Corporation.

## Major Initiatives for the coming budget year:

- With the Town Solicitor, conduct a comprehensive review and update of the Procedural By-law and the efficacy and Terms of Reference for all Committees
- Upon budget approval, continue to work with Town team to advance implementation of an **Electronic Document Management System** to manage both paper and electronic records.
- Commence preparations for the **2022 Municipal Election**
- Work with the Midland Seniors Council to facilitate Implementation of the **Age-Friendly Community Plan**
- Establish a Routine Disclosure Policy to streamline requests for records
- Corporate-wide training on TOMRMS

## Division Performance Plan

<b>Division:</b>	<b>Clerks</b>
<b>Department:</b>	<b>Corporate Services</b>

- Provide support to the Town Solicitor for the review of current and potential shared services
- Review current practices for public notices for statutory/other public meetings to determine more impactful and effective alternatives.

2021 Base Budget Change Requisition: Clerks						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve			-50,000	0	-50,000	-50,000	N/A
Fees, Service Charges, and Rentals	-660	-1,860	-1,200	0	-1,200	660	-35%
Licenses and permits	-30,381	-41,300	-35,000	0	-35,000	6,300	-15%
<b>Revenue Total</b>	<b>-31,041</b>	<b>-43,160</b>	<b>-86,200</b>	<b>0</b>	<b>-86,200</b>	-43,040	100%
<b>Expense</b>							
Consultants	2,873		10,000	0	10,000	10,000	N/A
Contracted Services	532					0	N/A
Insurance	46,590	9,898	140,013	0	140,013	130,115	1315%
Interdepartmental Transfers	12,330	16,719	11,739	0	11,739	-4,980	-30%
Materials & Supplies	3,477	6,100	4,500	0	4,500	-1,600	-26%
Printing, Advertising & Public Notices	28,675	35,000	45,000	0	45,000	10,000	29%
Professional Services	9,976	3,074	50,074	0	50,074	47,000	1529%
Protective clothing, uniforms, subscriptions, and memberships	5,362	3,950	8,030	0	8,030	4,080	103%
Salaries & Benefits	483,882	504,168	529,518	0	529,518	25,350	5%
Software Support & Licensing	9,158	15,000				-15,000	-100%
Sundry Expense	1,781					0	N/A
Telecommunications	2,298	1,500	1,500	0	1,500	0	0%
Training, travel, meetings, and conferences	17,804	20,704	26,400	0	26,400	5,696	28%
Transfer to Reserve	29,500	29,500	39,500	0	39,500	10,000	34%
<b>Expense Total</b>	<b>654,238</b>	<b>645,613</b>	<b>866,274</b>	<b>0</b>	<b>866,274</b>	220,661	34%
<b>Grand Total</b>	<b>623,197</b>	<b>602,453</b>	<b>780,074</b>	<b>0</b>	<b>780,074</b>	177,621	29%

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# Division Performance Plan

<b>Division:</b>	<b>Culture and Tourism Corporate Services</b>
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## Division Overview:

The Culture and Tourism Division is comprised of the Tourism and Special Events Manager and the Cultural Development Coordinator.

The Cultural Development Coordinator is responsible for fostering and developing the Town’s cultural landscape in accordance with the Municipal Cultural Plan/Joint Cultural Plan and supporting ongoing cultural development. The Tourism and Special Events Manager is responsible for implementing, developing and overseeing Town-initiated events and supporting third party events and tourism.

Activities undertaken on the cultural side work to address the Strategic Priorities of Economic and Community Development as well as Safe, Sustainable, Healthy Communities. In addition, this Division is responsible for attracting 4-season tourism to the Town of Midland via various means, including the hosting and organizing of special events:

- Ontario’s Best Butter Tart Festival
- Kids Fishing Derby
- Canada Day
- Floatie Fest
- Tugboat Festival
- Busker Festival
- Silver Goose Cyclocross
- Sled Fest
- Tall Ships (every 3 years)

## Key Division Objectives:

To address the Municipal Cultural Plan’s objective of *building a strong and vital cultural sector*, the Culture Department:

- Identifies, promotes, and develops the diverse cultural heritage of the region
- facilitates active synergies and collaboration among the various individuals, communities, partners, and public stakeholders that together form this culture
- develops creative means of expanding this culture’s role in the municipality’s economic development.

Additionally, the Cultural Development Coordinator currently provides staff support to the Culture Alliance, its subcommittees and their many projects and programs.

- Work closely with any organizer running events of any kind on Municipal Property and ensure we have all the necessary permits and insurance for a successful event (ie. Ribfest, Remembrance Day parade, Santa Claus Parade, BIA movies, Dockside Tuesdays, Tree Lighting Ceremony, etc.)
- Work closely with the cruise ships visiting our port. Set a schedule for them to visit our local attractions, arrange tour guides and plan small welcomes.
- Organize and run in partnership with RT07 Experience Development workshops with our local operators to continue to develop new shore excursions for the cruise ships
- Apply for funding for tourism initiatives and special events
- Work closely with Simcoe County Tourism, RT07 and our DMO (Destination Marketing Organization)
- Produce and implement high quality festivals and events that will showcase our beautiful Town and bring people from all over Ontario to visit.



# Division Performance Plan

<b>Division:</b>	<b>Culture and Tourism Corporate Services</b>
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## Key successes from the prior budget year:

- Received funds through the Tourism Product Development grant through the Ministry. With this grant we were able to upgrade the following at the harbour (add art pieces that were made by local artists, paint the buildings and roofs, add new signage and banners)
- A consultant was hired to develop marketing brochures and reach out to new cruise lines that are not currently visiting the Great Lakes.
- Developed new exclusive shore excursions
- Transformed Downtown Midland into a temporary outdoor art gallery featuring paintings by 38 area artists on construction fencing.
- Worked with our local operators
- Partner with Lakeshore Excursions to develop a virtual Town of Midland FAMtour to share with the cruise lines.
- Successful in securing \$10,000 through the Province’s Heritage Funds to facilitate the 2020 Virtual Canada Day celebrations on culturealliance.ca.
- Draft of guiding principles for public art.
- Call for time capsule for burial in spring 2021.
- Cultural Safety Training research in response to the Truth and Reconciliation Call to Action 57.
- Sergeant Chris Plante from the York Regional Police conducted a one-day workshop for the Operations staff and the Tourism and Special Events manager on crowd science, crowd safety and special event planning.
- With the Culture Alliance provided the Artrepreneur program, hosted the Creative Communities Culture Conference and began initial work to begin developing a cultural asset database and map

## Major Initiatives for the coming budget year:

- Upgrade the coal dock to accommodate two (2) new very large ships (over 600 ft) for the 2022 season.
- Building momentum from the Cruise Ship study we will build a product that focuses its energy and resources on delivering a small-ship luxury/exploration cruise experience that is second to none, and that appeals equally to the demographics of the brands sailing to, and wanting to sail to, the Great Lakes. This cruise experience will be consistent with the brand philosophies of the diverse range of cruise lines that operate within the region, as well as include diverse and high-quality landside products that complement onboard products. Our objective is to support new activities and shore excursion options that will provide increased daily spending to build additional cruise line and stakeholder revenues.
- Due to COVID-19 pandemic, may need to pivot or re-imagine how events will be held and presented.
- Draft a public art policy and identify locations in Town parks, along trails and other public venues for future public art installations and community art engagement activities. This will increase cultural/historical education and appreciation, create tourism destinations, and improve the attractiveness and demonstrate the character of

# Division Performance Plan

<b>Division:</b>	<b>Culture and Tourism Corporate Services</b>
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- the community. Investment in the arts strengthens the local economy and is a reflective of a progressive municipality.
- Public art installations at the waterfront, pending receipt of grants, to beautify this area in preparation of additional cruise ship visits, to enhance community events, and to highlight the connection between downtown to Midland Bay Landing.
  - Installation of downtown art project panels from 2020 in downtown alleyways, plus commissioning more.
  - Hire a consultant to review and report on condition of all murals and what costs would be for repair and maintenance.
  - Provide cultural enhancements at existing events.
  - Lead Cultural Alliance initiatives including the Cultural Asset Database and Map, Community Cultural Celebrations, Hometown Tourist initiative and Cultural Connections learning and networking opportunities in an online format.

2021 Base Budget Change Requisition: Culture & Tourism						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-75,030	-65,500	-59,000	0	-59,000	6,500	-10%
Grants & External Contributions	-416,874	-317,019	-107,019	0	-107,019	210,000	-66%
Sales	-49,671	-35,000	-10,000	0	-10,000	25,000	-71%
Sundry Revenue	-29,596	-995	-995	0	-995	0	0%
<b>Revenue Total</b>	<b>-571,172</b>	<b>-418,514</b>	<b>-177,014</b>	<b>0</b>	<b>-177,014</b>	241,500	-58%
<b>Expense</b>							
Consultants	10,872	40,000	40,000	0	40,000	0	0%
Contracted Services	11,659	14,300	24,300	0	24,300	10,000	70%
Fees expense	2,164	1,000	1,000	0	1,000	0	0%
Fines and penalties	17					0	N/A
Grants & Donations	228,766	46,000	47,500	0	47,500	1,500	3%
Insurance	27,673	26,681	30,678	0	30,678	3,997	15%
Interdepartmental Transfers	9,267	17,683	8,949	0	8,949	-8,734	-49%
Materials & Supplies	38,977	12,980	12,670	0	12,670	-310	-2%
Printing, Advertising & Public Notices	49,348	78,130	62,830	0	62,830	-15,300	-20%
Professional Services	6,106	5,000				-5,000	-100%
Program costs	322,163	404,320	159,360	0	159,360	-244,960	-61%
Protective clothing, uniforms, subscriptions, and memberships	5,181	5,800	5,800	0	5,800	0	0%
Salaries & Benefits	198,058	216,672	219,731	0	219,731	3,059	1%
Security	6,171	7,500	8,000	0	8,000	500	7%
Software Support & Licensing	10					0	N/A
Sundry Expense		1,500	1,500	0	1,500	0	0%
Telecommunications	1,675	2,600	2,600	0	2,600	0	0%

2021 Base Budget Change Requisition: Culture & Tourism						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Town Equipment Rental		673				-673	-100%
Training, travel, meetings, and conferences	5,165	13,250	13,250	0	13,250	0	0%
Transfer to Reserve	24,155	84,155	84,155	0	84,155	0	0%
Utilities	279	678	681	0	681	3	0%
Vehicle, Equipment, and Facility Rentals	9,144	12,400	12,400	0	12,400	0	0%
<b>Expense Total</b>	<b>956,849</b>	<b>991,322</b>	<b>735,404</b>	<b>0</b>	<b>735,404</b>	-255,918	-26%
<b>Grand Total</b>	<b>385,677</b>	<b>572,808</b>	<b>558,390</b>	<b>0</b>	<b>558,390</b>	-14,418	-3%

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# Division Performance Plan

<b>Division:</b>	<b>Finance</b>
<b>Department:</b>	<b>Corporate Services</b>

## Division Overview:

The Town’s finance division provides financial leadership, advice, and support to the Corporation and contributes to the delivery of Council’s Strategic Priorities. The division’s activities are broadly categorized as: Accounting, Financial Reporting & Treasury, Budget & Financial Services, and Revenue. The division’s main annual deliverables include the audited financial statements, development of the annual budget, treasury and debt management, internal and external financial reporting (e.g. grant reporting), and property tax revenue management.

Day-to-day operational responsibilities of the finance division generally include:

- Collecting money payable to the Town,
- Depositing money received,
- Payment of all debts of the Town and other expenditures,
- Coordinate the annual audit of the Towns consolidated financial statements, Financial Information Return, and all related working papers for external audit,
- Compile and submit all statutory financial reporting documents and coordinate related audit requirements,
- Develop and maintain appropriate internal control policies and practices,
- Provide advisory services to the corporation regarding appropriate accounting treatment for transactions in accordance with PSAB,
- Accounting for tangible capital assets
- Ongoing maintenance of the Town’s accounting and budget applications,
- Process, monitor and follow-up on outstanding municipal billings,
- Issuance and collection of municipal property tax bills for the Town and remittance of property taxes collected on behalf of School Boards and the County of Simcoe,
- Remittance of Development Charges collected on behalf of School Boards and the County of Simcoe,
- Coordinate the annual budget development process,
- Recommend key corporate financial policies and strategies including those related to development charges, reserve management, debt management, and cash management,
- Provides financial support to the Corporation through the development of and monitoring of long-range financial plans and strategies to ensure operating and capital plans are sustainable,
- Provides financial support to divisions in the areas of financial management, performance management, budget development, and special projects,
- Provides periodic performance reporting based on the annual budget and capital plan.

# Division Performance Plan

<b>Division:</b>	<b>Finance</b>
<b>Department:</b>	<b>Corporate Services</b>

In addition to providing the above noted support for core Town services. The finance division provides various financial guidance and support to the Midland Public Library, Midland Bay Landing Development Corporation (a wholly-owned corporation), and the Midland Cultural Centre.

### Key Division Objectives:

- Ensure financial reporting is timely, accurate, and relevant
- Mitigate business risk through the development of financial policies, effective internal controls, and sound long-range financial planning
- Enhancing transparency through internal and external financial reporting such as statutory reporting and budget documents
- Promote efficient and effective use of financial systems
- Work collaboratively with other divisions to improve the efficiency of processes (e.g. purchases, payables, payments)

### Key successes from the prior budget year:

- Transition to new banking services provider
- Obtained debenture financing for King Street project
- 2019 audited Financial Statements and Financial Information Return filed on time
- Establishment of investment policy and investment of MPUC proceeds
- Transition to BMO P-Cards
- Ongoing response to COVID-19 including periodic reporting to Council and meeting requirements for grants administered by the Province

### Major Initiatives for the coming budget year:

In addition to the day-to-day operational responsibilities of the finance division and associated annual deliverables; the finance division expects to focus on the following major initiatives in 2021:

- Transformational Projects such as:
  - General Ledger restructuring in line with new organizational structure developed by SLT
  - Financial systems review and development of training programs for onboarding and current staff
  - Update long-range financial plan and related policies
  - Continued enhancements to the budget process
- Transition to new development charges regime including the potential for a Community Benefit Charge under:
  - Bill 108, More Homes, More Choices Act;

# Division Performance Plan

<b>Division:</b>	<b>Finance</b>
<b>Department:</b>	<b>Corporate Services</b>

- Bill 138, Plan to Build Ontario Together Act; and,
  - Bill 197, COVID-19 Economic Recovery Act.
  - Additional statutory reporting under the Safe Restart Program.
  - Area Specific Development Charge.
  - Financial Policy update including a review and recommendations for reserves and reserve funds.
  - Review of potential revenue streams.
  - Continue transitioning vendors to EFT
- It is anticipated that COVID-19 will continue to impact the finance division’s workplan into 2021. Beyond the additional reporting requirements of the Safe Restart Program, it is not known at this time what those impacts will be. However, there is the possibility division resources will need to be redeployed to support COVID-19 initiatives which may adversely impact the delivery of major initiatives.

2021 Base Budget Change Requisition: Finance						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve			-125,000	0	-125,000	-125,000	N/A
Fees, Service Charges, and Rentals	-28,841	-19,000	-28,000	0	-28,000	-9,000	47%
Interest and Investment Income	-1,579	-6,000	-6,000	0	-6,000	0	0%
Sundry Revenue	-11,383	-50				50	-100%
<b>Revenue Total</b>	<b>-41,803</b>	<b>-25,050</b>	<b>-159,000</b>	<b>0</b>	<b>-159,000</b>	-133,950	535%
<b>Expense</b>							
Consultants	4,563	16,200	16,200	0	16,200	0	0%
Fees expense	2,118	4,000	4,000	0	4,000	0	0%
Fines and penalties	3,117					0	N/A
Insurance	6,311	7,276	8,372	0	8,372	1,096	15%
Interdepartmental Transfers	38,796	30,393	-15,968	0	-15,968	-46,361	-153%
Materials & Supplies	41,853	40,700	38,500	0	38,500	-2,200	-5%
Printing, Advertising & Public Notices	10,954	6,700	7,500	0	7,500	800	12%
Professional Services	87,104	29,000	31,000	0	31,000	2,000	7%
Protective clothing, uniforms, subscriptions, and memberships	5,174	6,945	6,595	0	6,595	-350	-5%
Purchases for resale	5,894					0	N/A
Repairs & Maintenance		1,250	1,250	0	1,250	0	0%
Salaries & Benefits	722,749	710,387	899,209	0	899,209	188,822	27%
Sundry Expense	-16					0	N/A
Telecommunications	2,126	2,000	2,000	0	2,000	0	0%
Training, travel, meetings, and conferences	8,739	16,100	16,100	0	16,100	0	0%



2021 Base Budget Change Requisition: Finance						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Transfer to Reserve	49,000	42,000	35,000	0	35,000	-7,000	-17%
<b>Expense Total</b>	<b>988,482</b>	<b>912,951</b>	<b>1,049,758</b>	<b>0</b>	<b>1,049,758</b>	136,807	15%
<b>Grand Total</b>	<b>946,678</b>	<b>887,901</b>	<b>890,758</b>	<b>0</b>	<b>890,758</b>	2,857	0%

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# Division Performance Plan

<b>Division:</b>	<b>Information Technology</b>
<b>Department:</b>	<b>Corporate Services</b>

## Division Overview:

The IT division provisions, administrates, and maintains the computing resources of the corporation. This includes hardware, operating systems, applications, data integrity and security.

We work closely with trusted external partners as well as our fellow municipal partners to ensure the corporation has the solid and secure technological foundation for now and the future.

## Key Division Objectives:

Security, flexibility, innovation, and dependability are the main drivers of the IT division. The team is focusing on delivering the technology infrastructure that will support the corporation's present and future goals.

Working closely with other departments we ensure that we provide a modern, reliable and secure technology infrastructure that creates the best environment to accommodate their technology needs, inter systems connectivity, increased reliability, and varied service delivery options.

A more focused staff skill set will enhance systems ROI, improve systems functionality and open opportunities for better service delivery options.

## Key successes from the prior budget year:

The last budget cycle saw many service advancements but also some unforeseen incidents (e.g. COVID).

Key among these enhancements were:

- Completing the second of three phases of network improvements and stabilisation
- Stabilising the workstation environment through standard imaging & operating system
- Improved management and administration along with automation
- An increased security posture
- Replacing outdated hardware
- Responding to the technology related surge as a result of COVID
- Starting the implementation of several technology improvements and stabilisation initiatives to be completed in 2021

## Major Initiatives for the coming budget year:

IT will concentrate its efforts in several areas.

**Return on Investment (ROI)** is a major focus. IT has implemented several new systems and the focus will be on ensuring that they are being utilised to their fullest

## Division Performance Plan

<b>Division:</b>	<b>Information Technology</b>
<b>Department:</b>	<b>Corporate Services</b>

extent and at their most optimal level. This will be achieved through continued staff training, policies, procedures as well as third party assessments (e.g. security tests).

IT will continue its **phased approach to foundational improvement** efforts with the focus being:

- The replacement of the out of date server/storage environment which will include Active Directory upgrades and synchronisation with Microsoft Azure cloud services
- Through the support of SLT, encouragement of a centralised approach to the budgeting and provision of IT services so that we create a more clear picture of Midland's IT environment and spending; to ensure that IT is aware of, and can plan for, upcoming initiatives to ensure compatibility, intersystem operability, eliminate potential software duplication and which may have IT impacts or require IT's services; to ensure that these initiatives can be properly supported by IT and the organisation (e.g. staffing
- VDI and increase remote/mobile work capabilities
- New telephony technologies
- eServices

Playing a key role **in supporting other departments technology implementations:**

- Electronic Document Management (EDM)
- Asset Management
- Mobile workforce

2021 Base Budget Change Requisition: Information Technology						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve	-195,191	-195,191	-195,191	0	-195,191	0	0%
Grants & External Contributions	-40,000					0	N/A
Sundry Revenue						0	N/A
<b>Revenue Total</b>	<b>-235,191</b>	<b>-195,191</b>	<b>-195,191</b>	<b>0</b>	<b>-195,191</b>	<b>0</b>	<b>0%</b>
<b>Expense</b>							
Consultants	4,700	25,000	35,000	0	35,000	10,000	40%
Contracted Services		13,000				-13,000	-100%
Fines and penalties						0	N/A
Insurance	13,862	15,981	19,573	0	19,573	3,592	22%
Interdepartmental Transfers	19,054	113,351	18,274	0	18,274	-95,077	-84%
Materials & Supplies	841	500	1,100	0	1,100	600	120%
Printing, Advertising & Public Notices	3,361	800	30,000	0	30,000	29,200	3650%
Repairs & Maintenance	66,377	20,500	32,000	0	32,000	11,500	56%
Salaries & Benefits	269,467	403,593	457,489	0	457,489	53,896	13%
Software Support & Licensing	123,431	77,000	214,000	0	214,000	137,000	178%
Telecommunications	16,009	11,400	78,500	0	78,500	67,100	589%
Training, travel, meetings, and conferences	12,626	12,054	15,500	10,000	25,500	13,446	112%
Transfer to Reserve	14,000	14,000	21,000	0	21,000	7,000	50%
<b>Expense Total</b>	<b>543,728</b>	<b>707,179</b>	<b>922,436</b>	<b>10,000</b>	<b>932,436</b>	<b>225,257</b>	<b>32%</b>
<b>Grand Total</b>	<b>308,537</b>	<b>511,988</b>	<b>727,245</b>	<b>10,000</b>	<b>737,245</b>	<b>225,257</b>	<b>44%</b>

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# Section 6 Environment & Infrastructure

# Department Performance Plan

<b>Department:</b>	<b>Environment &amp; Infrastructure</b>
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## Department Overview:

The Environment and Infrastructure Department is responsible for:

- Municipal water treatment, supply and distribution
- Wastewater collection and treatment
- Stormwater collection and treatment
- Capital planning and engineering
- Development planning and engineering
- Roads and winter maintenance
- Sidewalks and winter maintenance
- Street lighting
- Traffic signals and road signage
- Municipal parking lot maintenance
- Town harbour
- Parks and play equipment
- Forestry
- Fleet maintenance

## Key Department Objectives:

- To operate and maintain municipal infrastructure, meet service levels, and ensure regulatory compliance
- Improvements and operating efficiencies for all service functions
- To provide for the balanced growth and development of the Town through clear, comprehensive, and sound implementation of land use
- To strategically manage the Town’s corporate assets, to minimize replacement costs over the long-term; and, to close the infrastructure deficit
- To execute the delivery of the Capital Plan to achieve best value for the community
- To provide marina and tourism services that provide a safe and authentic experience to our visitors
- To provide a safe, relaxing and enjoyable experience for visitors to our parks

## Key successes from the prior budget year:

- Continued to perform and meet all regulatory requirements for roads, water and wastewater during the COVID-19 pandemic
- Completed 100% of the undergrounds work and 90% of the above ground works on the King Street revitalization project
- Completed a new water treatment facility at Well 7
- Completed the Water Services Master Plan setting out the capital needs for the coming 20 years

# Department Performance Plan

<b>Department:</b>	<b>Environment &amp; Infrastructure</b>
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- Implemented required maintenance and structure removals as needed to ensure the safety of the play equipment in the parks
- Implemented mobile technologies in roads, water and wastewater that improved the efficiency and effectiveness of maintenance activities

**Major Initiatives for the coming budget year:**

- Complete the King Street rejuvenation project
- Complete the Wastewater Services Mater Plan
- Implement a fleet management preventative maintenance program
- Remove unsafe and outdated playground structures
- Playground rejuvenation and replacement

# Division Performance Plan

<b>Division:</b>	<b>Engineering</b>
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## **Division Overview:**

The Engineering Division works diligently with other departments to implement accurate asset and capital planning for all Town infrastructure including Water, Wastewater, Stormwater, and Roads. The Engineering Division develops and maintains the rehabilitation and reconstruction programs to maintain and upgrade Town infrastructure. The Division's goal is to ensure that an acceptable level of service is maintained for the public presently as well as in the future. The Division manages all Development Engineering activities as part of the planning process to ensure sustainable growth for the Town.

The Division consists of the following staff:

- 1 – Manager of Engineering (1 year contract)
- 1 – Senior Project Manger

## **Key Division Objectives:**

Engineering plays a key role in many different areas:

- Identifies, designs, tenders, and administers construction of town capital projects.
- Provides Road and Transportation system engineering and construction expertise.
- Reviews and provides comments on all development applications
- Coordinates the construction of all developments and ensures that all developers construct as per the approved plans and agreements.
- Completes inspection and security releases for all developments.
- Completes grading drawing review, inspection and sign off for building permits.
- Administers all entrance permits and review, inspection, and signoff
- Manages the Engineering Standards and approved materials lists
- Implements Traffic Calming programs
- Manages the transportation, water and wastewater Master Plans
- Provides overall Engineering advice to all departments of Town.
- Engineering staff are involved with various committees to provide support where needed.

## **Key successes from the prior budget year:**

- Managed the construction of the King St Rejuvenation Project downtown which has been the biggest capital project that the Town has ever undertaken. The project has worked through multiple challenges that are inevitable for a project like this but also worked through the challenges of Covid-19 to ensure that the project was completed on time and under budget.
- Completed deficiency work and closed out the warranty period of the Hugel Ave and Norene St Reconstruction projects confirming that both projects were completed under budget.
- Completed the construction of Chlorine Contact Chambers at Well 7 A/B. Worked through a number of challenges with the contractor to ensure that funding requirements were met and ultimately the project was completed under budget.
- Completed the design to extend the services along Balm Beach Rd from CR93 to Sundowner Rd. Construction deferred to 2021.
- Completed the tendering process to obtain a consultant to begin the reconstruction of Hannah St. for 2021.



# Division Performance Plan

<b>Division:</b>	<b>Engineering</b>
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- Facilitated the construction of multiple active developments both commercial and residential.
- Completed the review of 3 new major residential subdivisions. (200+ units each)
- Completed the review of multiple site plan applications.

## **Major Initiatives for the coming budget year:**

- Complete the design, tender and reconstruction of Hannah St. Ensure construction is completed on time and under budget.
- Complete the tender and construction of the service extension along Balm Beach Rd. Ensure that the project is completed on time and under budget.
- Begin the design process for 4 new major construction projects.
- Complete a Functional Service review of Midland Bay landing
- Complete all required Planning and Building reviews within the required timelines.
- Implement technology upgrades within the Engineering division to make the day to day engineering task more efficient.
- Manage additional capital projects for other departments where required.

2021 Base Budget Change Requisition: Engineering						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-155,438	-70,000	-120,000	0	-120,000	-50,000	71%
Grants & External Contributions	-110,013					0	N/A
Sales	-40					0	N/A
Sundry Revenue	-102,912					0	N/A
<b>Revenue Total</b>	<b>-368,404</b>	<b>-70,000</b>	<b>-120,000</b>	<b>0</b>	<b>-120,000</b>	<b>-50,000</b>	<b>71%</b>
<b>Expense</b>							
Consultants	134,444	65,000	20,000	0	20,000	-45,000	-69%
Debt Servicing	82,890					0	N/A
Grants & Donations	10,200		11,000	0	11,000	11,000	N/A
Insurance	17,698	20,404	23,435	0	23,435	3,031	15%
Interdepartmental Transfers	-6,110	10,147	10,731	0	10,731	584	6%
Materials & Supplies	4,491	5,950	5,900	0	5,900	-50	-1%
Printing, Advertising & Public Notices	1,893					0	N/A
Protective clothing, uniforms, subscriptions, and memberships	9,185	1,285	2,115	0	2,115	830	65%
Salaries & Benefits	326,195	313,323	328,767	0	328,767	15,444	5%
Software Support & Licensing	92					0	N/A
Telecommunications	2,967	3,800	4,400	0	4,400	600	16%
Training, travel, meetings, and conferences	8,983	11,900	13,900	0	13,900	2,000	17%
Transfer to Reserve	36,690	124,573	40,190	0	40,190	-84,383	-68%
<b>Expense Total</b>	<b>629,617</b>	<b>556,382</b>	<b>460,438</b>	<b>0</b>	<b>460,438</b>	<b>-95,944</b>	<b>-17%</b>
<b>Grand Total</b>	<b>261,214</b>	<b>486,382</b>	<b>340,438</b>	<b>0</b>	<b>340,438</b>	<b>-145,944</b>	<b>-30%</b>

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# Division Performance Plan

<b>Division:</b>	<b>Harbour</b>
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## **Division Overview:**

Provides expertise in key services at the harbour for transient and seasonal boaters, waterfront events and for large cruise ships to Midland

## **Key Division Objectives:**

- To provide a clean and safe tourism experience
- Ensure boater safety
- Ensure the security of docked boats

## **Key successes from the prior budget year:**

There was an 11% increase in seasonal boater this year.

Asset renewal activities included:

- Replaced seasonal dock slips - 5 finger docks with 100 feet of main dock
- Renovated two boater shower rooms
- Installed gates on Rotary and Center pier,
- Replaced one commercial clothes dryer
- Painted the entire Harbour building and Pavilions posts

## **Major Initiatives for the coming budget year:**

- Asset renewal:
- Complete the replacement of the seasonal docks.
  - Eliminate trip hazards in brick areas along Harbour front sea wall.
  - Up grade our pedestals hydro from 30 amp to 50 Amp.
  - Complete shower Renovations.

2021 Base Budget Change Requisition: Harbour						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Advertising Revenue		-750	-750	0	-750	0	0%
Fees, Service Charges, and Rentals	-166,231	-174,600	-174,600	0	-174,600	0	0%
Gain/Loss on Sale of Assets	1,097					0	N/A
Sales	-2,477	-3,500	-3,500	0	-3,500	0	0%
<b>Revenue Total</b>	<b>-167,611</b>	<b>-178,850</b>	<b>-178,850</b>	<b>0</b>	<b>-178,850</b>	0	0%
<b>Expense</b>							
Consultants	241					0	N/A
Contracted Services	4,996	3,000	3,000	0	3,000	0	0%
Fees expense	1,537	3,000	3,000	0	3,000	0	0%
Fines and penalties	4					0	N/A
Grounds Maintenance	15,607	7,500	7,500	0	7,500	0	0%
Insurance	17,172	19,798	22,633	0	22,633	2,835	14%
Interdepartmental Transfers	19,500	1,126	19,277	0	19,277	18,151	1612%
Licenses expense		260	260	0	260	0	0%
Materials & Supplies	3,293	1,800	2,800	0	2,800	1,000	56%
Printing, Advertising & Public Notices	1,033		2,000	0	2,000	2,000	N/A
Program costs	918					0	N/A
Protective clothing, uniforms, subscriptions, and memberships	955	1,100	1,100	0	1,100	0	0%
Purchases for resale	1,287	1,000	1,000	0	1,000	0	0%
Repairs & Maintenance	41,603	13,300	13,300	0	13,300	0	0%

2021 Base Budget Change Requisition: Harbour						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Salaries & Benefits	80,365	103,718	122,472	0	122,472	18,754	18%
Security	452	500	500	0	500	0	0%
Sundry Expense	-12					0	N/A
Telecommunications	4,938	1,100	1,100	0	1,100	0	0%
Training, travel, meetings, and conferences		200	200	0	200	0	0%
Transfer to Reserve	66,500	91,500	91,500	0	91,500	0	0%
Utilities	14,296	15,020	15,470	0	15,470	450	3%
Write-offs	43					0	N/A
<b>Expense Total</b>	<b>274,727</b>	<b>263,922</b>	<b>307,112</b>	<b>0</b>	<b>307,112</b>	43,190	16%
<b>Grand Total</b>	<b>107,116</b>	<b>85,072</b>	<b>128,262</b>	<b>0</b>	<b>128,262</b>	43,190	51%

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# Division Performance Plan

<b>Division:</b>	<b>Operations</b>
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## **Division Overview:**

The Town's Operations Division is responsible for:

- Road and winter maintenance
- Sidewalk repairs and winter maintenance
- Street lighting
- Traffic signals and road signage
- Ditching and culvert maintenance
- Municipal parking lot maintenance
- Parks, sports fields, and play equipment
- Storm sewers and catch basins
- Forestry and horticulture
- Fleet maintenance

## **Key Division Objectives:**

- Ensure regulatory compliance and meet all minimum maintenance standards in parks and roads operations
- Improve operational inefficiencies for all service functions
- Develop and continually enhance a fleet retention and preventative maintenance plan to optimize fleet utilization
- Work interdepartmentally to meet citizen needs and achieve organizational goals
- Provide residents with safe and enjoyable passive and active recreational opportunities
- Improve the quality of customer service provided for residents and visitors alike
- Lead with compassion in receiving and responding to all citizen questions and concerns
- Provide support for neighbouring Townships and local stakeholders
- Promote and endorse alternative modes of transportation
- Plan, design, and maintain roads in a manner that increases safety for all users
- Implement sustainable, long term service and maintenance plans

## **Key successes from the prior budget year:**

- Continued to perform and meet all regulatory requirements and minimum maintenance standards for roads and parks during the COVID-19 pandemic
- Executed required maintenance and began structure removals as needed to ensure the safety of the Town's play equipment
- Obtained and implemented new digital GPS and monitoring system to streamline and optimize preventative maintenance schedules to meet minimum maintenance standards and reduce Town liability

## Division Performance Plan

<b>Division:</b>	<b>Operations</b>
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- Successfully replaced and resurfaced 1356 square meters of sidewalks and 17,097 square meters of asphalt
- Enhanced storm water management infrastructure at Operations Center
- Updated Capital vehicle/equipment retention plan
- Reintegrated trail, skatepark, and playground inspection programs
- Ensured parks, trails, public restrooms, and sports fields remained open during the pandemic providing opportunity for citizens to safely social distance and improve wellness in an outdoor environment

### Major Initiatives for the coming budget year:

- Beach revival in Little Lake, Pete Peterson, and Gawley Parks
- Ditch rejuvenation as part of 5-year plan
- Implement a fleet management preventative maintenance program
- Remove unsafe and outdated playground structures
- Playground restoration and replacement

### Key Performance Indicators:

Indicator	2020 Plan	2020 Projected	2021 Plan
Unsafe and Outdated Playground Structures Removed	6	7	5
Parks Trees Planted	19	1	36
Street Trees Planted	21	21	25
Playground Structure Rejuvenation	2	2	3
Playground Replacement	0	0	2
Ditching Rejuvenation	14500 linear meters	1600 linear meters	14500 linear meters
Maintain and Manage Operational Fleet and Equipment (accidents/incidents per year involving Town equipment)	17	12	11

2021 Base Budget Change Requisition: Operations						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Advertising Revenue		-750	-750	0	-750	0	0%
Draw from Reserve	547,688		-228,523	0	-228,523	-228,523	N/A
Fees, Service Charges, and Rentals	-222,359	-262,107	-176,405	0	-176,405	85,702	-33%
Grants & External Contributions	-41,228	-51,500	-45,000	0	-45,000	6,500	-13%
<b>Revenue Total</b>	<b>284,101</b>	<b>-314,357</b>	<b>-450,678</b>	<b>0</b>	<b>-450,678</b>	-136,321	43%
<b>Expense</b>							
Consultants	67,045	5,500	43,000	0	43,000	37,500	682%
Contracted Services	519,940	358,635	438,610	0	438,610	79,975	22%
Debt Servicing	56,796	56,925	533,864	0	533,864	476,939	838%
Fees expense	22,685	11,163	36,663	0	36,663	25,500	228%
Fines and penalties	325					0	N/A
Fuel	178,016	27,069	159,029	0	159,029	131,960	487%
Grants & Donations	8,030	14,100	11,600	0	11,600	-2,500	-18%
Grounds Maintenance	13,559	83,150	81,150	0	81,150	-2,000	-2%
Insurance	171,013	232,159	240,000	0	240,000	7,841	3%
Interdepartmental Transfers	-81,231	69,024	9,656	0	9,656	-59,368	-86%
Licenses expense	4,808	4,300	28,800	0	28,800	24,500	570%
Materials & Supplies	495,808	399,632	454,343	0	454,343	54,711	14%
Printing, Advertising & Public Notices	4,512	1,050	1,050	0	1,050	0	0%
Professional Services		12,500	12,500	0	12,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	17,884	15,134	22,000	0	22,000	6,866	45%
Repairs & Maintenance	143,748	52,845	286,227	0	286,227	233,382	442%
Salaries & Benefits	2,718,191	2,462,552	3,053,310	0	3,053,310	590,758	24%
Security	3,214	1,550	3,400	0	3,400	1,850	119%



2021 Base Budget Change Requisition: Operations						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Software Support & Licensing	11,612	14,500	14,500	0	14,500	0	0%
Telecommunications	6,847	5,300	5,300	0	5,300	0	0%
Town Equipment Rental	288,309	883,390				-883,390	-100%
Training, travel, meetings, and conferences	9,133	11,118	15,668	0	15,668	4,550	41%
Transfer to Reserve	1,052,155	1,039,655	1,359,655	0	1,359,655	320,000	31%
Utilities	279,525	289,795	302,130	0	302,130	12,335	4%
Vehicle, Equipment, and Facility Rentals	3,053		25,000	0	25,000	25,000	N/A
<b>Expense Total</b>	<b>5,994,976</b>	<b>6,051,046</b>	<b>7,137,455</b>	<b>0</b>	<b>7,137,455</b>	1,086,409	18%
<b>Grand Total</b>	<b>6,279,078</b>	<b>5,736,689</b>	<b>6,686,777</b>	<b>0</b>	<b>6,686,777</b>	950,088	17%

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# Division Performance Plan

<b>Division:</b>	<b>Midland Water Wastewater Services</b>
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## **Division Overview:**

Wastewater Services perform the following services:

- collection and treatment of wastewater;
- operation and maintenance of the Wastewater Treatment Facility (WWTF);
- 6 Remote Wastewater Pumping Stations;.
- All works are performed in accordance with the Environmental Protection Act (EPA), Ontario Water Resources Act (OWRA), Nutrient Management Act (NMA), etc.

The Water Services Division perform the following services:

- ensuring the delivery of a safe and adequate supply of potable water through the management of the Municipal Drinking Water System within (applicable) regulatory requirements (OWRA & Safe Drinking Water Act (SDWA), etc.).
- repair and maintenance of drinking water treatment systems, water mains, valves, hydrants, residential main shut off valves,
- repair and replacement of water meters for service billing;
- the inspection of water mains and services;
- the installation of Industrial / Commercial / Institutional water services and meters,
- new home meters and hydrant metered gate valves;
- the Backflow Prevention Program;
- the resolution of water quality or water pressure issues/complaints;
- the prevention of infrastructure damage through the locating services for all of the Town of Midlands buried infrastructure in accordance with "One Call" legislation

## **Key Division Objectives:**

The objective of Water & Wastewater Services is to extract pollutants, remove toxicants, remove particles, and neutralize pathogens so that quality of discharged wastewater meets regulatory limits and ensure potable water meets water quality guidelines, the Safe Drinking Water Act and with adequate supply and quality for human consumption.

## **Key successes from the prior budget year:**

- COVID -19 Wastewater Traceability Study
- U of T Electrical Power Usage Strategy Study
- Reduction in Wastewater By-passes
- Implementation of Remote Storage of SCADA Historian
- Implementation of Sanitary Sewer Condition Assessment
- Completion of Water and Wastewater Master Plans.
- Wastewater Outfall Condition Assessment
- Wastewater Sanitary Relining Inflow & Infiltration (I&I) reduction (5%)
- Use of information technology

## Division Performance Plan

<b>Division:</b>	<b>Midland Water Wastewater Services</b>
------------------	--

<b>Major Initiatives for the coming budget year:</b>
<ul style="list-style-type: none"> <li>• Collection system condition Assessment</li> <li>• Further reduction in I&amp;I</li> <li>• Asset management / predictive Maintenance</li> <li>• Implement study recommendations</li> <li>• Sundowner Well Water Quality Assessment</li> </ul>

<b>Key Performance Indicators:</b>			
<b>Indicator</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Plan</b>
Energy Cost / ML Water	127.38	117.44	131.82
Energy Cost / ML Wastewater	83.44	73.63	79.42
% of time within limits	100%	100%	100%
Number of Bypass per year	2	3	1
Number of Sewer Mainline Backups	0	1	0
Number of Main Breaks per year	6	5	4

2021 Base Budget Change Requisition: Water						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve	-175,710	-175,710	-45,855	0	-45,855	129,855	-74%
Fees, Service Charges, and Rentals	-53,001	-25,000	-20,227	0	-20,227	4,773	-19%
Fines and penalties	-17,836	-13,000	-13,000	0	-13,000	0	0%
Interdepartmental Transfers	-224					0	N/A
Interest and Investment Income		-7,000	-7,350	0	-7,350	-350	5%
PY Surplus/Deficit	-253,705	100,710				-100,710	-100%
Rate Revenue	-3,318,913	-2,943,927	-3,197,905	0	-3,197,905	-253,978	9%
Repairs & Maintenance	-70,000	-73,000	-73,000	0	-73,000	0	0%
<b>Revenue Total</b>	<b>-3,889,390</b>	<b>-3,136,927</b>	<b>-3,357,337</b>	<b>0</b>	<b>-3,357,337</b>	<b>-220,410</b>	<b>7%</b>
<b>Expense</b>							
Chemicals	1,795	3,000	3,000	0	3,000	0	0%
Consultants	137,004	28,500	41,800	0	41,800	13,300	47%
Contracted Services	43,570	118,776	103,180	0	103,180	-15,596	-13%
Debt Servicing	300,471	301,511	371,148	0	371,148	69,637	23%
Fees expense	5,000	4,500	5,627	0	5,627	1,127	25%
Fuel	11,564	14,500	13,282	0	13,282	-1,218	-8%
Insurance	63,750	73,497	91,312	0	91,312	17,815	24%
Interdepartmental Transfers	3,826	84,657	31,772	0	31,772	-52,885	-62%
Licenses expense	6,113	6,044	4,500	0	4,500	-1,544	-26%
Materials & Supplies	111,529	148,311	131,299	0	131,299	-17,012	-11%
Printing, Advertising & Public Notices	299	500	500	0	500	0	0%
Professional Services	14,520	20,000	25,878	0	25,878	5,878	29%

2021 Base Budget Change Requisition: Water						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Protective clothing, uniforms, subscriptions, and memberships	11,091	12,100	25,300	0	25,300	13,200	109%
Repairs & Maintenance	84,699	106,100	79,166	0	79,166	-26,934	-25%
Salaries & Benefits	773,012	695,079	990,277	0	990,277	295,198	42%
Security	4,290	5,000	5,000	0	5,000	0	0%
Software Support & Licensing	17,520	20,500	60,000	0	60,000	39,500	193%
Sundry Expense	182		150	0	150	150	N/A
Taxes	74,360	75,000	75,000	0	75,000	0	0%
Telecommunications	2,665	3,139	2,316	0	2,316	-823	-26%
Town Equipment Rental		7,000				-7,000	-100%
Training, travel, meetings, and conferences	15,150	26,375	26,500	0	26,500	125	0%
Transfer to Reserve	1,969,616	1,130,338	1,015,333	0	1,015,333	-115,005	-10%
Utilities	237,365	252,500	254,997	0	254,997	2,497	1%
<b>Expense Total</b>	<b>3,889,390</b>	<b>3,136,927</b>	<b>3,357,337</b>	<b>0</b>	<b>3,357,337</b>	220,410	7%
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	0	N/A

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.

2021 Base Budget Change Requisition: Wastewater						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve			-45,083	0	-45,083	-45,083	N/A
Fees, Service Charges, and Rentals	-65,630	-62,000	-43,481	0	-43,481	18,519	-30%
Fines and penalties	-17,836	-13,196	-15,340	0	-15,340	-2,144	16%
Interest and Investment Income		-18,180	-18,180	0	-18,180	0	0%
PY Surplus/Deficit	-403,698	-172,045				172,045	-100%
Rate Revenue	-3,949,902	-3,508,756	-3,571,490	0	-3,571,490	-62,734	2%
<b>Revenue Total</b>	<b>-4,437,066</b>	<b>-3,774,177</b>	<b>-3,693,574</b>	<b>0</b>	<b>-3,693,574</b>	80,603	-2%
<b>Expense</b>							
Chemicals	127,144	156,400	147,106	0	147,106	-9,294	-6%
Consultants	9,667	13,212	15,000	0	15,000	1,788	14%
Contracted Services	285,447	419,444	460,429	0	460,429	40,985	10%
Debt Servicing	541,909	542,743	498,971	0	498,971	-43,772	-8%
Fees expense	25,188	5,500	6,360	0	6,360	860	16%
Fines and penalties	223	250				-250	-100%
Fuel	11,564	14,500	16,595	0	16,595	2,095	14%
Insurance	103,651	119,499	148,132	0	148,132	28,633	24%
Interdepartmental Transfers	9,043	-71,706	10,681	0	10,681	82,387	-115%
Licenses expense	3,297	3,912	2,928	0	2,928	-984	-25%
Materials & Supplies	83,664	130,411	145,281	0	145,281	14,870	11%
Printing, Advertising & Public Notices	299	500	669	0	669	169	34%
Professional Services	19,899	26,197	45,000	0	45,000	18,803	72%

2021 Base Budget Change Requisition: Wastewater						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
Protective clothing, uniforms, subscriptions, and memberships	7,863	10,600	10,300	0	10,300	-300	-3%
Repairs & Maintenance	159,938	191,200	172,957	0	172,957	-18,243	-10%
Salaries & Benefits	761,086	1,089,560	1,028,990	0	1,028,990	-60,570	-6%
Security	4,810	8,400	6,602	0	6,602	-1,798	-21%
Software Support & Licensing	12,098	20,500	38,025	0	38,025	17,525	85%
Sundry Expense	158					0	N/A
Taxes	44,046	45,000	45,000	0	45,000	0	0%
Telecommunications	2,982	3,139	3,685	0	3,685	546	17%
Town Equipment Rental		17,000				-17,000	-100%
Training, travel, meetings, and conferences	13,805	26,375	23,811	0	23,811	-2,564	-10%
Transfer to Reserve	1,907,020	727,426	589,739	0	589,739	-137,687	-19%
Utilities	302,263	273,615	275,671	0	275,671	2,056	1%
Vehicle, Equipment, and Facility Rentals		500	1,642	0	1,642	1,142	228%
<b>Expense Total</b>	<b>4,437,066</b>	<b>3,774,177</b>	<b>3,693,574</b>	<b>0</b>	<b>3,693,574</b>	<b>-80,603</b>	<b>-2%</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.



Councillor J. Main

Bill Gordon - Ward 2

Cody Oschefski, Councillor

Mike Ross Deputy Mayor

Stewart Strathearn

Cher Cunningham, Ward 3

Councillor Carole McGinn

Deputy Clerk

Sonia Ladouceur

Michelle Bilek

J.Main

brecque

Rob Elliott - ED Community ...

# Section 7 Council & Committees





2021 Base Budget Change Requisition: Council and Committees						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-1,000					0	N/A
Grants & External Contributions						0	N/A
<b>Revenue Total</b>	<b>-1,000</b>					0	N/A
<b>Expense</b>							
Consultants	22,241	50,000	50,000	0	50,000	0	0%
Contracted Services	9,647	10,000	10,000	0	10,000	0	0%
Grants & Donations	3,833	11,000	5,500	0	5,500	-5,500	-50%
Insurance	11,541	12,372	14,136	0	14,136	1,764	14%
Interdepartmental Transfers	31,827	27,726	29,528	0	29,528	1,802	6%
Materials & Supplies	1,323	1,250	1,250	0	1,250	0	0%
Printing, Advertising & Public Notices	362	1,000	1,000	0	1,000	0	0%
Professional Services	480	2,500	2,500	0	2,500	0	0%
Program costs	6,785	5,500	5,500	0	5,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	5,636	5,700	5,700	0	5,700	0	0%
Salaries & Benefits	231,640	318,135	337,499	0	337,499	19,364	6%
Sundry Expense	2,189	5,000	5,000	0	5,000	0	0%
Telecommunications	3,073	6,225	6,225	0	6,225	0	0%
Training, travel, meetings, and conferences	24,045	32,250	32,250	0	32,250	0	0%
Transfer to Reserve	31,500	31,500	31,500	0	31,500	0	0%
<b>Expense Total</b>	<b>386,122</b>	<b>520,158</b>	<b>537,588</b>	<b>0</b>	<b>537,588</b>	17,430	3%
<b>Grand Total</b>	<b>385,122</b>	<b>520,158</b>	<b>537,588</b>	<b>0</b>	<b>537,588</b>	17,430	3%

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2021 Base Budget Change Requisition: Community Health & Safety	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	Change in 2021 Requested Budget to 2020 Approved Budget	
						\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-21,585	-7,000	-7,000	0	-7,000	0	0%
<b>Revenue Total</b>	<b>-21,585</b>	<b>-7,000</b>	<b>-7,000</b>	<b>0</b>	<b>-7,000</b>	0	0%
<b>Expense</b>							
Contracted Services	60,153	60,705	60,705	0	60,705	0	0%
Grants & Donations	181,172	126,500	130,000	0	130,000	3,500	3%
Interdepartmental Transfers	-435	146	146	0	146	0	0%
Licenses expense	1,966	200	200	0	200	0	0%
Materials & Supplies		100	100	0	100	0	0%
Salaries & Benefits	6,031	5,938	5,910	0	5,910	-28	0%
<b>Expense Total</b>	<b>248,888</b>	<b>193,589</b>	<b>197,061</b>	<b>0</b>	<b>197,061</b>	3,472	2%
<b>Grand Total</b>	<b>227,303</b>	<b>186,589</b>	<b>190,061</b>	<b>0</b>	<b>190,061</b>	3,472	2%

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.



# Section 8 Corporate Accounts

2021 Base Budget Change Requisition: Taxation & General Revenue						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Draw from Reserve	-1,100,000	-650,000	-750,000	-150,000	-900,000	-250,000	38%
Fines and penalties	-383,582	-387,400	-387,400	0	-387,400	0	0%
Gain/Loss on Sale of Assets	-125,082					0	N/A
Grants & External Contributions	-885,802	-418,400	-581,100	0	-581,100	-162,700	39%
Interest and Investment Income	-1,062,755	-400,000	-150,000	0	-150,000	250,000	-63%
PY Surplus/Deficit	-380,211	-380,211				380,211	-100%
Taxation	-21,427,238	-22,767,860	-23,652,490	0	-23,652,490	-884,630	4%
<b>Revenue Total</b>	<b>-25,364,670</b>	<b>-25,003,871</b>	<b>-25,520,990</b>	<b>-150,000</b>	<b>-25,670,990</b>	-667,119	3%
<b>Expense</b>							
Fees expense	4,024					0	N/A
Fines and penalties	23,564					0	N/A
Professional Services	337					0	N/A
Rebates	19,414	20,000	18,000	0	18,000	-2,000	-10%
Salaries & Benefits			-400,000	0	-400,000	-400,000	N/A
Support to BIA	110,000	110,000	110,000	0	110,000	0	0%
Transfer to Reserve	23,956,833	804,311	419,135	0	419,135	-385,176	-48%
Write-offs	278,430	175,000	300,000	0	300,000	125,000	71%
<b>Expense Total</b>	<b>24,392,603</b>	<b>1,109,311</b>	<b>447,135</b>	<b>0</b>	<b>447,135</b>	-662,176	-60%
<b>Grand Total</b>	<b>-972,067</b>	<b>-23,894,560</b>	<b>-25,073,855</b>	<b>-150,000</b>	<b>-25,223,855</b>	-1,329,295	6%

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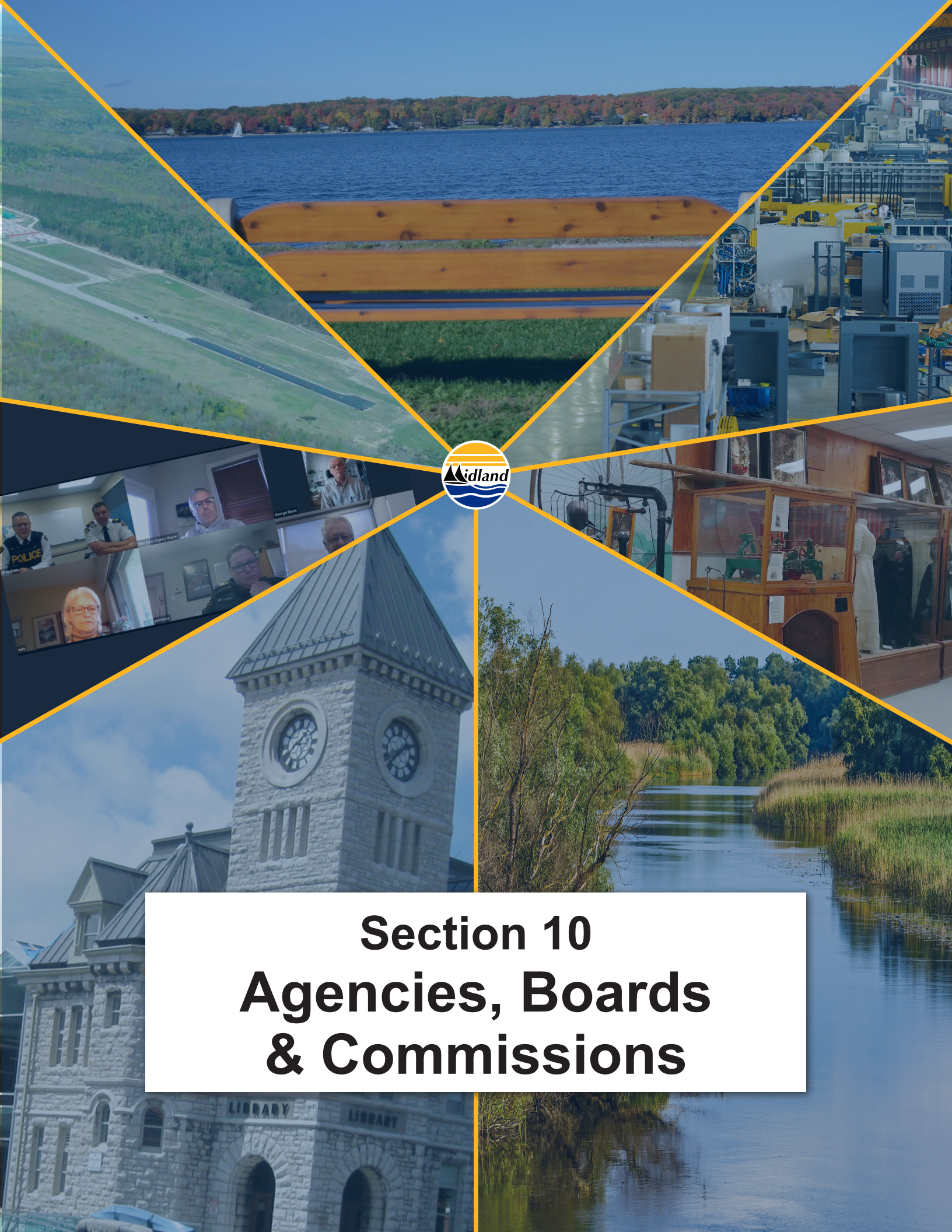
**Section 9  
Water & Wastewater  
User Rate**

# Water Rates

## 1.1 Water and Sewer Service Rates: Effective April 1, 2021

<b>1.1(a) BASE MONTHLY CHARGES : (based on size of water meter)</b>				
	<b>Base Monthly Charge</b>	<b>Base Monthly Charge</b>	<b>Base Monthly Charge</b>	<b>Base Monthly Charge</b>
<b>Meter Size</b>	<b>WATER(\$)</b>	<b>SEWER(\$)</b>	<b>WATER(\$)</b>	<b>SEWER(\$)</b>
	<b>01-Mar-20</b>	<b>01-Mar-20</b>	<b>01-Apr-21</b>	<b>01-Apr-21</b>
3/4"	\$11.60	\$13.47	\$12.18	\$14.01
1"	\$24.11	\$27.97	\$25.31	\$29.09
1 1/2"	\$53.01	\$61.50	\$55.66	\$63.96
<b>2"</b>	\$96.45	\$111.92	\$101.27	\$116.40
3"	\$204.90	\$237.78	\$215.15	\$247.29
<b>4"</b>	\$361.59	\$419.62	\$379.67	\$436.40
6"	\$482.17	\$559.52	\$587.50	\$581.90
8"	\$542.37	\$629.39	\$569.49	\$654.57
10"	\$602.65	\$699.36	\$632.78	\$727.33

<b>1.1(b) VOLUME CHARGE</b>				
	<b>Water Consumption</b>	<b>Sewage Discharge</b>	<b>Water Consumption</b>	<b>Sewage Discharge</b>
	<b>Rate per cubic metre(\$)</b>	<b>Rate per cubic metre (\$)</b>	<b>Rate per cubic metre(\$)</b>	<b>Rate per cubic metre (\$)</b>
	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Standard rate	\$1.55	\$1.80	\$1.63	\$1.87



**Section 10  
Agencies, Boards  
& Commissions**

LIBRARY LIBRARY

January 31, 2021

Mr. David Denault  
Chief Administrative Officer  
Corporation of the Town of Midland  
575 Dominion Avenue  
Midland, Ontario L4R 1R2

Dear Mr. Denault,

I am pleased to provide the EDCNS 2021 request for funding to you and to the Corporation of the Town of Midland Council for the 2021 calendar year for Economic Development Corporation of North Simcoe (EDCNS) financial support. Our funding request to the Town of Midland is \$168,814. This amount remains the same as 2020. The funding formula created for financial support from the four North Simcoe (Midland, Penetanguishene, Tay and Tiny) municipalities is 0.75 per cent of municipal tax levy including policing.

EDCNS was incorporated in 2014 with \$632,000 from the County of Simcoe with the intent that the municipalities will gradually financially support the economic development program with the County providing funding on a sliding scale. The year 2018 was the last year the County funded EDCNS in the amount of \$50,000 and the municipalities provided full funding in the amount of \$382,856 based on the 0.75 per cent of municipal tax revenue formula in 2019.

The Town of Midland funded EDCNS with \$168,814 in 2020. The budget request for this year is based on the Town of Midland's 2020 municipal tax levy. EDCNS plans to retain the 0.75 municipal tax revenue request based on the previous year's municipal tax levy.

In 2014 EDCNS consisted of one staff member. In 2021, EDCNS has three full time staff plus a bookkeeper on contract, Eagle Eye Bookkeeping. The current EDCNS Board compliment is twelve: four municipal representatives, one from each municipality and eight community members. Plus, the Economic Development Director is ex officio.

Our plans for 2020 were instantly transformed to create opportunity and recovery from the challenges the economy began facing in Spring 2020.

North Simcoe experienced positive job growth Since 2014, when EDCNS began. Although we are in a global negative economic health situation, many North Simcoe employers remain actively seeking staff for growth.

We embraced and drove powerful positive change to transform to support business recovery. We are now back at rebuild with Phase 2 of COVID-19 upon us. As 2020 began we were ready to ignite and market our value proposition for investment attraction. However, a transformation to business retention and expansion (BR+E) began with the



launch of a 'Business Recovery' program which other Ontario municipalities replicated as a model for recovery. Extensive local media coverage included the outcome of our survey to businesses on their recovery plans indicating North Simcoe is open for business! These discussions open communication amongst all our municipalities, all levels of government and our local associations to keep providing timely updates to support our businesses.

We continue to work with Georgian College marketing skilled trades training programs. We engage our manufacturers one-on-one and broader with County of Simcoe events such as the 2020 Manufacturers Forum held November 13, 2020.

The "I Love My Local" campaign ran in the summer and fall supporting business retention. A radio media promotion aired for 60 days on the DOCK 104.1 FM. A new program was planned and launched in December to promote shopping local and more are planned to support local business in 2021. Local businesses sponsored the program with over 15 outstanding awards worth up to \$2,000 each.

We held an appreciation dinner for participants of "We Live It, You'll Love It." This program delivered weekly videos of why our local businesses chose North Simcoe as their location to do business. Over 40 businesses were filmed and distributed over social media channels and are available on the EDCNS website and on the EDCNS dedicated YouTube Channel.

The International Economic Developers Council awarded EDCNS as the recipient of the 2020 honor for the multimedia program "We Live It, You'll Love It!" amongst thousands of entries. This award acknowledges the program through international eyes as well as markets the area to "attract investment" as the Town of Midland is announced across the globe, the USA and Canada.

We engaged Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to work with us to run six focus groups and we joined forces with the County of Simcoe Economic Development Office (EDO). We spoke with our four CAOs and planning directors and participants from each of the four focus sectors. North Simcoe businesses and elected officials responded to an online survey. The outcome was four strategic goals which are incorporated into our 2021 work plan. The County Economic Development Sub-Committee, Chaired by Mayor Strathearn, will be receiving the County strategy and work plan in the coming months.

In 2020 we began a rebranding program, a follow-up to our federal Invest Canada Community Initiatives grant. This letterhead is the first issued with the new branding.

Directed by community input, the vision for our 2021 recovery plan is Recover, Rebuild and Renew. EDCNS will support the development of conditions that enable a strong recovery from COVID-19, ensuring our business community remains resilient and thrives

and positioning North Simcoe as a top destination for tourism and for value-added investment.

Our scorecard for 2020 business retention and expansion (BR+E) was 40 per cent becoming 80 per cent of our programming in 2020/2021 as we Recover, Rebuild and Renew. Investment attraction was 60 per cent and became 20 per cent of our scorecard for key performance indicators. The 40/60 focus is now 80/20, a clear change in economic priorities.

The 2021 workplan will be shared with the Town of Midland after EDCNS Board approval, expected to be February 18. In 2021, we merge with tourism and industry pillars as they are converging sectors. Our budget is \$240,000 for programs across all industries.

The County of Simcoe funded EDCNS with start-up capital with the intention of gradually reducing County funding, while the municipalities increase funding which has been successful. County financial support ended in 2018. In addition to grants and funding awards from federal and provincial programs, we have operated with revenue from the four North Simcoe municipalities in 2019 and 2020. Thank you for your confidence in EDCNS.

Of the total \$405,469 municipal funding ask, \$168,814 is the request from the Town of Midland for 2021.

Thank you in advance, CAO David Denault and Corporation of the Town of Midland Town Council, for your continued support of economic development and tourism. I welcome your comments or questions at any time.


Yours sincerely,





**Sharon Vegh**

Director of Economic Development North Simcoe

Midland | Penetanguishene | Tay | Tiny

 [705.526.1371 x 114](tel:705.526.1371x114)

 [svegh@edcns.ca](mailto:svegh@edcns.ca)

 [edcns.ca](http://edcns.ca)



Mr. David Denault, CAO  
Corporation of the Town of Midland  
575 Dominion Avenue  
Midland ON L4R 1R2

**RE: 2021 BUDGET REQUEST FOR THE HURONIA MUNICIPAL AIRPORT**

Dear Mr. Denault,

Huronia Airport's 2021 budget was reviewed during September's monthly commission meeting. Due to current climate conditions, it was unanimously accepted by all members of the commission to observe a zero percent increase in our 2021 operating budget.

The Huronia Airport Commission requests the following funding for 2021:

Operating:

Annual Municipal levy of \$58,399.

Runway Loan Support \$9,814.

Capital Request:

\$18,000 to assist in the replacement of our snow removal equipment.

Total budget request for 2021 = \$86,213.

Although the pandemic has created challenges, 2020 was a successful year for Huronia Airport. This year saw the addition of infrastructure for 10 additional serviced hangar building lots through the addition of a paved taxiway and electrical sub-station. Long awaited replacement of our aging aircraft refueling system is in the final stages of completion. An extremely active flight school/ultralight repair facility has taken root at the airport with plans of extensive future expansion.

Airport staff has worked tirelessly to maintain operations with full respect to lock downs and social distancing. As a result, aircraft movements have seen a in increase of 59% and an increase in fuel sales of 17%. 2020 has seen the highest volume of fuel sales in the 11 years of record keeping. Our outdoor picnic facilities have also seen a marked increase in use by non-aviation, residents – arriving by foot, bicycle and car.

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

Regards,

Adam Rigden, B.Tech, C.E.T.

Manager, Huronia Municipal Airport

20 Ed Connelly Drive, Tiny, Ont. L0L 2J0

705 526 8086

Fax 705 526 1769

Huronia Airport

2021 Budget

Sept. 2020

Revenue	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
Municipal Levies	117642												117642
Runway Support	19629												19629
Thanger Leases	3158	3158	3158	3158	3158	3158	3158	3158	3158	3158	3158	3158	37895
Commercial Leases	2498	2498	2498	2498	2498	2498	2498	2498	2498	2498	2498	2498	29976
Green Hangars	2081	2081	2081	2081	1665	1665	1665	1665	1665	1665	2081	2081	22476
Land Leases	3100	3100	3100	3100	3100	3100	3100	3100	3100	3100	3100	3100	37200
Tie Downs & Seasonal Storage	250	250	300	600	600	800	800	800	800	300	250	250	6000
Aircraft fuel and oil sales	1025	2025	5025	5025	11025	13025	20025	18025	18025	3725	2025	1025	100000
Misc.-Vending, Room Rent, Call-out	100	100	100	100	100	300	300	300	300	100	100	100	2000
<b>Total Revenue</b>	<b>149483</b>	<b>13212</b>	<b>16262</b>	<b>16562</b>	<b>22146</b>	<b>24546</b>	<b>31546</b>	<b>29546</b>	<b>29546</b>	<b>14546</b>	<b>13212</b>	<b>12212</b>	<b>372818</b>
Expense													
Utilities	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Telephone & Internet	350	350	350	350	350	350	350	350	350	350	350	350	4200
Vehicle	100	100	100	100	100	100	100	100	100	100	100	100	1200
Administration	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Runway Interest	295	291	259	283	269	274	261	266	262	249	254	241	3204
Runway Loan Payment	1340	1344	1376	1352	1365	1360	1373	1369	1373	1385	1381	1393	16411
Interest & Service Charges	500	520	520	520	520	520	520	520	520	520	500	500	6180
Aircraft fuel and oil purchases	0	0	20000	0	20000	0	20000	0	20000	0	0	0	80000
Insurance	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15000
Professional Fees	200	200	200	200	4000	200	200	2325	200	200	200	200	8325
Maintenance - Field	1000	1000	1000	28000	1000	1000	1000	1000	1000	1000	1000	1000	39000
Maintenance - Building	900	900	900	900	900	900	900	900	900	900	900	900	10800
Maintenance - Equipment	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Realty Taxes	335	335	335	335	335	335	335	335	335	335	335	335	4020
Food Service Expense	75	75	75	75	75	75	75	75	75	75	75	75	900
Marketing	100	100	100	100	100	100	100	100	100	100	100	100	1200
Employee Salary	9873	9873	14809	9873	9873	10496	10496	10496	10496	9873	14809	9873	130840
Employee Benefits	989	989	1409	989	989	1042	1042	1042	1042	989	1409	989	12920
<b>Total Expense</b>	<b>20307</b>	<b>20327</b>	<b>45683</b>	<b>47327</b>	<b>44126</b>	<b>21002</b>	<b>41002</b>	<b>23128</b>	<b>41003</b>	<b>20326</b>	<b>25663</b>	<b>20306</b>	<b>370200</b>
<b>Surplus/Deficit</b>	<b>129176</b>	<b>-7115</b>	<b>-29421</b>	<b>-30765</b>	<b>-21980</b>	<b>3544</b>	<b>-9456</b>	<b>6418</b>	<b>-11457</b>	<b>-5780</b>	<b>-12451</b>	<b>-8094</b>	<b>2618</b>

**2021 Municipal Levies**

Municipal Payments	Budget Percentage	01/01/2020				01/08/2021					
						Annual Increase	0.0%				
						Capital Budget Amount	36,000				
		2020	Annual Support	Capital	Runway Support	Combined	2021 Increase	Annual Support	Capital	Runway Support	Combined
Municipality											
Tiny		22	25695	15400	4318	45413	0	25,695	7,920	4,318	37,933
Penetanguishene		28	33549	19600	5496	58645	0	33,549	10,080	5,496	49,125
Midland		50	58399	35000	9814	103213	0	58,399	18,000	9,814	86,213
			117642	70000	19629	211424	<b>0</b>	<b>117,642</b>	<b>36,000</b>	<b>19,629</b>	<b>173,271</b>

**2021 Capital Expenses**

		Tiny	Penetanguishene	Midland	
Snow Removal Equipment	50,000	11,000	14,000	25,000	Note 1
	0	0	0	0	
Carry Over from 2020	-14,000	-3,080	-3,920	-7,000	
Totals	36,000	7,920	10,080	18,000	

**Note 1** Replacment of 1991 Michigan Loader/Plow

**Huronia Airport Commission  
2021 Budget - FINAL**

September 2020

August

2020  
Ytd

2019  
Actual

2019  
Budget

	2021 Budget	2020 Budget	\$ Change	% Increase
Municipal Levies	117642	117642	0	0.00%
Runway support	19629	19629	0	0.00%
Thanger Leases	37895	37113	782	2.11%
Commercial Leases	29976	27962	2014	7.20%
Green Hangars	22476	21966	510	2.32%
Land Leases	37200	36000	1200	3.33%
Tie Downs & Seasonal Storage	6000	3000	3000	100.00%
Aircraft fuel and oil sales	100000	100000	0	0.00%
Misc.-Vending, Room Rent, Call-out	2000	2000	0	0.00%
<b>Total Revenue</b>	<b>\$372,818</b>	<b>\$365,312</b>	<b>\$7,506</b>	<b>2.05%</b>

137542
24307
17252
17831
24098
4545
80176
1220
<b>\$306,971</b>

134965	134965
36133	36385
25764	26328
22295	21588
33641	32057
6802	2400
95349	100000
10744	2000
<b>\$365,693</b>	<b>\$355,723</b>

<b>Expense</b>				
Utilities	12000	14400	-2400	-16.67%
Telephone & Internet	4200	3600	600	16.67%
Vehicle	1200	1200	0	0.00%
Administration	12000	12000	0	0.00%
Runway Interest	3204	3792	-588	-15.51%
Runway Loan Payment	16411	15835	576	3.64%
Interest & Service Charges	6180	6160	20	0.32%
Aircraft fuel and oil purchases	80000	80000	0	0.00%
Insurance	15000	20700	-5700	-27.54%
Professional Fees	8325	8200	125	1.52%
Maintenance - Field	39000	23000	16000	69.57%
Maintenance - Building	10800	10800	0	0.00%
Maintenance - Equipment	12000	14350	-2350	-16.38%
Realty Taxes	4020	4020	0	0.00%
Food Service Expense	900	900	0	0.00%
Marketing	1200	2500	-1300	-52.00%
Employee Salary	130840	127286	3554	2.79%
Employee Benefits	12920	12624	296	2.34%
<b>Total Expense</b>	<b>\$370,200</b>	<b>\$361,367</b>	<b>\$8,833</b>	<b>2.44%</b>
<b>Transfer to Capital Reserve</b>	<b>\$2,618</b>	<b>\$3,945</b>		

6340
3136
581
4062
2591
10494
4581
67060
13800
9000
13517
2580
7262
2680
691
233
90005
10059
<b>\$248,674</b>

10896	14400
3941	3600
351	1200
14828	12000
3980	
15294	15294
6784	8728
90778	80000
23544	18000
8895	6200
39787	24250
5309	10800
1948	10200
4020	4020
437	900
492	2500
111831	125640
11224	12476
<b>\$354,339</b>	<b>\$350,208</b>
<b>\$11,354</b>	<b>\$5,515</b>

# HURONIA MUSEUM

Wednesday, November 11, 2020

Town of Midland  
Attention: Mr. David Denault - Director of Finance/Treasurer  
575 Dominion Avenue  
Midland Ontario  
L4R 1R2

Dear Mr. Denault,

Thank you very much for the invitation to submit a budget request once again to the Town of Midland. We are very appreciative of the municipality's support of the museum's operations and activities.

This year the finance committee would like to respectfully ask that the Town of Midland consider our budget request of \$84 000. As per our partnership agreement (by-law 2016-66 schedule B) this total includes a provision towards the annual cost of the museum's audit fee and the cost of insuring the museum building. This also represents a 0% increase from last year's request, as we understand the budgetary challenges faced by all levels of government, businesses, and citizens in 2020.

On behalf of the museum's members, volunteers and board of directors, I thank you again for your support of the museum in the budgeting process. We look forward to continuing our work with the Town of Midland in 2021.

Sincerely,



Nahanni Born  
Executive Director



November 12, 2020

Mr. Michael Jermey  
The Corporation of the Town of Midland  
575 Dominion Avenue  
Midland, ON  
L4R 1R2

Dear Mr. Jermey:

**Re: 2021 Budget Request – Midland Public Library Board**

Please find enclosed the 2021 budget request for the Midland Public Library Board.

The Midland Public Library Board and staff have worked hard since 2016 to reset the course for the Library to increase our impact on our community. We've achieved a lot over these 4.5 years, with just a few of the highlights including:

- Becoming an accredited Public Library, with a score of 99% on the audit
- Becoming a leader in the province and country in per capital library memberships
- Increasing programs from 125 annual programs to just shy of 1,000 programs annually
- Obtaining the bookmobile to extend our services to the community at large
- Creating the MakerPlace, Community Living Room, Tween space and renovating spaces throughout the facility
- Shifting our service model during the pandemic to offer curbside services and virtual services and programs which see the same number of participants as our in-person programs did during the same time frame last year

The Midland Public Library has worked tirelessly at enhancing the services provided to Midland residents while also demonstrating strict fiscal responsibility, especially over the last 5 years. In preparing this budget the Board has taken into account the current pandemic conditions and the potential impacts this may have on our operations into 2021. Despite this, the library remains committed to continue serving our community through these trying times. While we have predicted revenue losses due to COVID it is our goal to try and recoup these losses as soon as it is safe to do so in 2021, helping to offset the revenue loss and actually decrease our overall budgetary increase.





After an in-depth analysis it has been determined that the municipal funding required to provide Library service in 2021 is \$1,271,660 which represents a 2% increase from the approved 2020 operating budget.

We have worked to streamline this budget while acknowledging the potential revenue losses due to COVID and balancing these with the changes to the Town pay grid on which the library employees sit. The 2020 retroactive rates, estimated 2021 rates and benefit rate changes alone would result in a 4.57% increase over the approved 2020 budget.

In addition, our predicted COVID revenue losses of \$37,000 would mean an additional 2.97% increase, for a potential combined increase of 7.54%. With this in mind the Board has worked to reduce this overall increase to only 2% by streamlining expenditures in other areas wherever possible.

In addition to our base operating budget, the Board is requesting a service level enhancement for a full-time Marketing & Communications Coordinator, which will be outlined in more detail in the attached package. The addition of this role would result in an annual budget increase of \$76, 554 to cover the full payroll burden. In 2021 this amount would be reduced as the role would not begin until the second quarter, at the earliest, should the enhancement be approved.

The Midland Public Library has become a groundbreaker in the library field due to our commitment to excellence in the community. The Library Board looks forward to continuing to develop as a leader in the library field, to working closer with the Town of Midland and to continue to grow with our community.

On behalf of the Midland Public Library Board Finance Committee which includes Ben Gorski: Finance Committee Chair, Roberta Bald: Board Chair and Barb Kettle: Board Vice-Chair,

Sincerely,

Crystal Bergstrom  
CEO & Chief Librarian  
Midland Public Library

Enclosure



## Potential Factors Impacting 2021 Operating Budget

<b>% of potential budget increase from 2020 due to wage grid increases, step increases &amp; benefit rate changes</b> <small>*includes estimated 2020/2021 increases</small>	4.57%
<b>% of potential budget increase due to COVID revenue losses</b>	2.97%
<b>Total potential increase</b>	<b>7.54%</b>

## 2021 Base Operating Budget

	2020 Budget	2021 Budget
<b>Revenue</b> <small>*reflects predicted COVID impact</small>	-\$226,690	-\$190,690
<b>Payroll &amp; Benefits</b>	\$938,577	\$995,550
<b>Expenses</b>	\$283,300	\$286,150
<b>Programming</b>	\$37,250	\$37,250
<b>Collections</b>	\$96,400	\$96,400
<b>Expansion Debt</b>	\$134,830	\$134,830
<b>Debt Charges</b>	-\$75,000	-\$134,830
<b>Transfers to Reserves</b>	\$57,000	\$47,000
<b>TOTAL</b>	\$1,245,666	\$1,271,660
	<b>% Change from 2020</b>	<b>2 % increase</b>



## 2021 Service Enhancement Request Details

The Midland Public Library Board and staff have been working hard since 2016 to advance fiscal responsibility at the Library while also enhancing services to the community.

Since 2016 our programs, services and memberships have increased dramatically and our active membership rate per capita for Midland residents is among the best in the province and country. Midland and the Midland Public Library are now leaders in the library field.

For example, in 2016 we delivered 125 programs, 418 in 2018 and in 2019 we closed the year out with nearly 1000 programs – more than double the previous year! The pandemic also did not slow our programming efforts. Our staff were able to make an efficient transition to online programs which have been hugely successful as we've seen the same number of program participants to date in 2020 as we did in 2019 when all offerings were in-person, despite not being able to host any in person programs since early March.

Our membership numbers also continue to increase each year, with the Library currently having over 19,000 active memberships – an impressive increase from 2014 where we maintained approximately 12,000 active memberships annually.

The Library has also increased services, community partnerships, outreach to the community, created a MakerPlace, completed extensive renovations throughout the facility and more – all without approaching Council for additional funds for these endeavors.

This phenomenal growth is due to the dedication and tireless efforts of all of our staff members. They are working well beyond their job descriptions to cover additional tasks related to these increases in services and programs. All staff are going above and beyond to reach out to the community, market our services and maintain our virtual presence. In 2021, the Library Board is requesting funding to add a full-time Marketing & Communications Coordinator. The fulfillment of this long overdue position will allow staff to continue to focus their efforts on providing the best quality services and programs that they have worked so hard to establish these last 4.5 years, without burnout.

On our annual community survey respondents have also commented on the need for increased communication and marketing of events and services. Many noted that they didn't realize all of the wonderful services offered, or hadn't heard about specific programs until after the program, or because they had come into the library for something else. This direct



community feedback indicates that despite the industrious efforts of our staff, more work is needed on our part in the area of marketing and communications. This is a role which the board and CEO acknowledge has been necessary since late 2018. We thank you for the opportunity to make this request for this service enhancement.

### Total Budget with Requested Service Enhancement

<b>Base Budget</b>	\$1,271,660
<b>Service Level Enhancement (SLE)</b> *estimated full payroll burden	\$76, 554
<b>TOTAL</b>	<b>\$1,348,214</b>



## Severn Sound Environmental Association

489 Finlayson St, PO Box 460, Port McNicoll ON L0K 1R0

Phone (705) 534-7283 | Fax (705) 534-7459

Email: [jcayley@severnsound.ca](mailto:jcayley@severnsound.ca) Website: [www.severnsound.ca](http://www.severnsound.ca)

September 28, 2020

Mr. David Denault, CAO  
Corporation of the Town of Midland  
575 Dominion Avenue  
Midland ON L4R 1R2

Dear Mr. Denault,

### RE: BUDGET REQUEST FOR THE SEVERN SOUND ENVIRONMENTAL ASSOCIATION AGREEMENT – 2021

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On March 26, 2009, the Severn Sound Environmental Association (SSEA) Agreement was renewed creating a Joint Municipal Service Board under the Municipal Act (Section 202). Through our Strategic Plan (2018-2023) “Building an Environmental Legacy”, we remain committed to Sound Science, being a Supportive Partner, Engaging and Informing the Community and being an Exceptional Service Driven Organization. The SSEA is committed to providing our member municipalities and partners with the exceptional science-based services you have grown to expect while ensuring SSEA is a secure and sustainable organization over the long-term.

At the time of submission of this letter, COVID-19 continues to have a significant impact on SSEA operations as well as budget. Staff have worked to adapt programming to ensure changes in water quality and the Severn Sound environment are monitored including expanding Citizen Science programs, education and outreach and our online presence. Costs have shifted in the pandemic working environment and we continue to adapt our operations and our budget accordingly while maintaining our high level of service to you our partners. As your Joint Municipal Service Board, the SSEA is positioned and ready to help you meet your goals and strategic initiatives through efficient and effective shared services.

This letter includes our budget request for 2021 and our budget projections for the three subsequent fiscal years, 2022-2024 are attached. The 2021 budget request was approved by the SSEA Board of Directors August 25, 2020. The overall municipal share of the SSEA budget for 2021 is \$874,690. The requested share of that core cost from the **Town of Midland for 2021 is \$ 125,651. The total request including special projects (as outlined in this letter) is \$161,286 (not including HST).**

Our Severn Sound communities depend on exceptional water quality for the health of our communities and our economy. The SSEA works with you to ensure the people who live, work, play, cottage and visit your Town can drink, swim, boat and fish in the waters. SSEA staff are

available for presentations and virtual events to ensure people are aware of the state of the water and ecology of the area.

Although the pandemic has created challenges, 2020 was another successful year for the SSEA partnership. With a shift to more online communication and outreach, we expanded our citizen science programs to include the new “Shore Watch” and “Stream Watch” programs with 27 new Severn Sound community volunteers (3 from Midland) signed up. We were able to support another successful multi municipal delegation at AMO to Minister Yakabuski regarding the need to build shoreline resilience.

As requested by our member municipalities, 2020 included the first year of integration of Sustainable Severn Sound (SSS) into SSEA. Due to external funding awarded to SSS in 2019 and a position vacancy, the SSEA was able to pass on a significant 66% cost savings in 2020 to our member municipalities as invoiced. Since your approval of SSS project staff as your Associate Member to the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) Program in 2018, significant progress has been made. We have led your municipality to Milestone 3 of the 5 Milestone program including: preparing a greenhouse gas (GHG) baseline profile; setting your municipal and community GHG reduction targets to 2028; preparing your Climate Change Action Plan; and acquiring Council-adoption of your corporate-level Climate Change Action Plan. The SSS program continues to support your municipality in working towards Milestone 4 (Implementation) and 5 (GHG analysis and reporting on GHG mitigation actions), and has been recognized by both FCM and additional regional organizations as PCP program leaders. Staff are also exploring the development of a broader climate change adaptation strategy to build resiliency in Severn Sound communities. In 2021, the SSEA budget includes the second year of integration of the Sustainable Severn Sound into the SSEA included separately from the core as a special project identified in the table below.

**Summary of estimated SSEA Budget request – Town of Midland 2021**

SSEA Municipal share – Town of Midland for Operations in 2021 (including Invasive Species and Provincial downloading of Ontario Drinking Water Source Protection)	\$ 125,651
Municipal Drinking Water Source Protection Risk Management Services	\$ 19,213 (+HST)
Little Lake – Water quality and zebra mussel monitoring	\$5,267 (+HST)
Sustainable Severn Sound	\$11,155 (+HST)
<b>Total Request</b>	<b>\$ 161,286</b>

The SSEA will continue to work with the Town to deliver the following activities:

- Source Water Protection, including Risk Management Services
- Habitat Assessment, Plan Input and Review as requested by the Town
- Stewardship Projects and Tree Distribution
- Investigating new climate/weather data collection stations to enhance critical water quality and ecosystem health monitoring programs
- Continued Environmental Monitoring (Climate, Open Water, Streams, Benthic invertebrates, Fish Habitat, algae bloom warning signs)

- Increasing chloride and sodium levels, air and water temperature increases increasing algae growth
- Continue to coordinate the operation of the Midland Bay water level gauge at the Midland Town Dock, critical for marine grain and cruise ship operation.
- Invasive Species Program – species identification, inventory, training and management
- Support the Town of Midland in their Bee City Canada program application and designation
- Continuing to explore municipal opportunities to adapt to climate change (including developing shoreline resilience, stormwater management and low impact development)
- Support Severn Sound Municipalities at the Great Lakes St. Lawrence Cities Initiative as well as at AMO and ROMA
- Completing the integration of SSS into SSEA, providing PCP program Associate Member services to your municipality to reach Milestone 4 and 5, including: technical greenhouse gas (GHG) analysis, projections and trends; information services and reporting on your Climate Change Action Plan achievements

We will continue to work with you as your Source Protection Authority and Risk Management Official (as regulated under the *Clean Water Act, 2006*) to ensure your municipal drinking water is protected from present and future threats. The Risk Management Services Agreement with SSEA was signed in 2015, delegating responsibility for Part IV implementation under the Ontario Clean Water Act to the SSEA. The SSEA will continue work on managing existing significant drinking water threats to the Towns drinking water supplies under the Source Protection Plan policies that require Risk Management Plans, and pre-consultation on future development proposals to protect municipal drinking water supplies. The SSEA will work with the Town to ensure the Risk Management Plan deadline outlined in the South Georgian Bay Lake Simcoe Source Protection Plan is met.

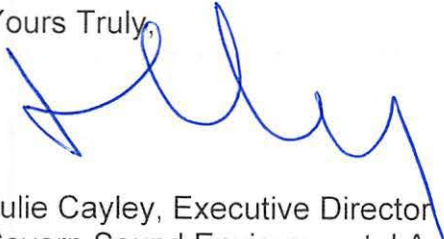
Special project funding is requested for Little Lake monitoring (\$5,267 plus HST). This will include water quality, algae and zooplankton sampling, as well as zebra mussel monitoring. It is critical to monitor algae communities, especially harmful blue-green algae, as it is an indicator of lake health.

The SSEA will continue to work with the Town of Midland and the Canadian Hydrographic Service (CHS under Fisheries and Oceans Canada – DFO) for ongoing monitoring of the water level gauge at the Midland Town dock. The gauge is critical for navigation of large vessels in Midland Bay, including the lake grain freighters and the Great Lakes cruise ships. The CHS, with assistance from SSEA, maintains the station and its housing; SSEA troubleshoots the station and facilitates the reimbursement of repair and upgrade cost with CHS (no cost to the Town of Midland). SSEA uses the station for establishing water level elevations for nearshore mapping purposes. We thank the Town for the electrical power supplied to the station from the Midland Harbour facilities.

The 2021 to 2024 budget is one that will enable the SSEA to continue to provide exceptional service to your municipality and ratepayers, protecting the water on which we all depend while ensuring our organization is sustainable over the long term. With the approval of the 2021 budget request, the SSEA will continue to serve the community while meeting our fiscal responsibilities as we shift to meet the challenges presented by the COVID-19 pandemic.

Thank you for your continuing support and participation in the Severn Sound Environmental Association. We appreciate the assistance provided by Councillor Carole McGinn, your representative on the SSEA Board. The SSEA stands ready to provide advice and respond to ongoing environmental needs of the municipality as we move through 2021. If you have any questions, please contact me.

Yours Truly,



Julie Cayley, Executive Director  
Severn Sound Environmental Association

CC: Councillor Carole McGinn, SSEA Board Member  
Michael Jerney, CFO  
Kellea Dallaire, Deputy Treasurer  
Rob Elliot, Executive Director of Community & Development Services  
Andy Campbell, Executive Director of Environment & Infrastructure



**Severn Sound Environmental Association**

**Municipal Sharing of SSEA Agreement for Core Operations**

**Municipal Revenue Shares Calculated for 2020-2024**

Municipality	Properties <sup>1</sup> in W'shed	Assessment <sup>2</sup> in W'shed	% Cost Share <sup>3</sup> (8 Municipalities)	2020 APPROVED	2021 APPROVED	2022 APPROVED IN PRINCIPLE	2023 APPROVED IN PRINCIPLE	2024 APPROVED IN PRINCIPLE
Georgian Bay	2114	\$478,457,400	5.60	\$ 74,443	\$ 78,746	\$ 81,914	\$ 84,000	\$ 85,271
Midland	6181	\$1,366,966,807	16.18	118,584	125,651	130,822	133,160	136,187
Oro-Medonte	4256	\$1,112,902,900	12.20	101,979	108,006	112,424	114,667	117,034
Penetanguishene	3446	\$734,452,100	8.85	88,003	93,154	96,938	99,101	100,912
Severn	3358	\$687,466,543	8.45	86,334	91,381	95,089	97,242	98,987
Springwater	2343	\$486,289,200	5.93	75,820	80,209	83,439	85,533	86,859
Tay	6101	\$809,898,203	12.63	103,773	109,913	114,412	116,665	119,103
Tiny	12303	\$2,392,111,202	30.16	176,911	187,630	195,448	198,118	203,466
<b>Totals:</b>	<b>40102</b>	<b>\$8,068,544,355</b>	<b>100</b>	<b>\$825,847</b>	<b>\$ 874,690</b>	<b>\$ 910,485</b>	<b>\$ 928,484</b>	<b>\$ 947,819</b>
Total annual operating/core budget				\$908,069	\$958,556	\$996,029	\$1,030,739	\$1,036,819
Base amount for each municipality				\$51,079	\$53,919	\$56,027	\$57,979	\$58,321

Note: Determination of Cost Apportionment as of December 2007 for agreement using revised SSEA watershed boundary.

- 1.the number of properties within the watershed area of each municipality was determined and from that, a percentage for cost sharing was calculated
- 2.the assessment within the watershed area for each municipality was determined and from that, a percentage for cost sharing was calculated
- 3.the average of 1. and 2.was used as the %cost share
- 4.for calculations with 8 municipalities, a base amount of 5.625% of the total annual operating budget was added to each share and followed by the percent of the remainder of the municipal amount
- 5.2020-2024 include Invasive Species Project in core operations, previously an implementation project
- 6.Source Water Implementation Project funded by core in 2020-2024 due to anticipated lack of provincial funding

2021 Base Budget Change Requisition: Midland Bay Landing Development Corporation	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	Change in 2021 Requested Budget to 2020 Approved Budget	
						\$	%
<b>Revenue</b>							
Grants & External Contributions						0	N/A
Sundry Revenue	-112,023					0	N/A
<b>Revenue Total</b>	<b>-112,023</b>					0	N/A
<b>Expense</b>							
Consultants	18,317	135,000	157,000	0	157,000	22,000	16%
Contracted Services	580	267				-267	-100%
Honorariums	41,800	54,200	54,200	0	54,200	0	0%
Insurance	6,476	11,529	12,960	0	12,960	1,431	12%
Materials & Supplies	285					0	N/A
Printing, Advertising & Public Notices	1,661	23,000	1,000	0	1,000	-22,000	-96%
Professional Services	5,000	15,000	15,000	0	15,000	0	0%
Salaries & Benefits	28,387	28,204	28,204	0	28,204	0	0%
Software Support & Licensing	10					0	N/A
Telecommunications	14					0	N/A
Training, travel, meetings, and conferences	9,494	10,000	8,000	0	8,000	-2,000	-20%
<b>Expense Total</b>	<b>112,023</b>	<b>277,200</b>	<b>276,364</b>	<b>0</b>	<b>276,364</b>	<b>-836</b>	<b>0%</b>
<b>Grand Total</b>	<b>0</b>	<b>277,200</b>	<b>276,364</b>	<b>0</b>	<b>276,364</b>	<b>-836</b>	<b>0%</b>

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.

2021 Base Budget Change Requisition: Police						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Fees, Service Charges, and Rentals	-80					0	N/A
Grants & External Contributions	-155,118	-198,043	-211,286	0	-211,286	-13,243	7%
Interest and Investment Income	-4,251					0	N/A
<b>Revenue Total</b>	<b>-159,449</b>	<b>-198,043</b>	<b>-211,286</b>	<b>0</b>	<b>-211,286</b>	<b>-13,243</b>	<b>7%</b>
<b>Expense</b>							
Contracted Services	5,141,802	5,399,755	5,472,641	0	5,472,641	72,886	1%
Fines and penalties	173					0	N/A
Insurance	4,292	1,947	267	0	267	-1,680	-86%
Interdepartmental Transfers	10,873	9,057	9,578	0	9,578	521	6%
Materials & Supplies	698					0	N/A
Printing, Advertising & Public Notices	46					0	N/A
Professional Services	22,981					0	N/A
Protective clothing, uniforms, subscriptions, and memberships	-3,977					0	N/A
Repairs & Maintenance	13,627	10,000	10,000	0	10,000	0	0%
Salaries & Benefits	269,220	321,147	69,082	0	69,082	-252,065	-78%
Security	407	600	600	0	600	0	0%
Settlement costs	-100,000					0	N/A
Telecommunications	463	1,000	1,000	0	1,000	0	0%
Training, travel, meetings, and conferences	234					0	N/A
Transfer to Reserve	202,294	198,043	402,869	0	402,869	204,826	103%
Utilities	21,088	19,350	19,534	0	19,534	184	1%

2021 Base Budget Change Requisition: Police						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Expense Total</b>	<b>5,584,221</b>	<b>5,960,899</b>	<b>5,985,571</b>	<b>0</b>	<b>5,985,571</b>	24,672	0%
<b>Grand Total</b>	<b>5,424,772</b>	<b>5,762,856</b>	<b>5,774,285</b>	<b>0</b>	<b>5,774,285</b>	11,429	0%

\*The overall 2021 cost of the OPP contract is estimated at \$5.45M for 2021, a \$73K increase over the prior year (2020 = \$5.38M).

Also included in the report above are contributions to the Police reserve which have been adjusted to maintain a relatively consistent budget for policing through a transfer to the Police Reserve. The transfer is intended to recoup historical transition costs associated with switching to the OPP for policing services.

The provision for the annual Court Security Prisoner Transport grant has been held at the prior year amount as the specific amount for 2021 was not available.

2021 Base Budget Change Requisition: Police Services Board						Change in 2021 Requested Budget to 2020 Approved Budget	
	2019 Actuals	2020 Approved Budget	2021 Base Budget	2021 One Time	2021 Request*	\$	%
<b>Revenue</b>							
Grants & External Contributions	-19,688					0	N/A
<b>Revenue Total</b>	<b>-19,688</b>					0	N/A
<b>Expense</b>							
Insurance	1,689	4,948	5,654	0	5,654	706	14%
Materials & Supplies	48	290	290	0	290	0	0%
Printing, Advertising & Public Notices	113	500	500	0	500	0	0%
Professional Services	7,031	10,000	4,700	0	4,700	-5,300	-53%
Protective clothing, uniforms, subscriptions, and memberships	1,629	2,250	2,250	0	2,250	0	0%
Salaries & Benefits	15,276	22,010	22,521	-6,081	16,440	-5,570	-25%
Telecommunications	29	150	150	0	150	0	0%
Training, travel, meetings, and conferences	2,440	5,200	5,200	0	5,200	0	0%
<b>Expense Total</b>	<b>28,254</b>	<b>45,348</b>	<b>41,265</b>	<b>-6,081</b>	<b>35,184</b>	-10,164	-22%
<b>Grand Total</b>	<b>8,566</b>	<b>45,348</b>	<b>41,265</b>	<b>-6,081</b>	<b>35,184</b>	-10,164	-22%

\* Significant changes in “2021 Requested Budget to 2020 Approved Budget” may be the result of the redistribution of base budgets and/or realignment of operations.



# Section 11 Changes Request Forms

Town of Midland  
**Change Request – Apprentice Mechanic**  
2021 Operating Budget

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**Service Area (Division): Operations**

**Proposed Service Level Change:** Introduction of an Apprentice Mechanic

**Proposed Start Date:** May 1, 2021

**Current Service Level:**

Currently there are 3 full time mechanic position however one is currently vacant. The three positions are:

- A Senior Mechanic with the ability and certification to perform maintenance on small engines, automotive vehicles (310S licence), and heavy equipment (310T license).
- A Junior Mechanic with the ability and certification to perform maintenance on heavy equipment (310T license).
- A Lead Hand – Mechanic is to oversee the shop in regards to delegation, prioritization, inventory management and control, overseeing a preventative maintenance plan, training, and the ability and certification to perform maintenance on small engines, automotive vehicles (310S licence), and heavy equipment (310T license).

**Business Case Rationale:**

The Town of Midland's mechanic shop has both the knowledge and skill with regards to existing Mechanics, as well as the necessary infrastructure to provide a variety of servicing to a wide range of vehicles and equipment. This ranges from small engines such as mowers or trimmers, to completing safety inspections on automobiles, performing maintenance on Fire Trucks, Plow Trucks, loaders and buses. The shop also services vehicles and equipment from other Town of Midland departments, local municipalities, and various government agencies.

With the current staffing level of 3 mechanics some of the above-mentioned revenue generating services are denied to ensure the maintenance standards of the Town's assets can be upheld. In addition there are various repair services on Town assets that are contracted out as there is insufficient staff time available. This year Operations expects to spend more than \$32,000 on contracting out vehicle and equipment repairs.

Additional support at an Apprentice Mechanic wage rate will allow for some of the maintenance to be performed at a lower cost. During winter seasons, roughly half of the snow maintenance staff working overnight hours. Having an additional mechanic could also open an opportunity to have one working overnight hours alongside the overnight operators and would therefore be available for immediate repairs improving the service level we can provide the Town of Midland.

Town of Midland  
**Change Request – Apprentice Mechanic**  
2021 Operating Budget

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And third, there is currently one mechanic set to retire within a short period of time, potentially a year or less. Hiring a mechanic can be difficult as was proven during the last attempt to hire which took roughly a year and a half. This is made more difficult when the need is to find a mechanic that has experience working on everything from small engines, to automobiles, Plow Trucks, Transit Vehicles, and Vac Trucks. Performing any one of the previously mentioned maintenance requires a skilled mechanic; let alone one that can perform maintenance on all of them on any given day. This type of skilled individual does not come out of school, they must obtain this wide variety of skills, knowledge, and certification through training and experience. Most commonly, a mechanic is certified to either repair small engines, or regular vehicles (310S license), or larger equipment and vehicles (310T licence); rarely is a mechanic certified to repair all. For a mechanic to be deemed a Senior Mechanic with the Town of Midland, or better a Lead Hand – Mechanic, they must have both the 310S and 310T certifications. The training needed to get both certifications should be done internally as to ensure the individual is not only trained correctly but trained to meet the needs of the Operations Mechanic Shop at the Town of Midland. This can also be deemed a form of succession planning which improves efficiency over the long term.

Operations is now beginning the process to replace a mechanic, which again last time took roughly a year and a half. This process may again be needed when one of the current Senior Mechanics retires in the near future. An Apprentice Mechanic can therefore provide support while a position is vacant, while one is out on leave or vacation, in addition to potentially becoming a qualified internal candidate to fill a vacancy after having gained experience and training with the Town of Midland.



Town of Midland  
**Change Request – Apprentice Mechanic**  
 2021 Operating Budget

**Financial Impact:**

<b>Operating Budget Impact</b>	Job	Activity	Object	Full-Year Impact
<u>Revenues</u>				
reduction in contracted services				30,000
				30,000
<u>Expenditures</u>				
Tool/Clothing Allowance				1,100
Wages				48,880
Benefits				17,596
Total				67,576
<b>Net Operating Savings(Cost)</b>				<b>(\$37,576)</b>
<b>Capital Budget Impact</b>				Full-Year Impact
<u>Expenditures</u>				
				-
<u>Less: Non-Tax Supported Revenues</u>				
Grants				
External Contributions				
Development Charges				
Other				
				-
<b>Net Capital Cost</b>				<b>\$0</b>
<b>Net Financial Budget Impact to Tax Levy</b>				<b>(\$37,576)</b>

Town of Midland  
**Change Request - Firefighter**  
2021 Operating Budget

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**Service Area (Division): Midland Fire Department**

**Proposed Service Level Change:** 1 Additional Firefighter

**Proposed Start Date:** April 1, 2021

**Current Service Level:** 10 FTE in Suppression Division

**Business Case Rationale:**

The Fire Department has struggled to maintain the requirements as outlined in the collective agreement with the Midland Professional Firefighters Association due to the currently approved staffing levels in the suppression division. This situation creates two challenges for the department and the town.

1. Stress on the suppression firefighters that are required to cover a large amount of overtime shifts and call-backs.
2. Overtime costs for covering shifts to maintain minimum staffing requirements.

**Municipal Responsibility**

The responsibility for fire protection resides at the municipal level. The *Fire Protection and Prevention Act* mandates the municipality to establish an appropriate level of service for fire protection at the municipality, based upon the local needs and circumstances. This responsibility rests with the elected members of Council subject to the advice and guidance of your administration.

Section 2. (1) of the *Fire Protection and Prevention Act* states:

Every municipality shall,

- a. Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
- b. Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

**Response Staffing Levels**

There are no mandated requirements for fire service staffing levels in Ontario; however, guidelines and standards for reference are available. Three (3) of those guidelines/standards are further explained below. In evaluating fire protection services, the guidelines/standards are considered, particularly in determining the Fire Underwriter's Survey Insurance Ratings.

Another significant impact on the services and responsibilities is the availability of staff. The Fire Department has seen a significant increase in longer term illness

Town of Midland  
**Change Request - Firefighter**  
 2021 Operating Budget

and injuries of firefighters. Over the last several years several firefighters have been off for extended periods for various reasons and the leave has caused significant impacts on the overall operations of the fire department. Although each year it has been hoped that such instances would not happen, the department has experienced four (4) members off on longer leave over the last three (3) years. With staff off there is an increase pressure on the available staff to respond and scenarios add to the overall costs respecting overtime for the department cover shifts to meet the requirements of the collective agreement. These scenarios add to the overall costs respecting overtime for the department.

Current MFD Staffing	Volunteer Firefighters	Notes	Career Firefighters	Notes
Active	18	S	11	S, FP, T
Injury/Illness	0	S	1 off now for the next four to six weeks	
Vacancy	2	S	0	
<b>Total</b>	<b>20</b>		<b>12</b>	
<b>S = Suppression Division, FP = Fire Prevention Division, T = Training Division</b>				

**Statistical Data** (2017 – 2020)

<b>Four Year History (2017 to 2020)</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Total Alarms</b>	1430	1495	1542	1443
<b>OT Shifts Required</b>	171	178	191	147
<b>OT Shift Costs</b>	\$185,295	\$191,051	\$224,495	\$178,721
<b>Shifts Worked Alone</b>	1	0	0	3

*\*2020 OT cost is only until the end of the third quarter.*

**Comparable Municipalities**

The following summary is provided as a comparative of staffing levels in similar type municipalities within the County. These municipalities were selected primarily based on population, number of households and that they are also a composite fire department. There are also some differences between Midland and these municipalities. A primary consideration when reviewing the differences between Midland and these, or other municipalities, is the significant industrial/employment and institutional risk that Midland contains is significantly greater than most other municipalities of a similar size.

Town of Midland  
**Change Request - Firefighter**  
 2021 Operating Budget

<b>Municipality</b>	<b>Career Staff</b>	<b>Volunteer Staff</b>	<b>Notes</b>
Collingwood	24 S + 2 FP, 1 TO	9	1 Chief, 1 DC and 1 EA
Wasaga Beach	20 S, + 1 TO	16	FP is the responsibility of the D/C, but this is to change in 2020 with the hiring of an FPO.
Midland	10 S, 1 TO, 1 FPO	20	1 PT Chief, 1 DC, 1 PT EA
<b>S = Suppression Division, FP = Fire Prevention Division, T = Training Division</b>			

Over the last five years, the full-time staff complement at the fire department has been reduced by the equivalent of 4 FTE's.

- Two (2) in suppression not replaced via attrition.
- One (1) full-time chief.
- One (1) full-time executive assistant. In 2015 a shared agreement with the Town of Penetanguishene saw a shared chief one (1) PT position and one (1) PT executive assistant.

During this time, the Town has seen significant growth in our commercial and residential occupancies and special events but staffing levels within the fire department has decreased.

The Midland Fire Department prides itself on providing efficient effective service to meet the needs and expectations of the community. The Department is currently at a point in which several situations are converging which will impact the future service delivery to the community.

The volunteer firefighter component is satisfactory to meet the needs of the community in most circumstances on a day-to-day basis, however training

requirements and the increasing number of emergency calls has taxed our volunteer firefighters, and they are at their limit.

The continued reliance on the volunteer firefighters due to a shortage in career firefighter staffing for minor alarms will continue to add pressure and potential reduce the effectiveness of the volunteer system.

In the fourth quarter of 2020, the impact of not having enough manpower has had a real and lasting negative impact on the mental health and safety of our members. Between October and December two career firefighters were off on

Town of Midland  
**Change Request - Firefighter**  
2021 Operating Budget

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approved leaves. This resulted in the need to fill over 40 shifts. Our team met this challenge by filling all but one (3) of the shifts, however the current approach to filling these shifts is placing an unsustainable burden on the existing staff complement. The mental health of the firefighters working so many continuous shifts and hours are becoming a concern for the fire administration.

It is critical to the ongoing sustainability of the current response system that additional career firefighters be recruited. In the view of your Fire Chief, it would be appropriate to consider the recruitment of two (2) additional suppression firefighters to support our operational model. However, due to the financial considerations and comments from SLT during the budget process only one is being requested in 2021. A request for a second suppression firefighter will be a high priority for the 2022 budget.

**Financial Impact:**

**The estimated net financial impact of adding one (1) Suppression FTE to the staff complement in 2021 is approximately \$23,000. The annual cost of an additional FTE will be offset by overtime savings.**

Town of Midland  
**Change Request - Firefighter**  
 2021 Operating Budget

**Financial Impact:**

<b>Operating Budget Impact</b>	Job	Activity	Object	Full-Year Impact
<u>Revenues</u>				
				-
<u>Expenditures</u>				
Salaries & Benefits				73,612
Overtime (Cost avoidance)				(50,000)
				23,612
<b>Net Operating Savings(Cost)</b>				<b>(23,612)</b>
<b>Capital Budget Impact</b>				Full-Year Impact
<u>Expenditures</u>				
				-
<u>Less: Non-Tax Supported Revenues</u>				
				-
<b>Net Capital Cost</b>				<b>\$0</b>
<b>Net Financial Budget Impact to Tax Levy</b>				<b>(\$23,612)</b>

Town of Midland  
**Change Request – Manager of Engineering**  
2021 Operating Budget

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**Service Area (Dept.): Environment & Infrastructure**

**Proposed Service Level Change:** Manager of Engineering

**Proposed Start Date:** June 2021

**Current Service Level:**

The Engineering Department has one Project Manager for capital construction projects and development engineering. About 10% of the Director's time is also currently available. Some projects are managed in-house while others are contracted out to engineering consulting firms for construction inspection and administration.

Subsequent to Council's approval of the 2020 Operating Budget, Council approved a one-year contract for an Acting Manager of Engineering. This contract position was filled in July 2020 by an internal candidate and the backfill for that position was filled in October. Therefore, there was actually only additional staff resources for the Engineering Department for the last two months of the year and the additional work planned for 2020 was not completed.

There were nine major engineering projects in 2020 valued at over \$16 million requiring design, review, inspection and administration. In addition, there were 4 subdivisions and over 10 site plan applications that needed engineering review, inspection and administration. In late November staff were just starting to review files for some of these projects that were submitted in June by the developers. This level of service is unacceptable to the development community.

**Business Case Rationale:**

There are currently insufficient permanent staff resources available to undertake the capital projects as identified in the 10-year capital program (Section 13 of the 2021 Budget) as well as those projects that were deferred due to Covid-19. A significant capital program is required into the foreseeable future to manage the infrastructure needs for our aging water, wastewater, roads, and growth needs.

If the capital program is to be delivered the options are:

- Increase full or part time staff complements
- Contract out all project management and inspection

It is proposed that the Acting Manager of Engineering be promoted to Manager of Engineering and their union position be back filled. The Manager would oversee the Project Manager position and the project workload would be re-aligned. This

Town of Midland  
**Change Request – Manager of Engineering**  
2021 Operating Budget

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opportunity will also train the Acting Manager on supervisory responsibilities for succession planning for the department.

The alternative would be to retain consultants to manage and administer these projects. This approach does not eliminate staff time as there is still a need to issue tenders and issue contracts for the engineering services. A junior consulting engineering charge out rate is \$120/hour vs a full-time staff manager at \$75/hour. It is estimated that retaining external consulting services would increase costs by at least \$70,000 per year.

Further it is proposed that activity-based costing be implemented so that staff costs to manage development and capital projects be directly attributed to each project. In that scenario the operating budget would only require a \$27,145 increase for the addition of the full time Manager of Engineering position as noted in the following Financial Impact.



Town of Midland  
**Change Request – Manager of Engineering**  
 2021 Operating Budget

**Financial Impact:**

<b>Operating Budget Impact</b>	Job	Activity	Object	Full-Year Impact
<u>Revenues</u>				
from capital budget				109,546
				109,546
<u>Expenditures</u>				
1 FTE Engineering Manager				103,378
Benefits				31,013
Training				1,500
Cell Phone				800
				136,691
<b>Net Operating Savings(Cost)</b>				(\$27,145)
<b>Capital Budget Impact</b>				Full-Year Impact
<u>Expenditures</u>				
				-
<u>Less: Non-Tax Supported Revenues</u>				
Grants				
External Contributions				
Development Charges				
Other				
				-

Town of Midland  
**Change Request – Manager of Legal/Risk Services**  
2021 Operating Budget

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**Service Area (Dept.): Corporate Services/Office of the Town Solicitor**

**Proposed Service Level Change:** Manager of Legal/Risk Services (Law Clerk or Junior Lawyer)

**Proposed Start Date:** April 1, 2021

**Current Service Level:** Legal/Risk Management for the Town is unstaffed.

To date, the approach to the provision of legal and risk management services, including claims and litigation management, has been conducted in an ad hoc and inconsistent manner across divisional lines within, and external to, Corporate Services with unstructured ties to operations, planning and enforcement matters. Claims of all kinds (internally and externally motivated) are directed to various staff (Operations, Clerks, Town Solicitor, CAO, etc.) via multiple mediums (phone, email, E-1-1, Council, etc.) with no clear protocols for intake, acknowledgement of receipt, coordination with the insurer, gathering of information to support insurance claims and litigation, tracking, costing and chargebacks to the divisions, and overall management of the Town's risk profile.

**Business Case Rationale:**

The current service level approach discussed above has led to corporate-wide inefficiencies and confusion as to the appropriate processes and protocols to be used when dealing with claims, insurance, litigation, project-based legal disputes, human-resource related issues, corporate secretarial duties, and the provision of in-house legal opinions and advice. Further, the lack of any legal staffing support in the face of a large, diverse portfolio has resulted in the use of external legal counsel and consultants in all departments, engagement in large-scale initiatives without consideration to the need for internal resources to support same, the lack of a centralized contract-management and precedent system with appropriate coordination with procurement and finance, timing and response issues, or certain internal "clean-up" going unattended to for years (impacting on staff morale and creating the potential for burn-out).

There will continue to be necessary and prudent use of external legal resources for certain types of files, to be determined on a case-by-case basis, where expertise within a defined are required (especially with complex files) or where efficacy and best practices dictate that use (for example: OP Appeals and labour negotiations). Having said that, including this position to provide critical legal support, depending on the breadth and depth of expertise we can attract to Midland, should yield the ability to realize savings over time in terms of the more efficient use of staff resources and the ability to handle files internally.

Town of Midland  
**Change Request – Manager of Legal/Risk Services**  
2021 Operating Budget

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The Corporate Services Department has undergone a lot of structural change via various corporate-wide reorganizations. However, these changes have not yet resulted in a functional or efficacious use of existing resources nor the recognition of the need for additional depth of expertise across departmental lines. As we look forward to a corporate-wide “reset” organizationally, this position fills one of many outstanding gaps in terms of building internal expertise and the provision of efficient and timely legal and risk management services and the utilization of an Enterprise Risk Management System (comprehensive and centralized). This position will assist Corporate Services/Office of the Town Solicitor in moving a step closer to the efficient and timely coordination of legal and risk management efforts, the provision of legal support for the day-to-day tasks (including research, drafting of simple agreements, routine legal guidance) better suited to a law clerk or junior lawyer (as opposed to the Town Solicitor). Further, this position will free up the Town Solicitor to focus on larger-scale strategic endeavours (i.e., MBLDC), providing oversight and legal guidance with respect to internal policy and procedure reviews (i.e., comprehensive bylaw review – focus on Procedural Bylaw, Committees), assessing and adjusting shared services arrangements, litigation management, negotiation of key agreements, and the provision of higher-lever legal advice and guidance to SLT, Council and Boards. Further, as the Town Solicitor is also the Executive Director of Corporate Services, this will allow more time for providing key strategic direction for the Department, as well as all Divisions. This includes the development and mentoring of talent to ensure continuity and much needed succession planning.

Costing Notes: Considering the anticipated volume of work, corporate-wide initiatives, and understaffing in various areas, the use of external legal counsel for some routine matters is unavoidable. Having said that, should the FTE request for this position be approved, that expense line would not be reduced in the first year (2021); however, as we build in-house expertise and develop internal precedent systems, centralize control and management of support services, and develop and document proper processes and procedures, we anticipate substantive savings to follow in later years. This is truly an investment in the legal and corporate health of the Town, which has been neglected historically.

Further, as per the update to HR Committee in 2020 one of the existing FTE positions in IT (approved and financed) could have been used to partially fund this request for a position. However, due to an urgent corporate need it was repurposed for a Manager of Planning position prior to the hiring of the new Town Solicitor. Had this position remained with IT, Corporate Services could have repurposed same for the Manager of Legal/Risk Services for a net increase in costs of \$46,951.65 instead of the full cost of the position (as provided below).

Town of Midland  
**Change Request – Manager of Legal/Risk Services**  
2021 Operating Budget

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No savings from reduction in use of external services or efficiencies has been factored into the 2021 budget. This position will require time to assimilate to the portfolio and environment and any savings impacts will be considered in the next budget cycle.

Town of Midland  
**Change Request – Manager of Legal/Risk Services**  
 2021 Operating Budget

**Financial Impact:**

<b>Operating Budget Impact</b>	Job	Activity	Object	Full-Year Impact
<u>Revenues</u>				
				-
<u>Expenditures</u>				
Wages				103,120
Benefits				36,092
Desk, Office, Supplies, Computer				1,200
				140,412
<b>Net Operating Savings(Cost)</b>				<b>(\$140,412)</b>
<b>Capital Budget Impact</b>				Full-Year Impact
<u>Expenditures</u>				
				-
<u>Less: Non-Tax Supported Revenues</u>				
Grants				
External Contributions				
Development Charges				
Other				
				-
<b>Net Capital Cost</b>				<b>\$0</b>
<b>Net Financial Budget Impact to Tax Levy</b>				<b>(\$140,412)</b>

Town of Midland  
**Change Request – Training and Development**  
2021 Operating Budget

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**Service Area (Division): Human Resources**

**Proposed Service Level Change:** Training and Development

**Proposed Start Date:** March 1, 2021

**Current Service Level:**

The Town's corporate training and development program historically has been focused on legislative requirements specifically for areas such as health and safety, accessibility, human rights, workplace violence and harassment.

In 2019 Administration introduced the following leadership development programs:

- Future Ready Leadership Signature Series - Mohawk College Enterprise. The Essential Skills program is designed to help individuals at the supervisory or first-time manager level to ease their transition towards effective leadership. The cost of the program is \$2,500 / person. Four (4) employees attended in 2019.
- Harvard ManageMentor Learning and Development Program. The County of Simcoe offers four (4) annual subscriptions each year to the municipality. *Harvard ManageMentor Spark* leverages Harvard Business Publishing's trusted and proven approaches to leadership development. It is designed for impact, with a unique combination of a personalized experience and access to the latest and best content curated by world-class experts. Employees are empowered to develop critical business skills when and how it works best for their busy schedules. Feedback for our participants "a great reference at the start of pandemic with how lead in a state of emergency and change management."

As part of the 2021 budget process, we aim to establish a corporate learning and development program in addition to revamping our Training and Development Policy.

**Business Case Rationale:**

In the words of the late Henry Ford "*The only thing worse than training your employees and having them leave is not training them and having them stay.*"

Since 2017 there have been a number of key retirements and departures across the organization: Fire Captain (2), Deputy Fire Chief, Director of Planning and Building, Treasurer, CAO, Senior Planner, Financial Clerks (3), Financial Officer, Director of HR, Executive Assistant, Equipment Operators, and more. With these

Town of Midland  
**Change Request – Training and Development**  
2021 Operating Budget

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retirements and departures, the transfer of corporate knowledge has been compromised.

Administration has been successful to recruit for most vacant positions, however Midland like many of our municipal partners has observed a shortage of skilled talent for many positions, in addition to a shrinking candidate pool in skilled trades such as mechanic, technical positions like engineer, business systems analyst and planner.

Establishing a corporate learning and development program will assist to attract, retain and support growth from within the Town, as well as ensure resilience and business continuity across the organization. This request will allow us to implement an initial framework for the program and to offer selected development. As we continue to engage with our employees and residents we will determine what other areas we will need to enhance and bring any recommendations forward accordingly.

As a municipality we have an opportunity to invest in our talent to reduce turnover, to improve the customer experience and develop our future leaders. Key training initiatives in 2021 would include: customer service, cultural sensitivity, mandatory safety training, use of technology, and leadership.

Town of Midland  
**Change Request – Training and Development**  
 2021 Operating Budget

**Financial Impact:**

<b>Operating Budget Impact</b>	Job	Activity	Object	Full-Year Impact
<u>Revenues</u>				
				-
<u>Expenditures</u>				
Salary				
Benefits				-
Training Fees				50,000
				50,000
<b>Net Operating Savings(Cost)</b>				<b>(\$50,000)</b>
<b>Capital Budget Impact</b>				Full-Year Impact
<u>Expenditures</u>				
				-
<u>Less: Non-Tax Supported Revenues</u>				
Grants				
External Contributions				
Development Charges				
Other				
				-
<b>Net Capital Cost</b>				<b>\$0</b>
<b>Net Financial Budget Impact to Tax Levy</b>				<b>(\$50,000)</b>





**Section 12  
Proposed Fees  
& Charges**

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
1A – New Structures	Fee per m <sup>2</sup> unless otherwise noted		Fee per m <sup>2</sup> unless otherwise noted		
<b>Designated Structures</b> – free standing (not listed elsewhere)	\$500.00	Each	\$500.00	Each	
<b>Docks</b>	\$96.00	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	
<b>Farm Buildings</b> – of low human occupancy (Architect or Engineer)	\$3.09 m <sup>2</sup>	(\$0.29 ft <sup>2</sup> )	\$3.09 m <sup>2</sup>	(\$0.29 ft <sup>2</sup> )	
<b>Farm Buildings-</b> (No Architect or Engineer)	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	
<b>Public Pools, or Outdoor Pools</b> (greater than 3.5m deep)	\$500.00	Per Pool	\$500.00	Per Pool	
<b>Minimum fee</b>		\$96.00		<b>\$110.00</b>	15%
<b>Minimum fee new residence</b>		\$1,500.00		<b>\$1,742.00</b>	15%
1B – New Buildings by Occupancies	Fee per m <sup>2</sup> unless otherwise noted		Fee per m <sup>2</sup> unless otherwise noted		
<b>Group A – Assembly Uses</b>					
Gaming Premises - finished	\$19.26 m <sup>2</sup>	(\$1.79 ft <sup>2</sup> )	\$19.26 m <sup>2</sup>	(\$1.79 ft <sup>2</sup> )	
- shell only	\$14.73 m <sup>2</sup>	(\$1.37 ft <sup>2</sup> )	\$14.73 m <sup>2</sup>	(\$1.37 ft <sup>2</sup> )	
Portable classrooms - per unit	\$450.00	Flat Fee	\$450.00	Flat Fee	
All other buildings - finished	\$14.04 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.04 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	
- shell only	\$10.74 m <sup>2</sup>	(\$1.00 ft <sup>2</sup> )	\$10.74 m <sup>2</sup>	(\$1.00 ft <sup>2</sup> )	
<b>Group B – Institutional Uses</b>					
All buildings - finished	\$14.00 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.00 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	
- shell only	\$9.88m <sup>2</sup>	(\$0.91 ft <sup>2</sup> )	\$9.88m <sup>2</sup>	(\$0.91 ft <sup>2</sup> )	
<b>Group C – High Density Residential (Apts, Hotels, etc....)</b>					
All buildings - finished	\$12.92 m <sup>2</sup>	(\$1.20 ft <sup>2</sup> )	<b>\$14.86 m<sup>2</sup></b>	<b>\$1.38 ft<sup>2</sup></b>	15%
- shell only	\$9.98 m <sup>2</sup>	(\$0.93ft <sup>2</sup> )	<b>\$11.48 m<sup>2</sup></b>	<b>\$1.07 ft<sup>2</sup></b>	15%
<b>Group C – Low Density Residential (Singles, Semis, Towns, etc....)</b>					
Individual dwelling - Floor area not listed below	\$10.89 m <sup>2</sup>	(\$1.01ft <sup>2</sup> )	<b>\$12.52 m<sup>2</sup></b>	<b>\$1.16 ft<sup>2</sup></b>	15%
- Finished basement-w/house construction	\$96.00	Per Project	<b>\$110.00</b>	<b>Per Project</b>	15%
- Attached garage	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.48 m<sup>2</sup></b>	<b>\$0.69 ft<sup>2</sup></b>	15%
- Attached carport bay	\$96.00	Flat fee	<b>\$110.00</b>	<b>Flat fee</b>	15%
- Covered Deck / Porch	\$6.57 m <sup>2</sup>	(\$0.61 ft <sup>2</sup> )	<b>\$7.55 m<sup>2</sup></b>	<b>\$0.70 ft<sup>2</sup></b>	15%

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
- Deck /Porch without roof	\$5.00m <sup>2</sup>	(\$0.46 ft <sup>2</sup> )	<b>\$5.75 m2</b>	<b>\$0.53 ft2</b>	15%
- Acc Building/Boathouse (over 200 sf)	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.48 m2</b>	<b>\$0.69 ft2</b>	15%
- Acc Building/Boathouse (under 200 sf)	\$96.00	Flat Fee	<b>\$110.00</b>	<b>Flat fee</b>	15%
<b>Group D, &amp; E – Business Services and Mercantile Uses</b>					
Restaurants - finished	\$14.00m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.00m2	(\$1.30 ft2)	
- shell only	\$4.63 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.63 m2	(\$0.43 ft2)	
All other Buildings - finished	\$10.89 m <sup>2</sup>	(\$1.01 ft <sup>2</sup> )	\$10.89 m2	(\$1.01 ft2)	
- shell only	\$8.33 m <sup>2</sup>	(\$0.78 ft <sup>2</sup> )	\$8.33 m2	(\$0.78 ft2)	
<b>Group F – Industrial Uses</b>					
Gas Bar Canopy/ Car Washes					
- finished	\$6.05 m <sup>2</sup>	(\$0.56 ft <sup>2</sup> )	\$6.05 m2	(\$0.56 ft2)	
- shell only	\$4.63 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.63 m2	(\$0.43 ft2)	
Parking Garages / Warehouse Storage					
- finished	\$4.58 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.58 m2	(\$0.43 ft2)	
- shell only	\$3.51 m <sup>2</sup>	(\$0.33 ft <sup>2</sup> )	\$3.51 m2	(\$0.33 ft2)	
All other buildings - finished	\$6.95 m <sup>2</sup>	(\$0.65 ft <sup>2</sup> )	\$6.95 m2	(\$0.65 ft2)	
- shell only	\$5.32 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.32 m2	(\$0.50 ft2)	
<b>1C – Temporary Structures</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Bleachers</b>	\$5.39 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )	\$5.39 m2	(\$0.52 ft2)	
<b>Protective Hoarding</b> (partially enclosed)	\$130.00	Flat fee	\$130.00	Flat fee	
<b>Protective Tunnels/Walkways</b> (fully enclosed)	\$16.52 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$16.52 m2	(\$1.54 ft2)	
<b>Sales office / Trailers</b>	\$260.00 each	Flat fee	\$260.00 each	Flat fee	
<b>Temporary tent up to 225m<sup>2</sup></b>	\$130.00 each	Flat fee	\$130.00 each	Flat fee	
<b>Temporary tent greater than 225m<sup>2</sup></b>	\$170.00 each	Flat fee	\$170.00 each	Flat fee	
<b>Permanent tent / air supported structure</b>	\$4.68 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.68 m2	(\$0.43 ft2)	
<b>1D – Demolitions</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Whole Structure</b>					
- 1 storey, no basement/crawlspace, 60m <sup>2</sup> or less	\$96.00	Flat fee	\$96.00	Flat fee	
- any other structure not exceeding 60 m <sup>2</sup>	\$300.00	Flat fee	\$300.00	Flat fee	
- any structure over 60 m <sup>2</sup>	\$1000	Flat fee	\$1000	Flat fee	

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
<b>Partial</b> (where remaining structure will remain occupied)					
- To all uses other than an Individual Residential unit	\$6.50 m <sup>2</sup> area affected (\$0.60 ft <sup>2</sup> )		\$6.50 m <sup>2</sup> area affected (\$0.60 ft <sup>2</sup> )		
<b>1E – Structure Remediation &amp; Additions</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Designated Structures</b> attached to structure (not listed elsewhere)	\$500.00	Per Unit	\$500.00	Per Unit	
<b>Farm Buildings</b> of low human occupancy – additions	\$3.34 m <sup>2</sup>	(\$0.31 ft <sup>2</sup> )	\$3.34 m <sup>2</sup>	(\$0.31 ft <sup>2</sup> )	
<b>Clandestine Labs remediation</b>	\$10,000.00	Per Unit	\$10,000.00	Per Unit	
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		
<b>Marijuana Grow-op minor remediation</b>	\$500.00	Per Unit	\$500.00	Per Unit	
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		
<b>Marijuana Grow-op major remediation</b>	\$8,000.00	Per Unit	\$8,000.00	Per Unit	
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		
<b>Public Pools</b>	\$500.00	Per Pool	\$500.00	Per Pool	
<b>1F – Additions &amp; Renovations to Buildings</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Group A – Assembly Uses</b>					
Gaming Premises - Additions	\$22.60 m <sup>2</sup>	(\$2.10 ft <sup>2</sup> )	\$22.60 m <sup>2</sup>	(\$2.10 ft <sup>2</sup> )	
- Interior alterations / repairs	\$17.00 m <sup>2</sup>	(\$1.58 ft <sup>2</sup> )	\$17.00 m <sup>2</sup>	(\$1.58 ft <sup>2</sup> )	
- Interior finishing of a new shell	\$10.20 m <sup>2</sup>	(\$0.95 ft <sup>2</sup> )	\$10.20 m <sup>2</sup>	(\$0.95 ft <sup>2</sup> )	
All other uses - Additions	\$16.47 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$16.47 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	
- Interior alterations / repairs	\$12.35 m <sup>2</sup>	(\$1.15 ft <sup>2</sup> )	\$12.35 m <sup>2</sup>	(\$1.15 ft <sup>2</sup> )	
- Interior finishing of a new shell	\$7.42 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.42 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	
<b>Group B – Institutional Uses</b>					
All uses - Additions	\$21.42 m <sup>2</sup>	(\$2.00 ft <sup>2</sup> )	\$21.42 m <sup>2</sup>	(\$2.00 ft <sup>2</sup> )	
- Interior alterations / repairs	\$16.07 m <sup>2</sup>	(\$1.50 ft <sup>2</sup> )	\$16.07 m <sup>2</sup>	(\$1.50 ft <sup>2</sup> )	
- Interior finishing of a new shell	\$9.64 m <sup>2</sup>	(\$0.90 ft <sup>2</sup> )	\$9.64 m <sup>2</sup>	(\$0.90 ft <sup>2</sup> )	
<b>Group C – High Density Residential (Apts, Hotels, etc....)</b>					
All uses - Additions	\$15.25 m <sup>2</sup>	(\$1.42 ft <sup>2</sup> )	<b>\$17.54 m<sup>2</sup></b>	<b>\$1.63 ft<sup>2</sup></b>	15%
- Interior alterations / repairs	\$11.40 m <sup>2</sup>	(\$1.06ft <sup>2</sup> )	<b>\$13.11 m<sup>2</sup></b>	<b>\$1.21 ft<sup>2</sup></b>	15%
- Interior finishing of a new shell	\$6.84 m <sup>2</sup>	(\$0.64 ft <sup>2</sup> )	<b>\$7.87 m<sup>2</sup></b>	<b>\$0.74 ft<sup>2</sup></b>	15%

## Building - Tables 1A to 1F - Base Structure Permit Fees

		2020		2021		
<b>Group C – Low Density Residential (Singles, Semis, Towns, etc....)</b>						
All uses	- Accessory building additions	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.47 m2</b>	<b>\$0.69 ft2</b>	15%
	- Boathouse additions	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.47 m2</b>	<b>\$0.69 ft2</b>	15%
	- Dock additions	\$96.00	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
Individual dwelling - Additions not listed below		\$12.81 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )	<b>\$14.73 m2</b>	<b>\$1.37 ft2</b>	15%
	- Attached garage	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.47 m2</b>	<b>\$0.69 ft2</b>	15%
	- Carport	\$96.00	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
	- Covered Deck / Porch additions	\$6.50 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	<b>\$7.47 m2</b>	<b>\$0.69 ft2</b>	15%
	- Deck/porch (no roof) additions	\$5.00 m2	(\$0.46 ft <sup>2</sup> )	<b>\$5.75 m2</b>	<b>\$0.53 ft2</b>	15%
	- Interior alterations /repairs	\$9.61 m <sup>2</sup>	(\$0.90 ft <sup>2</sup> )	<b>\$11.05 m2</b>	<b>\$1.03 ft2</b>	15%
	- Interior finishing	\$5.77 m <sup>2</sup>	(\$0.54 ft <sup>2</sup> )	<b>\$6.63 m2</b>	<b>\$0.62 ft2</b>	15%
	- Finish of basement	\$3.12m <sup>2</sup>	(\$0.29 ft <sup>2</sup> )	<b>\$3.59 m2</b>	<b>\$0.33 ft2</b>	15%
<b>Group D, &amp; E – Business Services and Mercantile Uses</b>						
Restaurants	- Additions	\$16.52 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$16.52 m2	(\$1.54 ft2)	
	- Interior alterations / repairs	\$12.39 m <sup>2</sup>	(\$1.15 ft <sup>2</sup> )	\$12.39 m2	(\$1.15 ft2)	
	- Interior finishing of a new shell	\$7.44 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.44 m2	(\$0.69 ft2)	
All other uses	- Additions	\$12.85 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )	\$12.85 m2	(\$1.19 ft2)	
	- Interior alterations / repairs	\$9.64 m <sup>2</sup>	(\$0.89 ft <sup>2</sup> )	\$9.64 m2	(\$0.89 ft2)	
	- Interior finishing of a new shell	\$5.79 m <sup>2</sup>	(\$0.54 ft <sup>2</sup> )	\$5.79 m2	(\$0.54 ft2)	
<b>Group F – Industrial Uses</b>						
Gas Bar Canopy / Car Washes						
	- Additions	\$7.14 m <sup>2</sup>	(\$0.66 ft <sup>2</sup> )	\$7.14 m2	(\$0.66 ft2)	
	- Repairs	\$5.36 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.36 m2	(\$0.50 ft2)	
	- Interior finishing of a new shell	\$3.22 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )	\$3.22 m2	(\$0.30 ft2)	
Parking Garages / Warehouse Storage						
	- Additions	\$5.41 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.41 m2	(\$0.50 ft2)	
	- Interior alterations / repairs	\$2.48m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.48m2	(\$0.23 ft2)	
	- Interior finishing of a new shell	\$1.25 m <sup>2</sup>	(\$0.12 ft <sup>2</sup> )	\$1.25 m2	(\$0.12 ft2)	
All other uses	- Additions	\$5.41 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.41 m2	(\$0.50 ft2)	
	- Interior alterations / repairs	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.48 m2	(\$0.23 ft2)	
	- Interior finishing of a new shell	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.48 m2	(\$0.23 ft2)	

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
<b>2A – Site Servicing</b> - Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Irrigation system</b>					
- serving individual dwelling properties	\$96.00 each	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
- serving all other building properties	\$96.00 each	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
<b>On-site Sewage systems</b>					
- New - Class 4, or 5 system	\$520.00 each	Flat Fee	<b>\$598.00</b>	<b>Flat Fee</b>	15%
- New - Class 1,2 or 3 system	\$300.00 each	Flat Fee	<b>\$345.00</b>	<b>Flat Fee</b>	15%
- Alteration to existing on-site sewage system	\$300.00 each	Flat Fee	<b>\$345.00</b>	<b>Flat Fee</b>	15%
- Repair to existing on-site sewage system	\$160.00	Per Project	<b>\$184.00</b>	<b>Per Project</b>	15%
- Plan Review of existing for compliance	\$40.00	Per Project	<b>\$46.00</b>	<b>Per Project</b>	15%
- Site Review of existing for compliance	\$96.00	Per Site Visit	<b>\$110.00</b>	<b>Per Site Visit</b>	15%
- Alteration NOT required	\$96.00	Per Site Visit	<b>\$110.00</b>	<b>Per Site Visit</b>	15%
- Alteration required	\$300.00 each	Flat Fee	<b>\$345.00</b>	<b>Flat Fee</b>	15%
- New sewage system required	\$520.00 each	Flat Fee	<b>\$598.00</b>	<b>Flat Fee</b>	15%
- Re-inspection Program					
- initial site inspection	\$130.00	Flat Fee	<b>\$149.50</b>	<b>Flat Fee</b>	15%
- additional site inspections	\$96.00	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
<b>Private Fire Hydrant system</b> (wet or dry)	\$200.00	Per Project	<b>\$230.00</b>	<b>Per Project</b>	15%
<b>Sewer Connection</b> from existing septic system	\$96.00	Per Project	<b>\$110.00</b>	<b>Per Project</b>	15%
<b>New Site Servicing</b> - To all projects except Low Density Residential (Installation of sanitary, storm sewers, and water distribution service)	\$130.00 per 30m	(or part thereof)	<b>\$149.50 per 30m</b>	<b>(or part thereof)</b>	15%
<b>2B – Building Mechanical &amp; Fire Safety</b> - Fees for stand-alone projects or where such features are proposed in additions or renovation projects.	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>H.V.A.C</b>					
- Non-residential	\$150.00	Per Appliance	<b>\$172.50</b>	<b>Per Appliance</b>	15%
- Residential	\$130.00	Per Project	<b>\$149.50</b>	<b>Per Project</b>	15%

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
<b>Plumbing</b>					15%
- Fixture not listed below	\$20.00 each	Flat Fee	\$23.00	Flat Fee	15%
- Backwater device					15%
- Installed in conjunction with other construction	\$20.00 each	Flat Fee	\$23.00	Flat Fee	15%
- Stand-alone installation of one unit	\$96.00	Flat Fee	\$110.00	Flat Fee	15%
- Stand-alone installation of multiple units	\$96.00	Per Unit	\$110.00	Per Unit	15%
- Testable Backflow devices					15%
- Installed in conjunction with other construction	\$20.00 each	Flat Fee	\$23.00	Flat Fee	15%
- Stand-alone installation of one unit	\$96.00	Flat Fee	\$110.00	Flat Fee	15%
- Stand-alone installation of multiple units	\$96.00	Per Unit	\$110.00	Per Unit	15%
<b>Fire/Life Safety Systems Installation or upgrade</b>					15%
- Electromagnetic Lock/Hold-open	\$8.25 each	Per Unit	\$9.49 each	Per Unit	15%
- Emergency Lighting	\$0.51 m <sup>2</sup> of area serviced only		\$0.59 m <sup>2</sup> of area serviced only		15%
- Fire Alarm system	\$0.51 m <sup>2</sup> of area serviced only		\$0.59 m <sup>2</sup> of area serviced only		15%
- Sprinkler system	\$0.51 m <sup>2</sup> of area serviced only		\$0.59 m <sup>2</sup> of area serviced only		15%
- Standpipes (retrofit)	\$96.00	Per Cabinet	\$110.00	Per Cabinet	15%
- Fire Doors (retrofit)	\$96.00	Per Door	\$110.00	Per Door	15%
<b>2C - Miscellaneous Elements</b> - Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.	<b>Fee per m<sup>2</sup> unless otherwise noted</b>		<b>Fee per m<sup>2</sup> unless otherwise noted</b>		
<b>Barrier Free walks / ramps</b> (exterior)	\$96.00 each	Flat Fee	\$110.00 each	Flat Fee	15%
<b>Below Grade Exterior Stair</b>	\$96.00 each	Flat Fee	\$110.00 each	Flat Fee	15%
<b>Chutes</b> (Linen / Refuse)	\$96.00 each	Flat Fee	\$110.00 each	Flat Fee	15%
<b>Commercial Cooking Hood</b>	\$260.00 each	Flat Fee	\$299.00 each	Flat Fee	15%
<b>Fire Department Plans Examination</b>	\$100.00		\$115.00		15%
<b>Floor Area Change</b> (new usage of existing)	\$2.05 m <sup>2</sup>		\$2.36 m <sup>2</sup>		15%
<b>Mechanical Rooms</b>	\$96.00		\$110.00		15%
<b>Underpinning / Tie Backs / Shoring</b>	\$131.00 per 10m (or part thereof)		\$150.65 per 10m (or part thereof)		15%
<b>Rack Storage Systems</b>	\$6.58 m <sup>2</sup>	(\$0.612 ft <sup>2</sup> )	\$7.57 m <sup>2</sup>	\$0.70 ft <sup>2</sup>	15%
<b>Retaining Walls</b> (per OBC) - 1 meter or less in height	\$130.00	Per Property	\$149.50	Per Property	15%
- Exceeding 1 meter in height	\$500.00	Per Property	\$575.00	Per Property	15%

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
<b>Signs</b>					
- Minor Wall signs (254 lb or less) - 1st sign	\$96.00 each	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
- for each Minor Wall sign thereafter on same permit	\$48.00 each	Flat Fee	<b>\$55.20</b>	<b>Flat Fee</b>	15%
- All other signs	\$260.00 each	Flat Fee	<b>\$299.00</b>	<b>Flat Fee</b>	15%
<b>Spray Booths / Dust Collectors</b>	\$500.00 each	Flat Fee	<b>\$575.00</b>	<b>Flat Fee</b>	15%
<b>Solid Fuel Appliance c/w Chimney System</b>	\$260.00 each	Flat Fee	<b>\$299.00</b>	<b>Flat Fee</b>	15%
<b>Above Ground Pool - No Deck</b>	\$96.00 each	Flat Fee	<b>\$110.00</b>	<b>Flat Fee</b>	15%
<b>Inground Pool Fence</b>	\$200.00 each	Flat Fee	<b>\$230.00</b>	<b>Flat Fee</b>	15%



## Building - Tables 1A to 1F - Base Structure Permit Fees

<b>2D – Green Systems</b>					
- Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.					
<b>Green Roofs</b>	\$6.43 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	\$6.43 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	
<b>Greywater recycling systems</b>					
- serving individual dwelling	\$170.00 each	Flat Fee	\$170.00 each	Flat Fee	
- all others	\$500.00 each	Flat Fee	\$500.00 each	Flat Fee	
<b>Geo-Thermal systems</b>					
- serving individual dwelling	\$170.00 each	Flat Fee	\$170.00 each	Flat Fee	
- all others	\$500.00 each	Flat Fee	\$500.00 each	Flat Fee	
<b>Solar Domestic Hot Water systems</b>					
- serving individual dwelling	\$170.00 each	Flat Fee	\$170.00 each	Flat Fee	
- all others	\$500.00 each	Flat Fee	\$500.00 each	Flat Fee	
<b>Solar photovoltaic systems</b>					
- roof mounted to individual dwelling buildings	\$170.00 each affected roof side		\$170.00 each affected roof side		
- all others	\$500.00 per 140 m <sup>2</sup> of solar panel		\$500.00 per 140 m <sup>2</sup> of solar panel		
<b>Wind Turbines</b>	\$500.00 each turbine		\$500.00 each turbine		
<b>3A – Permit Applications &amp; Active Permits</b>					
<b>Additional Inspections</b>	\$80.00	Per Inspection	<b>\$92.00</b>	<b>Per Inspection</b>	15%
<b>Change of Use Application</b>					
- No construction proposed or required	\$96.00	Per Application	<b>\$110.00</b>	<b>Per Application</b>	15%
- Compensating construction is required	Use appropriate fees listed else where in this schedule				
<b>Conditional Building Permit Agreements</b>					
- Simple Agreement	\$210.00	Per Agreement	<b>\$241.50</b>	<b>Per Lot</b>	15%
- Other	\$2,100.00	Per Agreement			
- plus, Third Party Review	Out of pocket cost recovery + 10%		<b>Cost recovery +15%</b>		
<b>Deferral of revocation of building permit</b>	\$120.00	Per Permit	\$120.00	Per Permit	

## Building - Tables 1A to 1F - Base Structure Permit Fees

	2020		2021		
<b>Lot Grading Approvals from Town Engineer</b>					
- Administrative assistance for Individual Dwelling (houses)	\$60.00	Per Project	\$60.00	Per Project	
- plus, Town Engineer Review	\$300.00	Per Project	\$300.00	Per Project	
- Administrative assistance for all other Buildings	\$120.00	Per Project	\$120.00	Per Project	
- plus, Town Engineer Review	\$100.00	Per Hour	\$100.00	Per Hour	
<b>Processing and collection of applicable law approvals</b>					
- Per Individual Dwelling (houses)	\$60.00	Per Project	<b>\$63.00</b>	<b>Per Project</b>	15%
- For all other Buildings or Structures	\$122.00	Per Project	<b>\$140.30</b>	<b>Per Project</b>	15%
- plus, Third Party Review	Out of pocket cost recovery + 10%		<b>Cost recovery + 15%</b>		
<b>Request to use Alternative Solution</b>	\$1,100.00	Per Request	\$1,100.00	Per Request	
- plus, Third Party Review of design submission	Out of pocket cost recovery + 10%		<b>Cost recovery + 15%</b>		
<b>Request for CBO to accept Alternative Material</b>	\$1,100.00	Per Request	\$1,100.00	Per Request	
- plus, Third Party Review of design submission	Out of pocket cost recovery +10%				
<b>Request for Partial Permit</b>	\$210.00	Per Request	\$210.00	Per Request	
- plus, Third Party Review of design submission	Out of pocket cost recovery + 10%		<b>Cost recovery +15%</b>		
<b>Review of revised permit documents</b>	\$78.00	Per Hour	\$78.00	Per Hour	
<b>Site Visits</b> – prior to permit issuance	\$80.00	Per Site Visit	\$80.00	Per Site Visit	
<b>Third Party Review</b>	Out of pocket cost recovery +10%		<b>Cost recovery +15%</b>		
<b>Transfer of Permit to new property owner</b>	\$125.00	Per Permit	\$125.00	Per Permit	
<b>3B – Archived Permit</b> - Notwithstanding the fees described below, the fee applied to reactivate a permit shall not exceed the original permit fee value					
<b>Review of permit file documents</b>	\$80.00	Per Hour	<b>\$92.00</b>	<b>Per Hour</b>	15%
<b>Maintenance Fee of all files not closed within 24 months</b>	\$96.00	Per Year	<b>\$110.00</b>	<b>Per Year</b>	15%
<b>Site Visits</b>	\$80.00	Per Site Visit	<b>\$92.00</b>	<b>Per Site Visit</b>	15%
<b>Third Party Review</b>	Out of pocket cost recovery + 10%		<b>Cost recovery +15%</b>		
<b>3C – Investigations</b> - To offset additional investigative and administrative costs, the following fees apply;					

## Building - Tables 1A to 1F - Base Structure Permit Fees

Construct or Demolish without Permit Issued	2020		2021		
- Prior to the issuance of an Order pursuant to the Building Code Act	Double normal permit fee \$15,000 on Max		Double normal permit fee \$15,000 on Max		
- Order pursuant to the Building Code Act	\$200.00 per Order issued		<b>\$230.00 per Order issued</b>		15%
- Order not complied with, additional site inspections to review status of non-compliance	\$100.00 per inspection		<b>\$115.00 per inspection</b>		15%
- Order registered on title	\$300.00 per Order		<b>\$345.00 per Order</b>		15%
- Issuance of Summons	\$300.00 a Summons plus legal expense		<b>\$345.00 per Summons plus legal expense</b>		15%
<b>Other Non-compliance Building Code Act &amp; Code Matters</b>					15%
- Order to Comply pursuant to the Building Code Act	\$200.00 per Order issued		<b>\$230.00 per Order issued</b>		15%
- Stop Work Order pursuant to the Building Code Act	\$200.00 per Order issued		<b>\$230.00 per Order issued</b>		15%
- Unsafe Order pursuant to the Building Code Act	N/C		N/C		
- Order not complied with, additional site inspections to review status of non-compliance	\$100.00 per Inspection		<b>115</b>		15%
- Order registered on title	Cost recovery +10%		<b>Cost recovery +15%</b>		
- Issuance of Summons	Cost recovery +10%		<b>Cost recovery +15%</b>		
<b>3D – After-hours Inspections</b>					
<b>Non-Emergency Call</b>	\$250.00	Per Hour	\$250.00	Per Hour	
<b>Emergency Call</b>	\$320.00	Per Hour	\$320.00	Per Hour	
<b>3E – Miscellaneous Clerical Functions</b>					
<b>Building Compliance Title Search or Septic Use permit</b>					
Septic use permit	\$25.00 each	Flat Fee	\$25.00 each	Flat Fee	
Regular response	\$50.00 each	Flat Fee	\$50.00 each	Flat Fee	
48 hr “quick” response	\$100.00 each	Flat Fee	\$100.00 each	Flat Fee	
<b>Compliance Letters to other Government Authorities</b>					
- Unrelated to a active permit or permit application	\$100.00	Per Letter	<b>\$115.00</b>	<b>Per Letter</b>	15%
- Where there is a active permit or permit application	\$100.00	Per Letter	<b>\$115.00</b>	<b>Per Letter</b>	15%
<b>Comprehensive Occupancy Certificate</b>	\$200.00 each	Flat Fee	<b>\$230.00 each</b>	<b>Flat Fee</b>	15%
<b>Consent Application Review</b>	\$110.00	Per Application	<b>\$126.50</b>	<b>Per Application</b>	15%
<b>Special Requests for File Research</b>	\$60.00	Per Hour +HST	<b>\$69.00</b>	<b>Per Hour +HST</b>	15%

## Building - Tables 1A to 1F - Base Structure Permit Fees

<b>3F – Extra Services Deposit</b>				
- Collected at permit issuance to offset any additional inspection and administrative costs not anticipated but incurred by the municipality during a project.				
- Any fees deducted from the deposit shall be calculated in accordance with Table 3A to 3E of this schedule.				
- Unused portion of deposit is fully refundable, see Part 4 of this schedule for details				
<b>Group A, B, C – High Density Residential, D, E, &amp; F</b>				
- New, Additions & Renovations	\$150.00 per 100 m <sup>2</sup> (or part thereof)		\$150.00 per 100 m <sup>2</sup> (or part thereof)	
- Stand-alone projects not applicable to above	\$500.00	Per Project	\$500.00	Per Project
<b>Group C – Low Density Residential</b> (Houses - singles, towns, etc...)				
- New Dwelling	\$500.00	Per Project	\$500.00	Per Project
- All other projects	\$250.00	Per Project	\$250.00	Per Project
<i>Exemptions</i> - Tents, Signs, residential decks & sheds				
<b>Lot Grading Deposit</b> – All other projects (unless otherwise specified in a development agreement)	\$3,000.00	Per Lot	\$3,000.00	Per Lot

## Clerks and By-law

1	Service	2020	2021 Proposed
1.1	Photocopy (each) (all fees subject to HST)	Black and White/Colour	Black and White/Colour
	Letter (8½ x 11) Black and White	\$0.50	\$0.50
	Letter (8½ x 11) Colour	\$1.00	\$1.00
	Legal (8½ x 14) Black and White	\$1.00	\$1.00
	Legal (8½ x 14) Colour	\$2	\$2
	Tabloid (11 x 17) Black and White	\$2	\$2
	Tabloid (11 x 17) Colour	\$3.50	\$3.50
	Arch C (18 x 24) Black and White	\$5.00	\$5.00
	Arch C (18 x 24) Colour	\$8	\$8
	Arch D (24 x 36) Black and White	\$10	\$10
	Arch D (24 x 36) Colour	\$12	\$12
	Arch E (36 x 48) Black and White	\$15	\$15
	Arch E (36 x 48) Colour	\$20	\$20
1.2	Lapel Pins (At the discretion of the Clerk's Department, groups, teams or individuals, representing the Town may be permitted 100 pins on a one-time basis per year.)	\$2.00 each + HST	\$2.00 each + HST
1.3	Town of Midland Flags	\$60 each + HST	\$65
1.4	Municipal Information Form (LCBO)	\$20	\$25
1.5	Commission of Oath/Certification of Document	\$30+HST	\$30+HST
	(non-municipal related)	\$50 (non-resident) HST	\$50+HST
1.6	Burial Permit – Non-Resident	\$25	\$25
1.7	Marriage License	\$140	\$140
1.8	Civil Ceremony	\$250 during regular business hours on premises	\$260
		\$300 after regular business hours or off premises	\$310

## Clerks and By-law

	Service	2020			2021 Proposed		
1.9	Lottery Licensing						
	Break Open Tickets	3% of total prize(s) value			3% of total prize(s) value		
	Bazaar	3% of prize payout per box			3% of prize payout per box		
		\$10/wheel of fortune per day			\$10/wheel of fortune per day		
	Raffle/Bingo	3% of total prize value			3% of total prize value		
1.10	Animal Control Dogs Kennel License	\$125 (Jan. 1 to Feb. 28)			\$135 (Jan. 1 to Feb. 28)		
		\$160 (Mar. 1 to Dec. 31)			\$170 (Mar. 1 to Dec. 31)		
	Dog License (each dog)	<u>1 year</u>	2 year	<u>3 year</u>	<u>1 year</u>	2 year	<u>3 year</u>
	(Jan. 1 to Feb. 28)	\$20	\$40	\$60	\$20	\$40	\$60
	(Mar. 1 to Dec.)	<u>1 year</u>	2 year	<u>3 year</u>	<u>1 year</u>	2 year	<u>3 year</u>
		\$35	\$50	\$70	\$35	\$50	\$70
		\$10 (replacement tag)			\$10 (replacement tag)		
	Pound and Seizure Fee	\$40			\$40		
	Daily Maintenance Fee	\$5			\$5		
	1.11	Business Licensing					
Auctioneer, Hawker and Peddler, Refreshment Vehicle, Farmers Market							
Application Fee		\$20			\$22		
Replacement Business License		\$10			\$15		
a) Auctioneer							
Annual License		\$65			\$70		
Event License		\$5			\$6		
b) Hawker and Peddler							
Annual License		\$230			\$235		
Event License		\$5			\$6		

## Clerks and By-law

	Service	2020	2021 Proposed
11.1 Cont.	c) Joint Hawker and Peddler Event license	\$5 per vendor / per day	\$6 per vendor/day
	d) Refreshment Vehicle		
	Annual License	\$230	\$235
	Event Licence	\$5	\$6
	Event License (non-profit charitable organization/non-profit non-charitable organization)	No Charge	No Charge
	e) Farmers' Market - Annual License	600	600
1.12	Municipal Freedom of Information Request		
	Application Fee	\$5	\$5
	Photocopies and computer printouts	\$0.20 per page + HST	\$0.20 per page + HST
	CD-Roms	\$10 each + HST	\$10 each + HST
	Manual Search	\$7.50 for each 15 minutes	\$7.50 for each 15 minutes
	Preparation of a record for disclosure, including severing a part of the record	\$7.50 for each 15 minutes	\$7.50 for each 15 minutes
	Developing a computer program or other method of producing a record from machine readable record	\$15 for each 15 minutes	\$15 for each 15 minutes
1.13	Taxi Cab Stands – Maximum 3 spaces	\$400 annually	\$400 annually
1.14	Meter Bag Rate (\$50 deposit)	\$10 single	\$10 single
		\$15 double	\$15 double
1.15	Encroachment Agreement (standard)	1200 + HST	1250 + HST
	For Patio downtown core as defined with the Zoning By-law	300 + HST	310 + HST
	Agreement amendment for <b>patio</b> in downtown core	150 + HST	155 + HST
1.16	Permit Parking (All fees include HST)	Annual Fee per space	Annual Fee per space
	Lot 1 – Behind Gianetto's (29 spaces)	\$431.21	\$99
	Lot 3 – Beside Post Office (5 spaces)	\$431.21	\$99
	Lot 4 – Beside the Mirror Paper (5 spaces)	\$431.21	\$99
	Lot 5 – Behind Bourgeois Motors (33 spaces)	\$431.21	\$99
	Lot 6 – Behind TD Bank (27 spaces)	\$431.21	\$99

## Clerks and By-law

	Service	2020	2021 Proposed
1.16	Permit Parking (All fees include HST)	Annual Fee per space	Annual Fee per space
Cont.	Lot 7 – Behind Subway Restaurant (10 spaces)	\$357.33	\$99
	Lot 8 – Beside Total Sports ( 6 spaces)	\$357.33	\$99
	Lot 9 – Behind Bayshore Dental (17 spaces)	\$143.74	\$99
	Lot 10 – Beside One Stop Beauty Shop (19 spaces)	\$431.21	\$99
	On Street Permit Parking		
	First Street between Hugel & Yonge (33 spaces)	\$357.33	\$99
	Midland Avenue between Hugel & Yonge (37 spaces)	\$357.33	\$99
	Monthly Permit Parking (All fees include HST)		
	Lot 1 – Behind Gianetto's	\$131.75	\$30
	Lot 5 – Behind Bourgeois Motors	\$131.75	\$30
	Lot 6 – Behind TD Bank	\$131.75	\$30
	Lot 7 – Behind Subway Restaurant	\$110.19	\$30
	Lot 9 – Behind Bayshore Dental	\$59.89	\$30
	Lot 10 – Beside One Stop Beauty Shop	\$131.75	\$30
1.17	Annual Fire Permit Fee	\$40	\$40
	Administration Fee for first time By-law Offence	30%	30%
	Administration Fee for subsequent offence related to same by- law during a 12 month period	60%	60%
1.18	Police Records		
	Motor Vehicle Accident Report	\$50.00	\$55
	Motor Vehicle Accident Report including officer's notes, witness statements, general report	\$100.00 + time related to preparation of record for disclosure, including severing a part of the record.	\$110.00 + time related to preparation of record for disclosure, including severing a part of the record.
	Occurrence Confirmation Reports/Incident Reports	\$100 +HST	\$110 +HST



## Finance

		2020	2021 Proposed
2	SERVICE/ACTIVITY FEE	FEE	FEE
2.1	Returned Cheque	\$40	\$40
2.2	Tax Certificate	\$40	\$45
	Tax Certificate (if req within 48 hrs)	\$65	\$70
2.3	Duplicate Tax Receipt / Tax Statement	\$10	\$10
2.4	Budget document	\$100 + HST	\$100 + HST
2.5	Printed labels	\$0.25/label+HST (Minimum \$25)	\$0.25/label+HST (Minimum \$25)
2.6	Tax Sale Documents	Actual cost + HST, plus 25% administration	Actual cost + HST, plus 25% administration
2.7	Interest on outstanding accounts receivables	1.25%	1.25%
2.8	Duplicate Utility Receipt	\$10	\$10
2.9	Letter of confirmation that taxes were paid by previous owner	\$50	\$50
2.1	Development Charge Interest Plan Admin Fee	\$1,000	\$1,000
2.11	Interest on outstanding Development Charges	5.00%	5.00%
<b>NEW</b>	New Tax Roll (New Account)		\$30
<b>NEW</b>	Tax Roll Ownership Change		\$30
<b>NEW</b>	Development Charge Agreement Fee (e.g. Deferral Agreement)		Minimum \$500 + Additional costs (not to exceed full cost recovery)

## Fire and Emergency Services

3	SERVICE/ACTIVITY	FEE - 2020	2021 Proposed
3.1	<i>Request for Fire Reports</i>	\$100.00	\$100.00
3.2	<i>Request for Inspection Requests</i>	\$100.00	\$100.00
	Request for Written Information (Mortgage Clearance Letters, Change of Ownership, etc.)	\$100.00	\$100.00
	Inspection Requests (excluding "Inspections required under a Building Permit")	\$75.00	\$75.00
	No Show for Inspection	\$55.00	\$55.00
	Single Occupancy Building (under 20,000 sq. ft.)	\$75.00	\$75.00
	Single Occupancy Building (over 20,000 sq. ft.)	\$100.00	\$100.00
	Multiple Tenant Building (under 20,000 sq. ft.)	\$100.00	\$100.00
	Multiple Tenant Building (over 20,000 sq. ft.)	\$110.00	\$110.00
	Each Unit – Occupancy	\$30.00 per unit	\$30.00 per unit
	L.C.B.O. Approvals (Occupant Load Calculations)	\$100.00	\$100.00
	Fire Apparatus Stand-by (shows, exhibitions, demonstrations, etc.) Stand-by	Actual Cost	Actual Cost
	Not for Profit	Exempt	Exempt
	Security Stand-by for Incendiary Fires	\$500.00/truck for first hour + Costs	\$500.00/truck for first hour + Costs
		\$250.00/truck for each additional ½ hour + Costs	\$250.00/truck for each additional ½ hour + Costs
	False Alarms – Police Services		
	First Alarm	No Charge	No Charge
	Second Alarm	No Charge	No Charge
	Third Alarm	\$200	\$200
	All subsequent False Alarms within the calendar year	\$200	\$200

## Fire and Emergency Services

3	SERVICE/ACTIVITY	FEE - 2020	2021 Proposed
	False Alarms – Fire Services		
	False Alarms (more than two (2) false alarms in twelve (12) months – Same Building – due to faulty or improperly installed or maintained equipment or in the opinion of the Fire Chief or Designate the alarm could have been prevented by alternate measures.		
	First Alarm	No Charge	No Charge
	Second Alarm	No Charge	No Charge
	Third Alarm	\$200	\$200
	All Subsequent Alarms within the Calendar Year	\$200	\$200
	Elevator Rescue (Nuisance or Malicious) Note: One alarm per twelve-months exempt. Nuisance alarm = non-notification of work/testing to system, poor maintenance, non-action to remedy cause/repair system	\$1,000.00	\$1,000.00
	Fire Training and Demonstrations (Municipal Departments Exempt)	\$100.00 per hour + Costs	\$100.00 per hour + Costs
	Technical Response	Full Cost Recovery	Full Cost Recovery
	Retain Private Contractor Provide Rescue and Environmental Cleanup (If it is necessary to retain private contractor, rent equipment not normally carried on a fire apparatus in order to determine origin and cause, suppress or extinguish a fire, preserve property, prevent fire spread, make safe or otherwise eliminate a hazard)	Full Cost Recovery	Full Cost Recovery
	Fire Works (Request for inspection and approval of site for sale and storage)	\$75.00	\$75.00
	Fire Suppression Foam and Dry Chemical Foam	Actual Cost	Actual Cost
	Photo Opportunity with Apparatus (wedding, birthday parties)		
	Use of Truck, Firehall	\$50.00 per hour	\$50.00 per hour
	Use of Truck on Location	\$100.00 per hour	\$100.00 per hour
	PFD – only within the boundary of Penetanguishene MFD – only within the boundary of Midland		

## Fire and Emergency Services

	SERVICE/ACTIVITY	FEE - 2020	2021 Proposed
3.3	<i>Emergency Response</i>		
	Automobile Incident (Fire or Collision) Invoice parties involved in Midland	Ministry of Transportation (MTO) Current Rates	Ministry of Transportation (MTO) Current Rates
	· Midland residents exempt in Midland		
	· Penetanguishene residents exempt in Penetanguishene		
	Automobile Incident located on the King's Highways	Ministry of Transportation (MTO) Current Rates	Ministry of Transportation (MTO) Current Rates
3.4	<i>Other Services</i>		
	Air Cylinder Recharge		
	SCBA	\$10.00	\$10.00
	CASCADE	\$50.00	\$50.00
	Training Courses	\$100 per hour + Costs	\$100 per hour + Costs
	Securing of Property	\$175.00 per hour + Costs	\$175.00 per hour + Costs
	Incident Clean-up Note: Where costs for additional specialized resources are required, all costs shall be the responsibility of the property owner.	Actual Costs	Actual Costs
	Fire Marquee Indemnification Technology	\$500.00/vehicle for first hour	\$500.00/vehicle for first hour
	*Note: Extra- ordinary costs will be billed in addition to the above	\$250.00/vehicle for each additional ½ hour, inclusive of personnel costs.*	\$250.00/vehicle for each additional ½ hour, inclusive of personnel costs.*

## Infrastructure

5	Service/Activity	FEE - 2020	2021 Proposed
5.1	Curb Cuts for Driveways	Actual charge of contractor (minimum of \$200 + HST)	Actual charge of contractor (minimum of \$200 + HST)
5.2	Town Dock Fees - Seasonal Boat Slips (May to October)		
	Centre Pier	\$60.25 per foot (charge for size of boat)	\$60.85 per foot (charge for size of Boat)
	Pier B	\$60.25 per foot (charge for min 20 feet)	\$60.85 per foot (charge for min 20 feet)
	Rotary Pier (includes electricity)	\$60.25 per foot (charge for min 30 feet)	\$60.85 per foot (charge for min 30 feet)
	Transient Boat Slips	\$1.70 per foot.	\$1.75 per foot
	Administration Fees	\$25.00 (applied to monthly payment plans)	\$25 (applied to monthly payment plans)
<b>All fees include a surcharge for capital cost recovery.</b>			

# NSSRC

## Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private and Commercial Groups

	2020	2021 Proposed	
<b>Gymnasium Per Hour/Gym</b>			10%
a.	\$ 11.14	\$ 12.25	
b.	\$ 13.37	\$ 14.71	
c.	\$ 22.29	\$ 24.52	
<b>Community Hall - 1/2 hourly</b>			5%
a.	\$ 18.96	\$ 19.91	
b.	\$ 22.95	\$ 24.10	
c.	\$ 41.76	\$ 43.85	
<b>Community Hall - Full Hourly</b>			5%
a.	\$ 37.95	\$ 39.85	
b.	\$ 45.91	\$ 48.21	
c.	\$ 83.52	\$ 87.70	
<b>Community Hall 1/2 Daily Special Event</b>			5%
a.	\$ 197.58	\$ 207.46	
b.	\$ 237.10	\$ 248.96	
c.	\$ 422.03	\$ 443.13	
<b>Community Hall Full Daily Special Event</b>			5%
a.	\$ 395.15	\$ 414.91	
b.	\$ 474.20	\$ 497.91	
c.	\$ 869.35	\$ 912.82	
<b>Seniors Room Hourly</b>			10%
a.	\$ 18.56	\$ 20.42	
b.	\$ 22.26	\$ 24.49	
c.	\$ 40.81	\$ 44.89	
<b>Multi Purpose Hourly</b>			10%
a.	\$ 7.86	\$ 8.65	
b.	\$ 9.05	\$ 9.96	
c.	\$ 16.57	\$ 18.23	
<b>Bill Thompson Hourly</b>			5%
a.	\$ 18.56	\$ 19.49	
b.	\$ 22.27	\$ 23.38	
c.	\$ 40.81	\$ 42.85	
<b>Board Room Hourly</b>			10%
a.	\$ 7.37	\$ 8.11	
b.	\$ 8.75	\$ 9.63	
c.	\$ 16.13	\$ 17.74	
<b>Seminar Room Hourly</b>			10%
a.	\$ 7.37	\$ 8.11	
b.	\$ 8.75	\$ 9.63	
c.	\$ 16.13	\$ 17.74	

# NSSRC

## Legend - Categories

- a. = Minor Sports/Youth Groups/Schools
- b.= Adult/Senior Not-For-Profit
- c. = Private and Commercial Groups

NSSRC - Miscellaneous Fees	2020	2021	
<b>Bartender</b>	\$ 18.00	\$ 18.90	5%
<b>TV/DVD player</b>	\$ 11.14	\$ 11.70	5%
<b>Multi-Media Projector</b>	\$ 33.43	\$ 35.10	5%
<b>Community Hall Kitchen Rental - Hot Only</b>			
Per person (Max \$100)	\$ 1.00	\$ 1.10	10%
<b>LED sign (per week)</b>			
(event in NSSRC)	\$ 5.00	\$ 5.50	10%
(event in Community)	\$ 25.00	\$ 27.50	10%
<b>Microphone/ Sound System</b>	\$ 10.00	\$ 10.50	5%
<b>Senior's Kitchen</b>			
Hot	\$ 40.00	\$ 44.00	10%
Cold	\$ 25.00	\$ 27.50	10%
<b>Ice Rentals</b>			
<b>Ice Rentals Hourly</b>			5%
a.	\$ 146.84	\$ 154.18	
b.	\$ 179.73	\$ 188.72	
c.	\$ 204.58	\$ 214.81	
<b>Weekday (non holiday) Ice Rental (off-peak hrs)</b>			
6 am – 3 pm	\$ 105.87	\$ 111.16	5%
10 pm – 1 am	\$ 105.87	\$ 111.16	5%
<b>Ice Rentals Hourly</b>			
Non-Prime	\$ 146.84	\$ 154.18	5%

Drop Ins	2020	2021	
<b>Program</b>			
Public Skating -Kids	\$ 2.00	\$ 2.00	
Adult Shinny	\$ 3.00	\$ 3.00	
Family	\$ 6.00	\$ 6.00	
<b>Seniors Skating</b>	\$ 2.00	\$ 3.00	
Season	\$ 30.00	\$ 40.00	
<b>Pre- School Skating</b>	\$ 2.00	\$ 2.00	
Season	\$ 30.00	\$ 40.00	
<b>Adult Shinny - Per Player</b>	\$ 5.00	\$ 5.00	
Senior Shinny - Per Player	\$ 75.00	\$ 75.00	
Per season	\$ 75.00	\$ 75.00	
Minimum Drop In - per hour	\$ 30.00	\$ 40.00	
Drop-in per person	\$ 10.00	\$ 10.00	
<b>Summer Arena Floor Rentals</b>			5%
a.	\$ 47.89	\$ 50.28	
b.	\$ 57.46	\$ 60.33	
c.	\$ 105.36	\$ 110.63	
<b>Special Events Arena Floor</b>			5%
a.	\$ 648.59	\$ 681.02	
b.	\$ 778.31	\$ 817.23	
c.	\$ 1,426.91	\$ 1,498.26	
<b>Arena Boards Advertising</b>	\$ 575.00	\$ 575.00	0%

## Parks Fees

	Fees - 2020	2021 Proposed
<b>Picnic Shelter</b>		
Family Reunion/Picnics	\$113.65	\$250.00
Weddings	\$113.65	\$250.00
Programs (Weekly basis only)	\$7.96	\$10.00
Volleyball Picnic Shelter	\$63.67	\$65.00
<b>Soccer Fields</b>		
Minors	\$24.11	TBD
Adults	\$30.14	TBD
Tournament Per day (8 am – dusk)	\$111.42	TBD
<b>Disc Golf</b>		
Tournament (includes the Pavilion rental per day) the same time.	\$162.36	TBD
<b>Beach Volleyball Courts</b>		
Tournaments	\$90.89	TBD
Minors per hr	\$23.35	TBD
Adults per hr	\$31.27	TBD
<b>Tennis Courts Bookings</b>		
Per Court/hr	\$1.99	TBD
<b>Pickleball Courts Bookings</b>		
Per Court/hr	\$1.99	TBD
<b>Rotary Bandshell</b>		
Including Hydro	\$55.71	\$60.00



# Planning

4	SERVICE/ACTIVITY	FEE - 2020	2021 Proposed
4.1	Text - Official Plan +HST	\$50	\$57.50
4.2	Text - Zoning By-law +HST	\$50	\$57.50
4.3	Text - Sign By-law +HST	\$50	\$57.50
4.4	Application for Official Plan Amendment	\$9,500	\$10,925.00
4.5	Application for Zoning By-law Amendment	\$6,500	\$7,475.00
	Application for Temporary Use By-law	\$3,000	\$3,450.00
	Application for Removal of H or D Symbol	\$1,200	\$1,380.00
4.6	Application for Site Plan Control Approval - Major	\$5,300	\$6,095.00
	Application for Site Plan Control Approval - Minor	\$3,000	\$3,450.00
	Application for Site Plan Control Approval - Agreement Preparation	\$1,500	\$1,725.00
	Application for Amendment to Site Plan Control Agreement	\$1,200	\$1,380.00
4.7	Application for Minor Variance/Permission to Expand	\$1,100	\$1,265.00
	Refundable Sign Deposit	\$150	\$172.50
4.8	Application for Provisional Consent – New Lot	\$1,900	\$2,185.00
	Application for Change of Provisional Consent Conditions	\$500	\$575.00
	Application for Lot Addition/Adjustment	\$1,500	\$1,725.00
	Application for Easement	\$1,500	\$1,725.00
	Application for Validation	\$1,500	\$1,725.00
	Refundable Sign Deposit	\$150	\$172.50
4.9	Application for Plan of Subdivision	\$10,000	\$11,500.00
	Application for Plan of Subdivision - Deposit	\$5,000	\$5,750.00
	Application for Plan of Subdivision – Agreement Preparation	\$5,000	\$5,750.00
	Application for Extension to Draft Approval/Change of Conditions	\$2,000	\$2,300.00
4.10	Application for Plan of Condominium	\$7,500	\$8,625.00
	Application for Plan of Condominium - Deposit	\$3,000	\$3,450.00
	Application for Plan of Condominium – Agreement Preparation	\$5,000	\$5,750.00
	Application for Extension to Draft Approval/Change of Conditions	\$2,000	\$2,300.00

# Planning

	SERVICE/ACTIVITY	FEE - 2020	2021 Proposed
4.11	Application for Deeming	\$1,000	\$1,150.00
4.12	Application for Conversion to Condominium	\$5,000	\$5,750.00
4.13	Private Road Agreement	\$500	\$575.00
4.14	Application for Part Lot Control	\$1,500	\$1,725.00
4.15	Application for Variance to Sign By-law	\$550	\$632.50
	Application for Variance to Sign By-law – Non-Profit Organization	\$100	\$115.00
	Application for Amendment to Sign By-law	\$1,200	\$1,380.00
	Application for Amendment to Sign By-law – Non-Profit Organization	\$100	\$115.00
4.16	Subdivision Compliance Letter/ Site Plan Control Compliance Letter if required within 48 hours of receipt	\$50	\$57.50
		\$100	\$115.00
4.17	Zoning Compliance Letter	\$100	\$115.00
4.18	Septic Systems Search	\$25	\$28.75
4.19	Duties of the Risk Management Official regarding a residential use or home occupation/home industry as defined by the Zoning By-law	\$120/hour	\$138/hour
		\$240 deposit	\$275 deposit
4.20	Duties of the Risk Management Official regarding a use other than a residential use or home occupation/home industry	\$120/hour	\$138/hour
		\$1,200 deposit	\$1,380 deposit
4.21	Municipal Search	\$50	\$57.50
	If required within 48 hours of receipt	\$100	\$115.00
<b>4.22</b>	<b>Pre-consultation fees</b>		<b>\$500</b>

## Public Works

Equipment / Service	2020 Rate	Proposed 2021 Rate	Proposed 2021 Minimum After Hours & Weekends
Mechanical	\$ 103.25	\$ 132.64	\$ 397.91
Excavator	N/A	\$ 120.17	\$ 360.50
Grader	N/A	\$ 185.64	\$ 556.92
Vac Truck	\$ 230.00	\$ 236.06	\$ 708.18
Sweeper	N/A	\$ 181.73	\$ 545.18
Sidewalk w/ Attachment	N/A	\$ 173.82	\$ 521.45
Plowing - Pickup	N/A	\$ 137.97	\$ 413.90
Plowing - Tandem	N/A	\$ 317.62	\$ 952.85
Dump Truck	N/A	\$ 145.66	\$ 436.97
Loader w/ Attachment	N/A	\$ 165.06	\$ 495.19

## Transit

6		Fees - 2020	Fees - 2020	2021 Proposed	2021 Proposed
<b>6.1</b>	<b>Transit Fares:</b>	<i>Cash</i>	<i>Tickets</i>	<i>Cash</i>	<i>Tickets</i>
6.1.1	Adults	\$2.50	20 for \$30	\$3.00	20 for \$45
6.1.2	Senior Citizens	\$2.25	20 for \$25	\$2.50	20 for \$40
6.1.3	Children under 60"	\$2.25	20 for \$25	\$2.50	20 for \$40
6.1.4	Children 6 years old and younger	Free	Free	Free	
6.1.5	Reloadable Smart Card (Effective September 23, 2019)		3.25 per card		\$3.75 per card
<b>6.2</b>	<b>Accessible Transit Fares:</b>				
6.2.1	All rides		\$2.50 per rider		\$3.00 per card
<b>6.3</b>	<b>Shelter Advertising:*</b>			\$0.40/in2	

\* Is handled by a third party via RFP but if town does it the above rates apply

# Transit Advertising

							2020	2021 proposed
Bus #	Size (Inches WxH)	Area (sq.in)	Location	Primary/Secondary Bus	\$/sq.in	Code	Annual Cost	Annual Cost
67	45.75 x 21.75	995.06	Curb Side Frame	Secondary	\$0.25	67-A1	\$248.77	\$256.23
67	45.75 x 21.75	995.06	Rear Frame	Secondary	\$0.25	67-A2	\$248.77	\$256.23
67	45.75 x 21.75	995.06	Drivers Side Front Frame	Secondary	\$0.22	67-A3	\$218.91	\$225.48
67	27.75 x x21.75	603.56	Drivers Side Rear Frame	Secondary	\$0.22	67-A4	\$132.78	\$136.76
67	256 x 11.125	2848	Interior overhead (Driver Side) Can be broken into segments	Secondary	\$0.20	67-A5	\$569.60	\$586.69
67	114x 11.125	1268.25	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	67-A6	\$253.65	\$261.26
67	92 x 11.125	1023.5	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	67-A7	\$204.70	\$210.84
67	42 x 38.5	1617	Contravision Driver Side Window 1	Secondary	\$0.27	67-A8	\$436.59	\$449.69
67	54.25 x 40.25	2183.56	Contravision Driver Side Window 2	Secondary	\$0.27	67-A9	\$589.56	\$607.25
67	43.75 x 40.25	1760.94	Contravision Driver Side Window 3	Secondary	\$0.27	67-A10	\$475.45	\$489.71
67	42 x 35.5	1491	Contravision Driver Side Window 4	Secondary	\$0.27	67-A11	\$402.57	\$414.65
67	30 x 37.35	1120.5	Contravision Driver Side Window 5	Secondary	\$0.27	67-A12	\$302.54	\$311.62
67	52.5 x 38.5	2021.25	Contravision Curb Side Window 1	Secondary	\$0.30	67-A13	\$606.38	\$624.57
67	43.75 x 37.25	1629.69	Contravision Curb Side Window 2	Secondary	\$0.30	67-A14	\$488.91	\$503.58
67	30 x 37	1110	Contravision Curb Side Window 3	Secondary	\$0.30	67-A15	\$333.00	\$342.99
69	43.75 x 19.75	864.06	Curb Side Frame	Secondary	\$0.25	69-A1	\$216.02	\$222.50
69	43.75 x 19.75	864.06	Rear Frame	Secondary	\$0.25	69-A2	\$216.02	\$222.50
69	43.75 x 19.75	864.06	Drivers Side Front Frame	Secondary	\$0.22	69-A3	\$190.09	\$195.79
69	43.75 x 19.75	864.06	Drivers Side Rear Frame	Secondary	\$0.22	69-A4	\$190.09	\$195.79
69	14 x 21.25	297.5	Interior Left Rear Bulletin	Secondary	\$0.20	69-A5	\$59.50	\$61.29
69	256 x 11.125	2848	Interior overhead (Driver Side) Can be broken into segments	Secondary	\$0.20	69-A6	\$569.60	\$586.69
69	114x 11.125	1268.25	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	69-A7	\$253.65	\$261.26
69	92 x 11.125	1023.5	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	69-A8	\$204.70	\$210.84
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 1	Secondary	\$0.27	69-A9	\$351.42	\$361.96
69	52.5 x 28.25	1483.13	Contravision Driver Side Window 2	Secondary	\$0.27	69-A10	\$400.45	\$412.46
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 3	Secondary	\$0.27	69-A11	\$351.42	\$361.96
69	42.25 x 25.25	1066.81	Contravision Driver Side Window 4	Secondary	\$0.27	69-A12	\$288.04	\$296.68

# Transit Advertising

							2020	2021 proposed
Bus #	Size (Inches WxH)	Area (sq.in)	Location	Primary/Secondary Bus	\$/sq.in	Code	Annual Cost	Annual Cost
69	30 x 26.75	802.5	Contravision Driver Side Window 5	Secondary	\$0.27	69-A13	\$216.68	\$223.18
69	52.75 x 28.25	1490.19	Contravision Curb Side Window 1	Secondary	\$0.30	69-A14	\$447.06	\$460.47
69	43.75 x 26.75	1170.31	Contravision Curb Side Window 2	Secondary	\$0.30	69-A15	\$351.09	\$361.62
69	30 x 26.75	802.5	Contravision Curb Side Window 3	Secondary	\$0.30	69-A16	\$240.75	\$247.97
71	51.5 x 49	2523.5	Contravision Driver Side Window	Primary	\$0.32	71-A1	\$807.52	\$831.75
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A2	\$684.48	\$705.01
71	30.75 x 49	1506.75	Contravision Driver Side Window	Primary	\$0.32	71-A3	\$482.16	\$496.62
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A4	\$684.48	\$705.01
71	67 x 49	3283	Contravision Driver Side Window	Primary	\$0.32	71-A5	\$1,050.56	\$1,082.08
71	25.625 x 49	1255.625	Contravision Driver Side Window	Primary	\$0.32	71-A6	\$401.80	\$413.85
71	144 x 39	5616	Driver Side Vinyl Wrap (Between Wheels)	Primary	\$0.42	71-A7	\$2,358.72	\$2,429.48
71	45 x 39	1755	Driver Side Vinyl Wrap (Infront of Front Wheel)	Primary	\$0.42	71-A8	\$737.10	\$759.21
71	50.5 X 49	2474.5	Contravision Curb Side Window	Primary	\$0.35	71-A9	\$866.08	\$892.06
71	28.375 x 46.5	1319.4375	Contravision Curb Side Window	Primary	\$0.35	71-A10	\$461.80	\$475.65
71	67 x 49	3283	Contravision Curb Side Window	Primary	\$0.35	71-A11	\$1,149.05	\$1,183.52
71	25.625 x 49	1745.625	Contravision Curb Side Window	Primary	\$0.35	71-A12	\$610.97	\$629.30
71	83.5 x 39	3256.5	Curb Side Vinyl Wrap (Between Front Wheel & Rear Door)	Primary	\$0.45	71-A13	\$1,465.43	\$1,509.39
71	21 x 39	819	Curb Side Vinyl Wrap (Between Rear Door & Rear Wheel)	Primary	\$0.45	71-A14	\$368.55	\$379.61
71	49 x 19	931	Curb Side Vinyl Wrap (Below Vent at Rear)	Primary	\$0.45	71-A15	\$418.95	\$431.52
71	76.5 x 29	2218.5	Rear of Bus Vinyl Wrap	Primary	\$0.45	71-A16	\$998.33	\$1,028.28
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A17	\$156.41	\$161.10
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A18	\$156.41	\$161.10
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A19	\$156.41	\$161.10
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A20	\$156.41	\$161.10
71	39.25 x 11.374	446.46875	Interior Overhead (Curb Side)	Primary	\$0.25	71-A21	\$111.62	\$114.97
71	39.25 x 11.375	446.46875	Interior Overhead (Curb Side)	Primary	\$0.25	71-A22	\$111.62	\$114.97
71	55 x 11.375	625.625	Interior Overhead (Curb Side)	Primary	\$0.25	71-A23	\$156.41	\$161.10

## Water Miscellaneous

		2020 Fee	2021 Proposed
1	Late payment Charges	Charged at same rate as Tax Arrears	Charged at same rate as Tax Arrears
2	N.S.F. Cheques	Charged at same rate as Tax Arrears	Charged at same rate as Composite Fees By-law
3	Water Administrative Fee	\$75	\$75
	Duplicate Billing Request		\$15
	Minimum 1-hour call		\$110.00/hour
	Calls after hours minimum 3 hours		\$165/hour
4	To turn the water supply on or off to a private water service, at the curb box, other than a new service. Rates apply if service is completed within 3 hours.		
	Per call during regular hours	\$30 each	\$80 each
	Per call during non-regular hours	\$175 each	\$270 each
5	Water Meter accuracy check at Customers' request		
	Up to 1" (Up to 25mm)	\$100	<u>\$100</u>
	Over 1" (Over 25mm)	Time and materials	Time and materials
	Billing History Report		\$15
	Datalog Consumption Report		\$30
6	Water Meter		
	Supply Water Meter and essential components	Time and materials	Time and materials
	Install Water Meter	Time and materials	Time and materials
	Repair damaged Water Meter	Time and materials	Time and materials
	Removal of Water Meter	Time and materials	Time and materials
	Inspection Fee or New Meters (applicable to new meters requiring a building permit)	\$50	\$50
	Service Charge for Inspection call back or missed appointment	\$40/each callback	\$60/each callback

## Water Miscellaneous

		2020 Fee	2021 Proposed
7	Temporary connection for building construction		
	Includes: Base fee	\$250 plus	\$250 plus
	Refundable deposit	\$1000 plus	\$1000 plus
	Water Cost	At current rates	At current rates
	Weekly Meter Rental Rate	\$50	\$50
8	Install of new services on Town property (Full Securities are to be provided by the homeowner/builder based on construction estimate prior to the work commencing)	Time and materials or actual cost if work completed by a private contractor	Time and materials or actual cost if work completed by a private contractor
9	Tapping Fee for new services	\$250/each	\$250/each
10	Water Haulage/Filling Station		
	(a) up to 23 cubic meters	\$30	\$30
	(b) greater than 23 cubic meters	\$30 plus current consumption fee on all water supplied	\$30 plus current consumption fee on all water supplied
11	Water Service Pipe Inspection Fee (applicable to new meters on existing service for new building construction)	\$50	\$50
12	Private Hydrant Annual Maintenance	\$175/hydrant	\$175/hydrant
13	Sanitary Wastewater Lateral Video Inspection during regular hours	\$250 per visit	\$250 per visit
14	Root treatment of sanitary wastewater lateral	\$175 per treatment	\$175 per treatment
	Blocked or Damaged Drains		
	Minimum 1-hour call		\$110/hour
	Calls after hours minimum 3 hours		\$165/hour
	Annual Sewer Surcharge Rates		
	Laboratory Costs after noted first exceedance		Actual Costs
	BOD5		\$1.11/kg
	Suspended Solids		\$1.03/kg



## Water Miscellaneous

		2020 Fee	2021 Proposed
14	TKN		\$1.28/kg
Cont.	Total Phosphorus		\$3.44/kg
15	Sanitary wastewater lateral/repair/replacement on Town property	\$1,500	\$1,500
16	Flat Rate Charge for non-metered or estimated read accounts:		
	(a) For single family residential unit, where the Town has determined a meter cannot be installed, a flat water rate based on current rates applied against an average level of household consumption		
	(b) Where the customer refuses to allow the Town to install or read a water meter, the charge specified in 16(a) plus a surcharge of \$50 per month		
	(c) Where the customer refuses to allow the Town to install or read a water meter, after four (4) notices, the Town may choose to install a metering pit at property line to be charged to the customer at time and materials charge		
17	Hauled Septage and Holding Tank Waste disposal shall be charged as follows:		
	(a) Sewer Service Rate for Hauled Septage	\$250/thousand gallons or less plus \$0.25/gallon thereafter	\$0.25/gallon minimum charge 1000 gallons per load
	(b) Sewer Service Rate for Hauled Portable Toilet Waste or Hauled Marine Holding Tank Waste	\$100/thousand gallon or less plus \$0.10/gallon thereafter	\$0.10/gallon minimum charge per load 1000 gallons
	(c) Administrative Fee for wastes (a), (b) and (c) originating from outside boundaries of the Town of Midland	\$25 per address	\$30 per address



**Section 13  
Capital Plan  
2021-2030**

Town of Midland  
Rate Supported  
Capital Budget 2021 - Draft 1

Account Project Description

	2021 Cost	Source of Funding					Category	
		Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges		Debt
411-4229 Relining	\$ 247,200				\$ 247,200			Plants & Facilities
411-4231 Wastewater Master Plan	\$ 50,000				\$ 50,000			WW Studies
411-4495 Emergency Equipment Replacement	\$ 77,250				\$ 77,250			WW Other Equipment
411-4519 Collection System Condition	\$ 77,250				\$ 77,250			Plants & Facilities
411-B004 New Fine Bubble Aeration	\$ 103,000				\$ 75,190	\$ 27,810		WW Other Equipment
411-B016 Supernatant Solids Meter	\$ 30,900				\$ 30,900			WW Other Equipment
411-B024 Administration/Control Building Headworks	\$ 11,639				\$ 11,639			Plants & Facilities
411-B025 Administration/Control Building	\$ 29,870				\$ 29,870			Plants & Facilities
411-B032 Chlorination and Effluent Water Building	\$ 43,672				\$ 43,672			Plants & Facilities
411-B033 Replacement of Truck WW#8	\$ 48,925				\$ 48,925			Vehicles, Apparatus & Off-road Rolling Stock
411-B047 Storm Tank Ladder	\$ 17,510				\$ 17,510			WW Other Equipment
411-B048 Headworks Upgrade	\$ 100,000				\$ 10,000	\$ 90,000		Plants & Facilities
431-4409 Water Master Plan Update	\$ 50,000				\$ 50,000			WW Studies
431-4419 Well Rehabilitation	\$ 23,690				\$ 23,690			Plants & Facilities
431-4440 Emergency Equipment Replacement	\$ 74,160				\$ 74,160			WW Other Equipment
431-4465 Valve Replacement Program	\$ 15,450				\$ 15,450			WW Other Equipment
431-B022 Upgrade pump capacity (Hanly and Everton)	\$ 154,500				\$ 139,050	\$ 15,450		Plants & Facilities
431-B053 East Pressure Zone: Tank	\$ 154,500				\$ 15,450	\$ 139,050		Plants & Facilities
431-B061 Twin Harbourview Drive	\$ 154,500				\$ 139,050	\$ 15,450		Plants & Facilities
431-B064 SCADA Remote Servers	\$ 20,600				\$ 20,600			IT Hardwares and Softwares
<b>TOTAL</b>	<b>\$ 1,484,616</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,196,856</b>	<b>\$ 287,760</b>	<b>\$ -</b>	
<i>% of Total Funding</i>	<i>100%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>80.62%</i>	<i>19.38%</i>	<i>0.00%</i>	

**Town of Midland  
Tax Supported  
Capital Budget 2021 - Draft 1**

Account	Project Description	Source of Funding					Category	
		2021 Cost	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves		Dev. Charges
122-B001	Municipal Modernization Projects	170,000			170,000			Studies
123-B002	New Website-AODA requirement	22,000			22,000			IT Hardware & Software
124-B002	Financial systems Redevelopment	70,000			70,000			IT Hardware & Software
125-1111-5520	Hardware Upgrades (IT2021-05)	25,000			25,000			IT Hardware & Software
125-1111-5520	Network Additions (IT2021-06)	50,000			50,000			IT Hardware & Software
125-1111-5520	Non IT Hardware Requests (IT2021-08)	35,000			35,000			IT Hardware & Software
125-1111-5520	New Software Services (IT2021-04)	40,000			40,000			IT Hardware & Software
125-1111-5540	Security Upgrades (IT2021-01)	35,000			35,000			IT Hardware & Software
125-1111-5540	Asset Management Software	20,000			20,000			IT Hardware & Software
125-1111-5540	Electronic Document Mgmt System	110,000			110,000			IT Hardware & Software
125-1111-5541	Workstation Replacements (IT2021-02)	60,000			60,000			IT Hardware & Software
125-1111-5541	Mobile & End Node Upgrades (IT2021-03)	15,000			15,000			IT Hardware & Software
129-1111-5410	9 HVAC Units On Roof	15,000			15,000			Building & Leasehold Improvements
129-1111-5410	Designated substance Survey	7,500			7,500			Building & Leasehold Improvements
129-1111-5410	Fire and Life Safety Audi	6,000			6,000			Building & Leasehold Improvements
129-1111-5415	Replacement of desks	7,000			7,000			Building & Leasehold Improvements
211-1111-5410	Roof Refurbishing	40,000			40,000			Building & Leasehold Improvements
211-1111-5520	Portable/Equipment Upgrades	15,000			15,000			Other Equipment
211-1111-5520	Ice Water Rescue Equipment	10,000			10,000			Other Equipment
211-1111-5520	EOC Upgrades	5,000			5,000			IT Hardware & Software
211-1111-5520	RIT BOttles and Packs	10,000			10,000			Other Equipment
221-1111-5410	building improvement	10,824			10,824			Building & Leasehold Improvements
221-1111-5410	Window Replacement-dispatch area	7,500			7,500			Building & Leasehold Improvements
315-1111-5520	#7815 Wood Chipper (1990)	45,000			45,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7908 pickup Replacement-	45,000			45,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	Various Vehicle Restoration every 3 years	25,000			25,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7909 pickup 4x4 1/2 ton	45,000			45,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7872 La Rue Detachable snow blower for Loader	150,000			150,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7980 Tandem Dump Truck	310,000			310,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7834 - Compressor Replacement	25,000			25,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7854- Asphalt Roller (M# 2100V)-	80,000			80,000			Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	1 Ton Dump Truck (2008) Replacement	43,000			43,000			Vehicles, Apparatus & Off-road Rolling Stock
315-8512	Operations Complex-Building	300,000			300,000			Building & Leasehold Improvements
325-3200-2210	Trail construction or bike lane construction	60,000	\$ 30,000		30,000			Land & Land Improvements
325-3201-2220	Midland Ave (Hugel to Yonge)	255,000	\$ 255,000		-			Roads & Other
325-3201-2220	Beamish Rd Top Course	65,000	\$ 65,000		-			Roads & Other
325-3202-2220	Gen. Electrical Maint. (street/traffic lights) & Locates	115,000			115,000			Roads & Other
325-B011	Retaining Wall 353 Gloucester	35,000	\$ 35,000		-			Roads & Other
325-B016	Dominion Ave 4th St - 8th St	120,000	\$ 101,470		18,530			Roads & Other

**Town of Midland  
Tax Supported  
Capital Budget 2021 - Draft 1**

Account	Project Description	Source of Funding					Category	
		2021 Cost	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves		Dev. Charges
335-1111-2220	Dominion St 4th-6th (S)	102,000			102,000			Roads & Other
335-1111-2220	Manly Hugel-Elizabeth (E)	66,000			66,000			Roads & Other
335-1111-2220	Bay St Queen- Mid Ave (S)	71,000			71,000			Roads & Other
335-1111-2220	Spot Repairs (Various Locations)	30,000			30,000			Roads & Other
335-1111-2220	Sidewalk Yonge St Stollar	60,000			60,000			Roads & Other
345-1111-5410	Bus Shelters x2 Replacements	20,000		\$ 20,000	-			Building & Leasehold Improvements
370-1111-5410	MPUC building improvement	27,340			27,340			Building & Leasehold Improvements
375-4333	Storm Pond Maintenance Plan	50,000			50,000			Studies
375-B002	Combined Sewer Rectification Plan	100,000			100,000			Studies
375-xxxx	Clean storm pipe Chamber A to Harbour	250,000			250,000			Roads & Other
385-1111-5410	Dock Replacements	55,000			55,000			Building & Leasehold Improvements
385-1111-5410	Pier Paving (Per Peir)	22,000			22,000			Building & Leasehold Improvements
385-1111-5410	Washroom/Shower Facility Update	12,000			12,000			Building & Leasehold Improvements
390-1111-5450	Hugel-Cook Trail	25,000			19,375	\$ 5,625		Land & Land Improvements
390-1111-5520	CSA playground improvements	390,000			390,000			Other Equipment
390-1111-5600	#7727 2010 Kubota	29,000			29,000			Vehicles, Apparatus & Off-road Rolling Stock
390-1111-5600	#7705- 2008 Ford F250 Superduty Ext.d Cab with Plow	55,000			55,000			Vehicles, Apparatus & Off-road Rolling Stock
390-7226-5450	Ball Diamond redress	15,000			15,000			Land & Land Improvements
390-7241	Waterfront Trail	65,000			65,000			Land & Land Improvements
399-1111-5410	Sliding Door Replacements	20,000			20,000			Building & Leasehold Improvements
399-1111-5410	HVAC Unit Replacement (x2 in 2017)	30,000			30,000			Building & Leasehold Improvements
399-1111-5410	Sky Light Repairs	50,000			50,000			Building & Leasehold Improvements
399-1111-5410	Flooring (Bill Thompson Hall)	30,000			30,000			Building & Leasehold Improvements
399-1111-5410	Repair Roofing Panels, Water Gutters on Gym Building	52,000			52,000			Building & Leasehold Improvements
399-1111-5410	Eavestroughs, Gutter, Downspouts Repair/Replacement	22,000			22,000			Building & Leasehold Improvements
399-1111-5410	Designated Substance Survey	7,500			7,500			Building & Leasehold Improvements
399-1111-5520	Gym Score Clock Upgrades 2021	10,000	\$ 7,500		2,500			Other Equipment
505-3500-2130	Completion of record of site condition	50,000			50,000			Studies
505-3505-2130	Downtown Enviro Risk Assmt	10,000			10,000			Studies
505-3510-2210	Traffic Calming	15,000			15,000			Roads & Other
505-3516-2210	Balm Beach construction Phase 1	50,000			-	\$ 50,000		Roads & Other
505-3517	MBL Functional Service Report	250,000			250,000			Studies
505-3518	YONGE ST (KING TO HWY 93)	65,000			65,000	\$ -		Community Revitalization
505-B005	Hannah St Reconstruction - King St to Queen St	1,505,000			895,833	\$ 609,167		Community Revitalization
505-B010	Vindin St and Harbourview Intersection Re-alignment	260,000			65,000	\$ 195,000		Roads & Other
505-B011	Fuller Ave Realignment	265,000			66,250	\$ 198,750		Roads & Other
505-XXXX	Coal dock parking lot for cruise ships	50,000			50,000			Land & Land Improvements
740-B001	Public Art	100,000	\$ 100,000		-			Art
762-1111-5410	Marquee Sign	27,000			27,000			Other Equipment

Town of Midland  
Tax Supported  
Capital Budget 2021 - Draft 1

Account	Project Description
762-1111-5410	building improvement-various
762-1111-5410	Library Window and door sealants
762-1111-5410	Library Clocktower and Wood Trim gables
762-7627-5520	Equipment
811-8215	Comprehensive Zoning By-Law
811-B005	Development Charge Study
811-B009	Downtown Parking Study
811-B011	Official Plan Implementation
605-6700	Huronina Airport

2021 Cost	Source of Funding						Category
	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Dev. Charges	Debt	
104,400			104,400				Building & Leasehold Improvements
33,000			33,000				Building & Leasehold Improvements
66,000			66,000				Building & Leasehold Improvements
20,000			20,000				Other Equipment
121,000			121,000				Studies
50,000			5,000		\$ 45,000		Studies
25,000			2,500		\$ 22,500		Studies
150,000			150,000				Studies
18,000			18,000				Joint Boards Capital
<b>TOTAL</b>	<b>\$ 7,404,064</b>	<b>\$ 593,970</b>	<b>\$ 20,000</b>	<b>\$ 5,664,052</b>	<b>\$ 609,167</b>	<b>\$ 516,875</b>	<b>\$ -</b>
<i>% of Total Funding</i>	<i>100%</i>	<i>8.02%</i>	<i>0.27%</i>	<i>76.50%</i>	<i>8.23%</i>	<i>6.98%</i>	<i>0.00%</i>
Rate supported Capital	\$ 1,484,616	\$ -	\$ -	\$ -	\$ 1,196,856	\$ 287,760	\$ -
Total Capital plan for 2021	\$ 8,888,680	\$ 593,970	\$ 20,000	\$ 5,664,052	\$ 1,806,023	\$ 804,635	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
122-B001	Municipal Modernization Projects	\$ 170,000									
123-B002	New Website-AODA requirement	\$ 22,000									
124-B002	Financial Systems Redevelopment	\$ 70,000									
125-1111-5520	Hardware Upgrades	\$ 25,000				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Network Additions	\$ 50,000			\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Non IT Budgeted Requests (H/W)	\$ 35,000				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	New Software Services	\$ 40,000	\$ 5,500	\$ 6,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5540	Security Upgrades	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5540	Asset Management Software	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5540	EDM (Clerks Item)	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5541	Workstation Replacements	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5541	Mobile & End Node Upgrades	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-B003	Financial System-New Module-Application				\$ 250,000						
129-1111-5410	Exterior In Front Of Municipal Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -
129-1111-5410	HVAC Control System Upgrade	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
129-1111-5410	9 HVAC Units On Roof	\$ 15,000	\$ -	\$ -	\$ 20,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	\$ 20,000	\$ -
129-1111-5410	Window Replacement		\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Carpet Replacement (10year life)	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -
129-1111-5410	Parking Lot Paving (2018 Top Asphalt)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
129-1111-5410	Door Access System	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Outside Railings Etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -
129-1111-5410	Office Space	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
129-1111-5410	Front Step Replacement		\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Side Steps to Parking Lot	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
129-1111-5410	Council Chambers (Carpet/Paint etc.)	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Air Balancing	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Designated Substance Survey	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Designated Substance Plan	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Fire and Life Safety Audi	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5415	New Work Area (East&North wings)		\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
129-1111-5415	Replacement desks	\$ 7,000	\$ 7,000	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5415	Additional Office Space (outside of CAO's office)	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Roof Refurbishing	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Windows Fire Hall	\$ -			\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Door Replacement & Over Head Bay Doors		\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Bunker Gear - 5yr Upgrade +	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -
211-1111-5520	Boots every 5 years and Helmets 10 years	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -
211-1111-5520	Air Refilling Station	\$ -	\$ -		\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Washer Extractor Machine	\$ -		\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Defibrillator	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -
211-1111-5520	Communications Equipment	\$ -	\$ -	\$ -	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030  
10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
211-1111-5520	Breathing Apparatus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Portable/Equipment Upgrades u	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
211-1111-5520	Portable & Mobile Radios	\$ -		\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Ice Water Rescue Equipment	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	EOC Upgrades	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	RIT Bottles and Packs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Shared Drone Program with PFD	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	2009 HME/Ferrara Triple Combination Pumper	\$ -		\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	2011 HME/Ferrara Triple Combination Pumper	\$ -	\$ -	\$ -	\$ -		\$ 600,000	\$ -	\$ -	\$ -	\$ -
211-1111-5600	2005 International 4400/E-One Rescue (2024)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 500,000	\$ -
211-1111-5600	2010 International 4400/ Ferrara Tanker	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
211-1111-5600	2020 Ford Explorer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -
211-1111-5600	2012 Dodge Ram 1500 4x4 (2019)	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	2018 Ford F250 3/4 ton Pick Up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -
221-1111-5410	2019 to 2027 per OPP costing forecast	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951	\$ 12,190	\$ -	\$ -	\$ -
221-1111-5410	Window Replacement in dispatch area	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Window Replacement North Office Area	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Flooring Replacement	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Painting - Wall treatments	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -
261-1111-5520	Office Furniture??	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
261-1111-5600	Car truck (2010 GMC Sierra pickup	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
265-1111-5520	Pay & Display Machines	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -
265-1111-5520	Paving Lot 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
265-1111-5520	Paving Lot 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -
265-1111-5520	Paving Lot 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000	\$ -	\$ -
265-1111-5520	MISC Maint - Rails/CB/Bollards etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -
315-1111-5520	Salt Management Upgrades/GPS System	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
315-1111-5520	#7824 Street Sweeper	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7839 Asphalt Crack Sealer(2013) Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -
315-1111-5520	#7815 - Vermeer Wood Chipper (1998)	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7942 Grader/snow plow Rehab in 2012	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7908 pickup Replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
315-1111-5520	#7992 Macleans sidewalk plow replacement	\$ -	\$ -	\$ 192,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	2007 DAS Two lane spray with Holding Tank	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Various Vehicle Restoration every 2 years	\$ 25,000	\$ -	\$ 25,000		\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	
315-1111-5520	Shoring Shield (Trench Box)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -
315-1111-5520	#7984 Plow/Sander/4x4	\$ -	\$ -	\$ -	\$ -	\$ 270,000		\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7838 Marathon Pavement router(1993)	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7909 pickup 4x4 1/2 ton(2009)	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
315-1111-5520	#7912 1-Ton Dump Truck(2013 Dodge One ton)	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7970 Single Axle Plow (2016)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Electronic Locator for the CCTV Camera	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -



**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
315-1111-5520	#7985 Tandem Dump Truck with Plow (2012)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000	\$ -
315-1111-5520	#7872 LaRue Detachable Snow Blower for Loader	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7976 Tandem Sander with underbody Plow	\$ -	\$ -	\$ -	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7975 Freightliner Tri Axle Dump Truck (2011)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Power Broom for Loader (2016) 15 year life	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Mowing deck for SW Machines	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7822 Street Sweeper (2007) Replace		\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,000	\$ -	\$ -
315-1111-5520	#7979 Sterling 2007 Tri-axle Dump Truck		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7943 Sterling Sewer Flusher	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7855 Asphalt Hot Box (2010)	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7928 Volvo Loader Rehab	\$ -	\$ -	\$ 320,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7825 Sweeper Elgan/Pelican (2012)	\$ -	\$ -		\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,000
315-1111-5520	#7934 JD Loader/Plow (2016 JB 624)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ -	\$ -
315-1111-5520	#7916 Ford F350 4X4 One Ton (with Plow and sander)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7828 Boom mower replacement	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Boom mower replacement	\$ -	\$ -	\$ -	\$ -	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7994 Trackless MT6 Replaced with Macleans SDWK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -
315-1111-5520	#7980 Tandem Dump Truck VIN: BK6654-with Plow	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000	\$ -
315-1111-5520	#7834 - Compressor Replacement (1983)	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7854- Asphalt Roller (M# 2100V)- 1990	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7902 2009 GMC Sierra 1500 PU Replacement	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
315-1111-5520	#7918 2007 Chevrolet Silverado 2500 W/ Plow Attach	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	1 Ton Dump Truck (2008) Replacement	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ -
315-1111-5520	85 Tandem Dump Truck with Plow (2012)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ -
315-1111-5520	#7991 Macleans SDWK Tractor with Attachments								\$ 195,000		
315-1111-5520	#7973 Freightliner Tandem Plow Truck (2016)				\$ 315,000						
315-1111-5520	#7974 Freightliner Tandem Plow Truck (2017)					\$ 315,000					
315-1111-5520	#7930 Volvo Loader (2010)						\$ 320,000				
315-1111-5520	#7933 John Deere Loader (2013)								\$ 325,000		
315-1111-5520	#7876 LaRue Detachable Snow Blower (2018)							\$ 160,000			
315-1111-5520	#7917 Ford F550 Boom Truck (2011)							\$ 300,000			
315-1111-5520	#7833 Macleans Asphalt Cold Planer (2020)										\$ 40,000
315-1111-5520	#7837 Macleans Trackless Stump Grinder (2020)										\$ 20,000
315-1111-5520	#7995 Maclean SDWK Tractor with Attachments (2019)							\$ 195,000			
315-1111-5520	#7996 Maclean SDWK Tractor with Attachments (2015)			\$ 190,000							
315-1111-5520	#7997 Maclean SDWK Tractor with Attachments (2017)					\$ 193,000					
315-8512	Operations Complex-Building	\$ 300,000									
325-3200-2210	For Trail construction or bike lane construction	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -
325-3201-2210	2025 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Gawley Drive (Midland Point Rd to Parkview Crt	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Midland Ave (Hugel to Yonge)	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Beamish Rd Top Course	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
325-3201-2210	Queen St (Yonge to Elizabeth)	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Bay St (King to Queen)	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	William St (Hwy 12 to Galloway)	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Harbourview Dr (Fuller to Gianetto)	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Fourth St (Hugel-Bay)	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Midland Point Road (Puddicombe to Glenbrook)	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Fuller Ave (Everton to Harbourview)	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Dominion Ave (Preston to Borsa)	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Irwin St Micro Surfacing (Ruby to Ellen)	\$ -	\$ -	\$ -	\$ 10,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	Ellen St Microsurfacing (Irwin to Ellen)	\$ -	\$ -	\$ -	\$ 15,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	John St Microsurfacing (Irwin to Johnson)	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2210	2026 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -
325-3201-2210	2027 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -
325-3201-2210	2028 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -
325-3201-2210	2029 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -
325-3201-2210	2030 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000
325-3202-2210	New Signals	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3202-2210	Controller Upgrades (Replacement) Various	\$ -	\$ 40,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
325-3202-2210	Pedestrian Cross Walks (11 in MP)		\$ 92,000	\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3202-2210	General Electrical Maintenance and Locates	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
325-3230-2210	Various Areas plus EAB plantings		\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3230-2210	Various Areas plus Reconstruction Areas	\$ -	\$ -	\$ -	\$ 9,500	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -
325-3243	Bay St & Aberdeen Blvd				\$ 60,000						
325-B001-2210	Bay St & Fourth St Intersection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -
325-B003-2220	Manly Bayshore-Gloucester	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B006-2210	Roads/ Sidewalks Needs Study		\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B007-2220	Midland Point Rd Fuller-Portage Park		\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B008-2210	King St & Robert St	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
325-B010	Midland Point Rd- Portage Park -Glenbrook		\$ 35,000		\$ 410,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
328-B011	Retaining Wall 353 Gloucester	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B012	Realign Brunelle Sideroad at Fuller	\$ -	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B013	Vindin St & Harbourview Dr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
325-B014	William St & Highway 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
325-B015	William St & Pillsbury Dr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
325-B016	Dominion Ave 4th St - 8th St	\$ 120,000	\$ -	\$ 325,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B017	Colborne St (Irwin-Johnson)	\$ -	\$ 25,000	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B018	Yonge St from Midland Ave- King St	\$ -	\$ 25,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Dominion ST 3rd-5th (S)	\$ 102,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Manly Hugel-Elizabeth (E)	\$ 66,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Bay St Queen- Mid Ave (S)	\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Spot Repairs (Various Locations)	\$ 30,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030  
10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
335-1111-2220	Sidewalk Yonge St Stollar	\$ 60,000									
335-1111-2220	Dominion 4th-5th (N)	\$ -	\$ 47,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	First St Easy-Hugel (E)	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Manly St Yonge-Elizabeth(E)	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Hugel Ave First-King (S)	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2023	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2024	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2025	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
335-1111-2220	Various Locations 2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -
335-1111-2220	Various Locations 2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -
335-1111-2220	Various Locations 2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
335-B002	Pedestrian & Cyclist Network (mid term)	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-B003	Pedestrian & Cyclist Network (long term)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
345-1111-5410	Bus Shelters x2 Replacements	\$ 20,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -
345-1111-5410	GPS and Online Mapping	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -
345-1111-5410	Fare System Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -
345-1111-5410	Transit Garage Upgrade to old OPS	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
345-1111-5600	New Bus 30 ft. Part of Grant Application	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -
345-3411-5600	Van #64 2006 Dodge Grand caravan (Access Van)	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -
345-3411-5600	Van #63 2008 (Access Van) Replacement	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
345-3411-5600	Van #61 2020 Promaster	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
345-3411-5600	Van #62 2020 Promaster	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
355-1111-5520	LED Program (Light Purchase)		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -
355-1111-5520	Additional Lights (Various Locate in fill existing system)		\$ 30,000	\$ 30,000	\$ 30,000	\$ 27,000	\$ 25,000	\$ 25,000	\$ 20,000	\$ -	\$ -
355-1111-5520	Downtown Core Lighting (Side Streets)		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
370-1111-5410	Piping and Plumbing	\$ 3,300	\$ -	\$ -	\$ 15,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Fire Protection System	\$ -	\$ -	\$ 10,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Various Building Testing and report	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Foundation Drainage	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Interior Specialities	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Wood Flooring	\$ 3,000	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Insulation	\$ 2,640	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Auxiliary Equipment	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Exhaust System	\$ 4,800	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Communication and Security in Old OPs Building	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Site Improvements	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Carpentry	\$ -	\$ 9,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Septic Tanks Assessment	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Cabinets	\$ -	\$ -	\$ -	\$ 16,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030  
10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
370-1111-5410	Residential Equipment	\$ -	\$ -	\$ -	\$ 3,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Designated Substance Survey and report	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4333	STORM POND MAINTENANCE PLAN	\$ 50,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
375-B002	Combined Sewer Rectification Plan	\$ 100,000	\$ 30,000	\$ 100,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-B003	STORMWATER MASTER PLAN		\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-XXXX	Clean storm pipe Chamber A to Harbour	\$ 250,000									
385-1111-5410	DOCK REPLACEMENTS (2 Sets for 18000 each in 2017)	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	replace shelters(transfer to 2024	\$ -	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Harbour Wall bumper and wood replcmt (North Wall)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Pier Paving (Per Pier)	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Washroom/Shower Facility Update	\$ 12,000	\$ 12,000	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	gardens on piers		\$ 5,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5520	Parking Lot Lights		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5520	portable radios		\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5450	Hugel-Cook Trail	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5520	CSA playground improvements	\$ 390,000									
390-1111-5520	Shade				\$ 75,000						
390-1111-5520	Bicycle parking				\$ 15,000						
390-1111-5520	Signage & wayfinding				\$ 90,000						
390-1111-5520	Urban forestry plan				\$ 60,000						
390-1111-5520	Mobile Radios		\$ 9,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5520	Portable Radios		\$ 5,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	2009 truck #4									\$ 5,000	
390-1111-5600	replace 2005 van with PU								\$ 48,000		
390-1111-5600	#7727 (Unit 27) 2010 Kubota 2010	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ -	\$ -	\$ -	\$ -
390-1111-5600	2003 Haul all Garbage truck	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	2011 Kubota (2017 and 2022)	\$ -	\$ 30,000		\$ -	\$ -	\$ -	\$ 32,000		\$ -	\$ -
390-1111-5600	2012 Kubota (2017 and 2022)	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -
390-1111-5600	2013 Kubota (2018 and 2023)	\$ -	\$ 30,000	\$ -		\$ -	\$ -	\$ 32,000	\$ -		\$ -
390-1111-5600	#7708 (Unit 8)- GMC Sierra 1/2 Ton 2008	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
390-1111-5600	#7710 (Unit 10) GMC Sierra Crew Cab (1/2 Ton)	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7707 (Unit 7)- 2011 Chevrolet Silverado P/U	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7711 2011 Dodge Ram 2500 (with Lift Gate)	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7717 - Ford 3930 Tractor with Loader (1995)	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7705-Ford F250 Superduty Extended Cab (Plow attach)	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 55,000	\$ -
390-1111-5600	#7714 Kubota (2018) - Zero Turn			\$ 30,000							
390-1111-5600	#7716 Kubota (2018) - Zero Turn			\$ 30,000							
390-1111-5600	#7718 Kubota (2019) - Zero Turn					\$ 31,000					
390-1111-5600	#P7715 New Holland Tractor (2007)			\$ 30,000							
390-1111-5600	P20 Volvo Mini Loader (2010)						\$ 115,000				
390-7221-5410	Washroom renovations (#2)	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
390-7221-5450	Tennis Court Resurfacing	\$ -	\$ 100,000	\$ 16,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Parking Lot					\$ 55,000					
390-7221-5450	Beach Volleyball courts	\$ -	\$ 15,600	\$ -	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Garden Bed Retaining Walls and Stairs	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Access trail from Yonge and Ramp		\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5520	Playground #2	\$ -	\$ -	\$ -	\$ 16,293	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5520	Playground West	\$ -	\$ -	\$ -	\$ 41,316	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Tennis Court Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ 31,360	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Irrigation System Replacement	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5520	Bleachers replacement	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7223-5450	Ball Diamond backstop replacement	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -
390-7227-5450	Road And Parking Lot Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -
390-7225-5410	Refurbish staircase and stonework	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7226-5450	Ball Diamond redress	\$ 15,000									
390-7226-5450	Permanent Lines	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7226-5450	irrigation upgrades		\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7226-5450	Netting		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -
390-7230-5450	Basketball Court resurfacing			\$ 25,000							
390-7235-5520	Playground Equipment Replacement		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7236-5450	Water Display Replacement		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7237-5520	Playground Equipment Replacement		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7238-5450	General Development-Hanson	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7241	Waterfront Trail	\$ 65,000									
390-7241-5450	Trail screenings		\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7241-5450	Trail Repairs	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ -
390-7252-2220	Splash pad		\$ 320,000								
390-B001-5520	Shade	\$ -	\$ -	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ -	\$ -	\$ -	\$ -
390-B001-5520	Bicycle parking	\$ -	\$ -	\$ 28,000	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-B001-5520	Urban forestry plan	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-B001-5520	public art	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Door Replacements	\$ 20,000	\$ 20,000	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
399-1111-5410	Flooring Replacement (general areas)		\$ 5,000	\$ 40,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
399-1111-5410	Parking lot lights	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
399-1111-5410	Parking Lot Repaving	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Door Openers - AODA	\$ -	\$ 10,000	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
399-1111-5410	HVAC Unit Replacement	\$ 30,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
399-1111-5410	Windows (25 year Life)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
399-1111-5410	Sky Light Repairs	\$ 50,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -
399-1111-5410	Garage Doors(Rear of Building)	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -
399-1111-5410	Water Bottle Station Hard Water Solution		\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ 2,500
399-1111-5410	Hot Water Tanks for Ice Resurfacers - 2 Units	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
399-1111-5410	Kitchen Upgrades including Flooring	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Flooring (Bill Thompson Hall)	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Dehumidifier Platform Expansion H & S concerns		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Repair Roofing Panels and water gutters on gym	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Eavestroughs, Gutter and Downspouts Repair	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Washroom - Team Dressing Room Renovations		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Reseal Concrete floors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Concrete Unit Masonry Wall System restoration	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Metal Clad Exterior Wall Panel Refurbishment	\$ -	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Covering Replacement	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Interior Stairs Reconstruction	\$ -	\$ 87,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Parking Lot Lighting Inspection and Repairs	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Interior Door both Fire and General doors	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Counter Top Replacement washroom public		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Carpet Floor Replacement	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Unit Heater replacements	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Fire System and Alarm Upgrades	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Radiant Heater Unit Upgrades	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Painting - Ceilings Repaint the interior ceilings	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Slab on Grade Restoration	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Painting - Walls Interior	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Parking Lot Paving	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Designated Substance Survey	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Dehumidifier Replacements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
399-1111-5520	Tables and Chairs Replacements	\$ -		\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000
399-1111-5520	Kitchen Equipment	\$ -	\$ -	\$ -	\$ -	\$ 29,827	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Water Heaters	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
399-1111-5520	Cleaning Equipment		\$ 10,000	\$ 6,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 6,000
399-1111-5520	Gym electric nets	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Scissor Lift Replacement	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
399-1111-5520	Battery Powered Ice Edger	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	condenser pumps	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Compressor Replacements	\$ -	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Ice Resurfacer Replacements (Electric)	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Stage Replacements	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Condenser replace (MMHA)	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Chiller Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
399-1111-5520	Led Sign Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -
399-1111-5520	Portable Bars Replacement	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -
399-1111-5520	Sound System Replacement (MMHA Rink)		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Irrigation System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Loader Replacement		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
399-1111-5520	Kubota Replacement		\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Gym Score Clock Upgrades 2021	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4215	WWTC Aerators	\$ -	\$ 144,200	\$ 144,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4221	Pump Station No.1	\$ -	\$ -	\$ -	\$ 103,000	\$ 3,151,800	\$ -	\$ -	\$ -	\$ -	\$ -
411-4229	Relining	\$ 247,200	\$ -	\$ 247,200	\$ -	\$ 267,200	\$ -	\$ 267,200	\$ -	\$ -	\$ -
411-4231	Wastewater Master Plan	\$ 50,000	\$ -	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ 206,000	\$ -	\$ -
411-4480	Leachate Pre-treatment Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,545,000
411-4495	Emergency Equipment Replacement	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250
411-4513	Replace Portable Gas Detector	\$ -	\$ -	\$ 2,060	\$ -	\$ -	\$ 2,060	\$ -	\$ -	\$ 2,060	\$ -
411-4516	Ultra Violet Treatment Effluent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,000	\$ 2,255,700
411-4519	Collection System Condition	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4522	SPS #1 Pump Replacement	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B002	New Secondary Clarifier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,000	\$ 1,766,450	\$ -	\$ -
411-B004	Aeration Replacement & Upgrade	\$ 103,000	\$ 2,678,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B009	Upgrade Valve Pedestals Distribution Chamber	\$ -	\$ -	\$ 41,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B010	Replacement Snow Blower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,863	\$ -
411-B011	Replace Secondary Clarifiers V-Notch Weirs	\$ -	\$ 46,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B014	Driveway to Pillsbury SPS#4	\$ -	\$ -	\$ 25,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B016	Supernatant Solids Mete	\$ 30,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B017	Replace Non-Insulated Hypo Tank with Insulated Tank	\$ -	\$ -	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B022	Return Activated Sludge Pump Replacement	\$ -	\$ -	\$ 61,800	\$ 61,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B024	administration/Control Building Headworks	\$ 11,639	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B025	Administration/Control Building	\$ 29,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B027	Primary Clarification	\$ -	\$ -	\$ -	\$ 127,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B029	Install Additional Primary Clarifier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 1,100,000
411-B030	Secondary Clarifiers	\$ -	\$ 30,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B031	Chlorine Contact Tank	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,845	\$ -	\$ -	\$ -	\$ -
411-B032	Chlorination and Effluent Water Building	\$ 43,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B033	Replacement of Truck WW#8	\$ 48,925	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B035	Dechlorination Building	\$ -	\$ 2,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B036	Storm Tanks	\$ -	\$ 1,030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B037	Sludge Building	\$ -	\$ -	\$ -	\$ -	\$ 197,142	\$ -	\$ -	\$ -	\$ -	\$ -
411-B038	Digesters and Digester Control Building	\$ -	\$ -	\$ -	\$ -	\$ 207,339	\$ -	\$ -	\$ -	\$ -	\$ -
411-B039	Bay SPS#1 - 444 Bay Street	\$ -	\$ -	\$ 160,371	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B040	Bay SPS#2 - 200 Bay Street	\$ -	\$ -	\$ -	\$ 6,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B041	Aberdeen (Tiffin) SPS#3 - 518 Aberdeen Blvd.	\$ -	\$ -	\$ -	\$ 9,888	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B042	Pillsbury SPS#4 - 101 Pillsbury Drive	\$ -	\$ -	\$ 18,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B046	New Primary Clarifier	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
411-B047	Storm Tank Ladder Replacement	\$ 17,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B048	Headworks Upgrade	\$ 100,000	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4409	Master Plan Update	\$ 50,000	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -

**2021-2030  
10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
431-4419	Well Rehabilitation	\$ 23,690	\$ 44,290	\$ 47,380	\$ 23,690	\$ 44,290	\$ 47,380	\$ 6,180	\$ 26,780	\$ 64,890	\$ 41,200
431-4435	Everton Storage Leaking	\$ -	\$ -	\$ -	\$ 257,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4440	Emergency Equipment Replacement	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160
431-4465	Valve Replacement Program	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450
431-4470	Gawley Infrastructure Replacement	\$ -	\$ -	\$ -	\$ 298,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4470	William St. FDR Main (Hanly-Birchwd)	\$ -	\$ -	\$ 412,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4483	Flume Resvr Prop Survey & Easement	\$ -	\$ -	\$ -	\$ -	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -
431-B004	CNTY RD 93 FDR Main (w/s Lanigan to Yonge)	\$ -	\$ -	\$ -	\$ -	\$ 267,800	\$ 309,000	\$ -	\$ -	\$ -	\$ -
431-B007	Montreal Tank Relocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,000	\$ 969,500
431-B015	Well #15 Replacement	\$ -	\$ -	\$ 180,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B018	Hanly Treatment System UV Replacement	\$ -	\$ -	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B009	First Street Watermain Replacement	\$ -	\$ -	\$ -	\$ 257,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B022	Upgrade pump capacity of Hanly BPS and Everton BPS	\$ 154,500	\$ 3,908,335	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B025	Penetanguishene Rd. Treatment System UV Replcmt	\$ -	\$ -	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B030	New Pressure Zone with new Booster Pump Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 6,182,533	\$ -
431-B032	Hanly Tower Interior Painting	\$ -	\$ -	\$ 257,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 257,500	\$ -
431-B033	Feed from Bayport to Gawley	\$ -	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B034	Irwin Street Distribution Dead-end	\$ -	\$ -	\$ 154,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B044	Replacement of Truck W#6	\$ -	\$ -	\$ -	\$ 30,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B045	Replacement of Truck W#14	\$ -	\$ -	\$ 61,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B046	Replacement of Utility Van W#16	\$ -	\$ -	\$ -	\$ -	\$ 41,200	\$ -	\$ -	\$ -	\$ -	\$ -
431-B047	Replacement of Utility Van W#22	\$ -	\$ -	\$ 43,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B048	Replacement of Dump Truck W#82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,440	\$ -	\$ -
431-B050	Replacement of Tractor Backhoe W#21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133,900	\$ -	\$ -
431-B051	South Area Booster Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,502,000	\$ -	\$ -	\$ -	\$ -
431-B052	Water Meter Upgrade Program	\$ -	\$ 257,500	\$ 257,500	\$ 257,500	\$ 257,500	\$ -	\$ -	\$ -	\$ -	\$ -
431-B053	East Pressure Zone: Tank	\$ 154,500	\$ 9,917,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B061	Twin Harbourview Drive	\$ 154,500	\$ 2,388,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B064	SCADA Remote Servers	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B065	Security Fencing	\$ -	\$ -	\$ 22,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-1111-5520	Spin Lazer (replacement)	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
505-1111-5520	Level/Survey Equipment	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3500	completion of record of site condition-MBL	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3505	Downtown Enviro Risk Assmt	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3509	Transportation Master Plan Update to 2051		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3510	Traffic Calming	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3516	Balm Beach Road Servicing	\$ 50,000	\$ -	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3517	MBL Site Improvement	\$ 250,000	\$ -	\$ -	\$ 1,800,000	\$ 6,100,000	\$10,100,000	\$ -	\$ -	\$ -	\$ -
505-3518	Yong St. (King To Hwy 93)	\$ 65,000		\$ -	\$ 3,365,000	\$ -	\$ 2,465,000	\$ -	\$ -	\$ -	\$ -
505-3520	Seventh St. Reconstruction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,850,000	\$ -
505-3521	Community Energy Plan				\$ 80,000						



**2021-2030  
10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
505-B001	CR93 Trail Project		\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B005	Hannah St Reconstruction - King St to Queen St	\$1,505,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B007	Queen St Reconstruction - Elizabeth to Hugel		\$ 165,000	\$ 1,265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B005	Love Your Laneways		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B009	Bay St Reconstruction - King St to Aberdeen Blvd	\$ -	\$ -	\$ -	\$ 450,000	\$ 1,550,000					
505-B010	Vindin St and Harbourview Intersection Re-alignment	\$ 260,000	\$ 210,000	\$ 1,660,000							
505-B011	Fuller Ave Realignment	\$ 265,000	\$ 410,000	\$ 2,020,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B013	Fuller Ave / Brunelle Roundabout	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000
505-B014	Pillsbury Rd and William St Intersection Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 300,000	\$ -
505-B015	Fourth St and Bay St Intersection Improvements	\$ -	\$ -	\$ 100,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B016	William St Cross Section Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 5,100,000	\$ -	\$ -
505-B017	Ellen St Reconstruction - King St to Johnson St	\$ -	\$ 225,000	\$ 2,575,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B018	Sixth St Reconstruction - Hugel Ave to Quebec St	\$ -	\$ -	\$ 200,000	\$ 2,050,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B019	Montreal St Reconstruction - Fourth to Fifth	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 775,000	\$ -	\$ -	\$ -	\$ -
505-B022	Fifth St (Ottawa To Victoria)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 775,000	\$ -	\$ -	\$ -
505-B025	Fourth St Reconstruction - Montreal to Victoria	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 2,050,000
505-B027	Third St Reconstruction - Hugel to Montreal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
505-B028	Manly St Reconst. (Yonge To Hugel)	\$ -	\$ -	\$ -	\$ 200,000	\$ 2,050,000	\$ -	\$ -	\$ -	\$ -	\$ -
505-B029	Eighth St Reconst (Yonge To Hugel)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,850,000	\$ -	\$ -
505-XXXX	coal dock parking lot for cruise ships	\$ 50,000									
605-6700-5520	snow removal equipment	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
740-1111-5415	Public Art	\$ 100,000	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -
750-B001-5410	Stage Roog At Little Lake Park	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Marquee Sign	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	New Kitchen Counter Tops For staff & Assembly room	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Rubber Stair Treads	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	HVAC System	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Building Testing and Report	\$ 25,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Gutters and Downspouts	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Roof Openings and Supports	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Interior Stairs and Specialities		\$ 52,200	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Domestic Water Supply		\$ 4,200	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Pipes and Plumbing		\$ 9,600	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Hot Water Boiler	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Auxiliary Equipment		\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Chilled Water System	\$ 4,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Package Units		\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Electric Heating	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Moveable Furnishings		\$ 39,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Building Automation System	\$ 13,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Exterior Lighting Fixtures and control	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2021-2030**  
**10-Year Capital Plan - Draft Department Input**

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project #	Project Name	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
762-1111-5410	Passenger Elevators	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Insulation and Identification	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Exhaust System	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Lighting Equipment	\$ -	\$ 23,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Painting to Walls	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Identifying Devises	\$ -	\$ -	\$ 2,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Foundation Drainage	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Window and Door Sealants	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Clocktower and wood trim gables	\$ 66,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5520	Book vending machine	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5541	Assembly Room AV	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-7627-5520	Makerspace Equipment	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-8215-2130	COMPREHENSIVE ZONING BY-LAW	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B005-2130	Development Charges Study - Transition to new regime	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B008-2130	Intensification Study	\$ -	\$ 35,000	\$ 96,000	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B007-2130	Development Charges Background Study	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B008-2130	Urban design guidelines - Downtown and gateways		\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B009-2130	Downtown Parking Study	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B010-2130	Development Charges Background Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
811-B011-2130	Official Plan Implementation	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
820-1111-5600	Hybrid vehicle for inspector		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>		<b>\$ 8,888,680</b>	<b>\$ 31,442,679</b>	<b>\$ 19,971,008</b>	<b>\$ 21,271,604</b>	<b>\$ 20,366,635</b>	<b>\$ 22,098,096</b>	<b>\$ 5,835,930</b>	<b>\$ 12,720,430</b>	<b>\$ 12,817,206</b>	<b>\$ 11,325,760</b>



# Section 14 Capital Summary Forms (2021)



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-02-14
<b>Project Name:</b>	Municipal Modernization Projects			<b>Date Revised:</b>	
<b>Project #:</b>	122-B001			<b>Department:</b>	CAO
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Joline Huang
<b>Project Description:</b>	Town initiatives transforming service delivery and identifying more modern, efficient ways of operating				
<b>Project Justification &amp; Readiness:</b>	Using the Municipal Modernization Grant from 2019. The town is continuing to implement initiatives/projects identified by Senior management Team to make Midland more efficient.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Consultants	\$ 170,000					\$ 170,000
						\$ -
<b>Total Capital Costs:</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Reserve	\$ 170,000					\$ 170,000
						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-14
<b>Project Name:</b>	Creation/Design of New Corporate Website			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>			Corporate Services
<b>Maintenance or Growth:</b>		<b>Prepared By:</b>			Randy Fee
<b>Project Description:</b>	Replacing the current Town of Midland website with a new, accessible website.				
<b>Project Justification &amp; Readiness:</b>	The current website has been in place since approx. 2013, and is quite limited in options for what we can provide on the site. A new website would provide a modern, cleaner look, easier access to information, allow us to provide more options to residents such as eCommerce/online payments (dog tags, parking tickets, fire permits etc.), social media integration, provide emergency pop-up banners when required and more (all to be determined), and help ensure our site/content is AODA compliant. A working group will be established to review the current status of our site, the needs/requirements of each department, and Council and the public will be consulted to establish a list of features/content that is desired.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 22,000					\$ 22,000
						\$ -
						\$ -
						\$ -
						\$ -
<b>Total Capital Costs:</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 22,000					\$ 22,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-28
<b>Project Name:</b>	Financial Systems Redevelopment			<b>Date Revised:</b>	
<b>Project #:</b>	124-B002			<b>Department:</b>	Finance
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Michael Jerney
<b>Project Description:</b>	A new GL account structure will be created reflecting the Town's services and organizational structure resulting in a single, consistent hierarchy. All legacy hierarchies will be discontinued and locked. All sub-systems (e.g. FMW, WorkTech, P-Card, ADP, etc.) will be re-mapped to align with the new GL account structure and hierarchy. This is a large, complex, but necessary and long overdue project. All departments will be impacted, and cross-department steering committee will be needed.				
<b>Project Justification &amp; Readiness:</b>	The Town's current account structure has not kept pace with organizational change. This complicates financial and performance reporting, inhibits accurate service costing, and impedes fiscal accountability. Multiple GL hierarchies are also currently in use making it difficult to aggregate and analyze financial information at the appropriate level resulting in unnecessary complication for reporting and potentially impairing integration with sub-systems. Initial scoping and design work can begin immediately. A cross functional steering committee can begin initial scoping and design work immediately. Expert external consultant resources will be needed to design the new framework, and perform the implementation to ensure system integrity is not compromised and appropriate testing is completed before system go live.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Consultants	\$ 70,000					\$ 70,000
						\$ -
<b>Total Capital Costs:</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
IT Reserve	\$ 70,000					\$ 70,000
						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Hardware Upgrades			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-05			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Maintenance & Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	Continuing updates of out of date infrastructure to support modern computing				
<b>Project Justification &amp; Readiness:</b>	Update and replace obsolete/incompatible cabling, power protection and other physical infrastructure to support existing and new systems				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 25,000	\$ -	\$ -	\$ 2,500	\$ 2,563	\$ 30,063
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,563</b>	<b>\$ 30,063</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Network Additions			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-06			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	Addition of new network capacity and coverage, redundancy/fail over, enhancement management				
<b>Project Justification &amp; Readiness:</b>	Completing network capacity improvements, fulfilling pending requests from other departments, increased Wi-Fi coverage to support mobile end nodes				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 50,000	\$ -	\$ -	\$ 5,000	\$ 5,125	\$ 60,125
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,125</b>	<b>\$ 60,125</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Non IT Hardware requests			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-08			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	Unexpected IT and non IT hardware and software requests				
<b>Project Justification &amp; Readiness:</b>	Practice has proven that many non IT items are added to the IT budget (e.g. mail machine, envelop stuff, cash counter). This is to cover those unexpected and unforeseen items				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	New Software Services			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-04			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Maintenance & Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	Migration of On Prem hardware and applications to Microsoft Azure SaaS and other cloud platforms				
<b>Project Justification &amp; Readiness:</b>	Modernisation of IT service delivery and support. Focusing and improvement of IT staff resources on a less broad range of products (i.e. more applications support and less hardware). Increased capability and flexibility for new IT services. Shifting of on premise hardware to Microsoft Azure				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 40,000	\$ 5,500	\$ 6,500	\$ 7,500		\$ 59,500
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 40,000</b>	<b>\$ 5,500</b>	<b>\$ 6,500</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ 59,500</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 40,000	\$ 5,500	\$ -	\$ -	\$ -	\$ 45,500
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 40,000</b>	<b>\$ 5,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,500</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Security Upgrades			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-01			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	Building on the existing work of the last two years, additional/upgraded security services and enhancements, bring workstations and mobiles inline with the security plan, automation and third party assessment (e.g. penetration tests)				
<b>Project Justification &amp; Readiness:</b>	COVID and remote work has drastically shifted the network and security environment creating new security issues and boundries to protect. nAdditional components needed to support a mobile workforce.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2021 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 35,000	\$ -	\$ -		\$ -	\$ 35,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	November 26/2020
<b>Project Name:</b>	Asset Management Software			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>			Community Services
<b>Maintenance or Growth:</b>		<b>Prepared By:</b>			Emily Morden
<b>Project Description:</b>	Asset Register & GIS Viewer Software. Asset Register module will be central repository for all municipal assets, linear or standalone allows for condition data, lifecycle modeling, asset reporting, FIR reporting. GIS Viewer allows for asset visualization within the same software, Asset Collector is included.				
<b>Project Justification &amp; Readiness:</b>	Allows for one central repository of all asset data, attributes and financials for linear or standalone assets. Will aid in asset management moving forward and meeting new O. Reg 588/17. (\$40,000 requested in 2020 budget, need additional \$20,000)				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 20,000					\$ 20,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 20,000					\$ 20,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-26
<b>Project Name:</b>	Electronic Document Management System			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	CS/IT/Clerks/CAO		
<b>Maintenance or Growth:</b>		<b>Prepared By:</b>	Karen D./Tina L.		
<b>Project Description:</b>	Development and installation of an electronic records management system to create, manage use and store electronic records and documents, and to replace the Town's obsolete paper file tracking system, including pre and post training.				
<b>Project Justification &amp; Readiness:</b>	Migration to an electronic records/document management system will provide an integrated solution for the storage, use and organization of the Town's active, inactive & vital records. It will improve internal processes, provide efficiency in managing all types of electronic records (MS Office Suite, drawings, scanned images, maps, e-mail, etc.). The system will also be required to manage the classification, retention & disposition of electronic and paper records based on The Ontario Municipal Records Management System (TOMRMS), the Town's records classification system, and the Town's records retention schedule. It is anticipated that there will be extended uses as we move forward, including the creation and maintenance of legal and procurement precedent systems.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 110,000					\$ 110,000
Project Management:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 110,000					\$ 110,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Workstation Replacements			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-02			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Maintenance & Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	To maintain compatibility with new software and services, workstation hardware and operating systems must be kept up to date. Continuing of the phased replacement of out of date hardware and operating systems				
<b>Project Justification &amp; Readiness:</b>	To support new software and work environment/operational demands (remote work, AV for virtual meetings, etc.); up to date support, monitoring and security tools; maintain warranty and repairs, etc.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-10
<b>Project Name:</b>	Mobile & End Node Replacements			<b>Date Revised:</b>	
<b>Project #:</b>	IT2021-03			<b>Department:</b>	IT
<b>Maintenance or Growth:</b>	Maintenance & Growth			<b>Prepared By:</b>	Damian Prisciak
<b>Project Description:</b>	To maintain compatibility with new software and services, smaller workstation hardware and operating systems must be kept up to date. Continuing of the phased replacement of out of date hardware and operating systems				
<b>Project Justification &amp; Readiness:</b>	To support new software and work environment/operational demands (mobile work, remote work, AV for virtual meetings, etc.); up to date support, monitoring and security tools; maintain warranty and repairs, etc.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 35,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 35,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total of Funding Sources:</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	Jan 15-2020
<b>Project Name:</b>	OPP General Capital			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	OPP		
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	S.Berriault
<b>Project Description:</b>	General Capital for buidling maintenance, painting, corner protectors & light replacements				
<b>Project Justification &amp; Readiness:</b>	Required for general building maintenance.				

<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 10,824					\$ 10,824
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,824</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 10,824					\$ 10,824
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,824</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	December 3/2020
<b>Project Name:</b>	Designated Substance Plan			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Townhall		
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Shawn Berriault
<b>Project Description:</b>	A designated substance Plan.				
<b>Project Justification &amp; Readiness:</b>	The plan will come out of the inspection. As there is known issues at the Municipal Office				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 7,500					\$ 7,500
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 7,500					\$ 7,500
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	December 3/2020	
<b>Project Name:</b>	Fire and Life Safety Audit			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Townhall	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Shawn Berriault	
<b>Project Description:</b>	Fire and Life Safety Audit Townhall.					
<b>Project Justification &amp; Readiness:</b>	Identified in BCA					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 6,000					\$ 6,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 6,000					\$ 6,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	December 3/2020
<b>Project Name:</b>	Desk Replacement			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Townhall		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	EM/SPB		
<b>Project Description:</b>	Desk Replacement				
<b>Project Justification &amp; Readiness:</b>	To continue to upgrade outdated furnishings.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 7,000					\$ 7,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 7,000					\$ 7,000
Debt/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-14
<b>Project Name:</b>	Firehall Roof Replacement			<b>Date Revised:</b>	
<b>Project #:</b>	MFD# 2021-01	<b>Department:</b>	Fire & Emergency Services		
<b>Maintenance or Growth:</b>	Maintance	<b>Prepared By:</b>	PR		
<b>Project Description:</b>	Replacement of the flat roof at the firehall				
<b>Project Justification &amp; Readiness:</b>	To replace the roof on the firehall. The roof on the firehall is 26 years old and the Town's Building Condition Assessment report is recommending the replacement of the roofing 2021. During the winter of 2020 there was a significant leak through the roof into the apparatus bays.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25 years	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 40,000					\$ 40,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$40,000					\$ 40,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	Various Times	<b>Date Prepared:</b>	2021-10-20
<b>Project Name:</b>	Portable Equipment Upgrades			<b>Date Revised:</b>	
<b>Project #:</b>	MFD# 2021-07	<b>Department:</b>	Fire & Emergency Services		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>			
<b>Project Description:</b>	Replacement of small equipment that is at end of life or gets damaged / destroyed during operations.				
<b>Project Justification &amp; Readiness:</b>	This project allows the fire department to replace small portable equipment on the trucks and around the hall that are broken or do not meet a standard. This type of equipment is hose appliance, connectors, small pumps, scene lighting, hydrant gates and connectors, etc. This program has been on going for a few years to ensure the portable equipment is update and ready for use.				
<b>Asset Numbers:</b>	Various	<b>Asset Life:</b>	15-20 years	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2020 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	Total
Purchase Price:	\$15,000					\$ 15,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

**Notes:**

### Funding Sources

Funding Source	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	202 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:	\$ 15,000					\$ 15,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Ice/Water Rescue Gear Replacement			<b>Date Revised:</b>		
<b>Project #:</b>	MFD# 2021-03			<b>Department:</b>	Fire & Emergency Services	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	PR	
<b>Project Description:</b>	Ice/Water Rescue Gear Replacement					
<b>Project Justification &amp; Readiness:</b>	Project will replace the Town's current gear for ice water rescue. The new suits will streamline response and annual maintenance cost and servicing. The new suits can be repaired locally if needed. The replacement suits will make our suits and program the same as our mutual aid partner. This project replaces ten (10) emersion suits, four (4) exposure suits, helmets, Personal Floation Devices, rope and other miscellaneous equipment for the rescue.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	10 Years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$10,000					\$ 10,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$10,000					\$ 10,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	Fall 2021	<b>Date Prepared:</b>	2020-10-19	
<b>Project Name:</b>	EOC Upgrades and Equipment			<b>Date Revised:</b>		
<b>Project #:</b>	MFD# 2021-08			<b>Department:</b>	Fire & Emergency Services	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	PR	
<b>Project Description:</b>	Emergency Operations Centre Upgrade					
<b>Project Justification &amp; Readiness:</b>	This project will complete the EOC move from the firehall to the Municipal office and will include items like, communications upgrade, electrical upgrade, tables, storage, etc. The EOC plays a critical role in the Town's Emergency Management program. Without a functioning and equipped EOC the Town would not be compliant under the Act.					
<b>Asset Numbers:</b>	Various	<b>Asset Life:</b>	5-10 years	<b>GIS Ref:</b>		
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2020 Budget</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>Total</b>
Purchase Price:	\$5,000					\$ 5,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2020 Budget</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>202 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Reserve:	\$5,000					\$ 5,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>



## CAPITAL PROJECT SUMMARY

<b>Budget Year:</b>	2021	<b>Timelines:</b>	Spring 2021	<b>Date Prepared:</b>	2020-10-16
<b>Project Name:</b>	RIT Bottles and Packs			<b>Date Revised:</b>	
<b>Project #:</b>	MFD #2021-05	<b>Department:</b>	Fire & Emergency Services		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	PR		
<b>Project Description:</b>	RIT Cylinder Replacement				
<b>Project Justification &amp; Readiness:</b>	To replace the current RIT bottles and regulators that will be expiring in 2021. The RIT program is Rapid Intervention Team. The team and gear is used to intervene, to rescue any firefighters who have run into trouble at a call. We are required under legislation to have a RIT team ready for deployment at calls.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 10,000					\$10,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$10,000					\$ 10,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	Jan 15-2020	
<b>Project Name:</b>	OPP General Capital			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	OPP	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	S.Berriault	
<b>Project Description:</b>	General Capital for building maintenance, painting, corner protectors & light replacements					
<b>Project Justification &amp; Readiness:</b>	Required for general building maintenance.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 10,824					\$ 10,824
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,824</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 10,824					\$ 10,824
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,824</b>



## Capital Project Summary

<b>Budget Year:</b>	2021/2022	<b>Timelines:</b>	2021/2022	<b>Date Prepared:</b>	November 26,2020
<b>Project Name:</b>	Window Replacement - OPP Area			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	OPP		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	Shawn Berriault		
<b>Project Description:</b>	Replacement of the window in the distpatch area. Ex window is very inefficient and has been listed on the H and S inspections.				
<b>Project Justification &amp; Readiness:</b>	The existing windows are past their expect life, these were identified in the BCA as a deficiency item for this building.				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 30		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2021 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 7,500	\$ 10,000	\$ 10,000			\$ 27,500
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 7,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,500</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve: OPP Contract	\$ 7,500	\$ 10,000	\$ 10,000			\$ 27,500
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 7,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,500</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020
<b>Project Name:</b>	PW Equipment Purchases			<b>Date Revised:</b>	
<b>Project #:</b>	5520	<b>Department:</b>	Operations		
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery		
<b>Project Description:</b>	Vermeer Wood Chipper				
<b>Project Justification &amp; Readiness:</b>	Lifespan should be 10-12 years, this equipment is from 1998. Needs replacement.				
<b>Asset Numbers:</b>	7815	<b>Asset Life:</b>	10	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 45,000					\$ 45,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 45,000					\$ 45,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	Pickup Truck					
<b>Project Justification &amp; Readiness:</b>	Vehicle scrapped in 2019, require replacement.					
<b>Asset Numbers:</b>	7908	<b>Asset Life:</b>	9 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 45,000					\$ 45,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 45,000					\$ 45,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Dylan Flannery	
<b>Project Description:</b>	Various vehicle restoration.					
<b>Project Justification &amp; Readiness:</b>	To budget for unforeseeable vehicle or equipment failure or restoration needs. Budgeting this year can allow for the extension in lifespan to assets.					
<b>Asset Numbers:</b>	Undetermined	<b>Asset Life:</b>	3 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 25,000					\$ 25,000
<b>Total Capital Costs:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 25,000					\$ 25,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	1/2, 4x4 pickup truck					
<b>Project Justification &amp; Readiness:</b>	Exceeded lifespan, requires replacement.					
<b>Asset Numbers:</b>	7909	<b>Asset Life:</b>	9 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 45,000					\$ 45,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 45,000					\$ 45,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>	
<b>Project #:</b>	5520	<b>Department:</b>	Operations		
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery		
<b>Project Description:</b>	La Rue detachable snow blower for loader				
<b>Project Justification &amp; Readiness:</b>	Lifeplan will have exceeded, requires replacement.				

<b>Asset Numbers:</b>	7872	<b>Asset Life:</b>	9 years	<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 150,000					\$ 150,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 150,000					\$ 150,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	2012 Tandem Dump Truck with plow attachment.					
<b>Project Justification &amp; Readiness:</b>	Exceeding lifespan, requires replacement.					
<b>Asset Numbers:</b>	7980	<b>Asset Life:</b>	8 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 310,000					\$ 310,000
Project Management:						\$ -
Design:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 310,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 310,000					\$ 310,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 310,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	Compressor					
<b>Project Justification &amp; Readiness:</b>	Compressor manufacture date is unknown but believed to be in the 1980s. This is no longer meeting the needs of the department and requires replacement.					
<b>Asset Numbers:</b>	7834	<b>Asset Life:</b>	15 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 25,000					\$ 25,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 25,000					\$ 25,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	Asphalt Roller - estimate 1990 manufacture date.					
<b>Project Justification &amp; Readiness:</b>	Current Roller is inoperable. Requires immediate replacement for paving tasks, 3 ton or larger.					
<b>Asset Numbers:</b>	7854	<b>Asset Life:</b>	15 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 80,000					\$ 80,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 80,000					\$ 80,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	Equipment Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5520	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement			<b>Prepared By:</b>	Dylan Flannery	
<b>Project Description:</b>	1 Ton Dump Truck.					
<b>Project Justification &amp; Readiness:</b>	Replacement deferred from 2020 at \$57,000. Not accurate cost, increased amount to reflect accurate purchase price.					
<b>Asset Numbers:</b>	Dump Truck	<b>Asset Life:</b>	8 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 43,000					\$ 43,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 43,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 43,000					\$ 43,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 43,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Nov	<b>Date Prepared:</b>	2021-01-18
<b>Project Name:</b>	Operations Complex Upgrades			<b>Date Revised:</b>	
<b>Project #:</b>	315-8512-2210			<b>Department:</b>	Operations
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney
<b>Project Description:</b>	Repair pavement issues and complete top course asphalt. Install canopy over fuel station.				
<b>Project Justification &amp; Readiness:</b>	Existing pavement starting to fail, top course asphalt never completed. Fuel canopy to shelter vehicles and staff when fueling.				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 25		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 300,000					\$ 300,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:0973	\$ 300,000					\$ 300,000
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	Feb-Nov	<b>Date Prepared:</b>	2020-11-25	
<b>Project Name:</b>	Trail or Bikelane Construction			<b>Date Revised:</b>		
<b>Project #:</b>	325-3200-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Reconstruct existing trails or bikelanes or construct new trails or bikelanes					
<b>Project Justification &amp; Readiness:</b>	Many trails are starting to require large scale maintenance projects ontop of regular maintenance.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 60,000					\$ 60,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant: TCCP (County)	\$ 30,000					\$ 30,000
Donations:						\$ -
Reserve: 0973	\$ 30,000					\$ 30,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>		<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	General Resurfacing-Midland Ave (Yonge-Hugel)			<b>Date Revised:</b>		
<b>Project #:</b>	325-3201-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Resurface Midland Ave from Yonge to Hugel					
<b>Project Justification &amp; Readiness:</b>	Asphalt failing					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 255,000					\$ 255,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 255,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0973	\$ 255,000					\$ 255,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 255,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	General Resurfacing Beamish Rd Top Course			<b>Date Revised:</b>		
<b>Project #:</b>	325-3201-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Place top course on Beamish Rd from Hwy 12 to Prospect Blvd					
<b>Project Justification &amp; Readiness:</b>	Project incomplete					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25	<b>GIS Ref:</b>		
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 65,000					\$ 65,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Reserve: 0973	\$ 65,000					\$ 65,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021 and 2022	<b>Timelines:</b>	Jan-Dec	<b>Date Prepared:</b>	2020-11-25	
<b>Project Name:</b>	General Electrical Maintenance			<b>Date Revised:</b>		
<b>Project #:</b>	325-3202-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Traffic light and streetlight maintenance, inspections and locates.					
<b>Project Justification &amp; Readiness:</b>	Ongoing maintenance for traffic lights and streetlights as well as completing locates as per Ontario OneCall					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>		
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 115,000	\$ 115,000				\$ 230,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Reserve: 0973	\$ 115,000	\$ 115,000				\$ 230,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-October	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Retaining Wall-353 Gloucester			<b>Date Revised:</b>		
<b>Project #:</b>	325-B011			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Place Retaining Wall at 353 Gloucester as the slope on Town property is over 3:1 and is difficult for the homeowner to maintain.					
<b>Project Justification &amp; Readiness:</b>	Cannot be maintained due to slope.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:	\$ 5,000					\$ 5,000
Construction:	\$ 30,000					\$ 30,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0973	\$ 35,000					\$ 35,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2022-2024	<b>Timelines:</b>	Jan-Dec	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Dominion Ave 4th-8th			<b>Date Revised:</b>		
<b>Project #:</b>	325-B016			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Phased over 3 yrs. 2022-Design the entire project. 2023- Construct 4th-6th. 2024- Construct 6th-8th.					
<b>Project Justification &amp; Readiness:</b>	Road failing, curbs failing and incostent, rectify potential combined sewer issues.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	25	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:	\$ 120,000					\$ 120,000
Construction:			\$ 325,000	\$ 325,000		\$ 650,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ 770,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0973	\$ 120,000		\$ 325,000	\$ 325,000		\$ 770,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ 770,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Dec	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Dominion 3rd- 5th (S)			<b>Date Revised:</b>		
<b>Project #:</b>	02-51-335-1111-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Replace sidewalk on South side of Dominion from 3rd St to 5th St.					
<b>Project Justification &amp; Readiness:</b>	Sidewalk failing- liability					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 102,000					\$ 102,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 102,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 102,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0954	\$ 102,000					\$ 102,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 102,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 102,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Manly Hugel-Elizabeth (E)			<b>Date Revised:</b>		
<b>Project #:</b>	02-51-335-1111-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Replace sidewalk on Manly from Hugel- Elizabeth.					
<b>Project Justification &amp; Readiness:</b>	Sidewalk failing-liability					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 66,000					\$ 66,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 66,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0954	\$ 66,000					\$ 66,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 66,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Bay St Queen-Midland Ave (S)			<b>Date Revised:</b>		
<b>Project #:</b>	02-51-335-1111-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>				<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Replace Sidewalk on Bay St from Queen St-Midland Ave, replace and finish curb.					
<b>Project Justification &amp; Readiness:</b>	sidewalk failing- liability					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 71,000					\$ 71,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 71,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0954	\$ 71,000					\$ 71,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 71,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2022	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Sidewalk Spot Repairs- Various Locations			<b>Date Revised:</b>		
<b>Project #:</b>	02-51-335-1111-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Spot Repairs Various locations					
<b>Project Justification &amp; Readiness:</b>	Many locations where only a portion of the bays need replaced and do not warrant a full section replacement.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 30,000					\$ 30,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:0954	\$ 30,000					\$ 30,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-October	<b>Date Prepared:</b>	Jan 18,2021	
<b>Project Name:</b>	Sidewalk Yonge Street (Stollar)			<b>Date Revised:</b>		
<b>Project #:</b>	335-1111-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Extend sidewalk on south side of Yonge st from developer limits to Keller Drive					
<b>Project Justification &amp; Readiness:</b>	sidewalk currently ends one block short of signalized intersection without a proper crossing.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Design:						\$ -
Construction:	\$ 60,000					\$ 60,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:0954	\$ 60,000					\$ 60,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021/2022	<b>Date Prepared:</b>	November 26,2020	
<b>Project Name:</b>	Midland Transit Shelter Replacement			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Transit	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Shawn Berriault	
<b>Project Description:</b>	The existing shelters are greater than 20 years old and need to be replaced because of their conditions.					
<b>Project Justification &amp; Readiness:</b>	Existing King Street Shelters have been damaged over the years and structully needs to be replaced. The steel frame is rusted.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2021 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:	\$ 20,000	\$ 10,000				\$ 30,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:	\$ 20,000					\$ 20,000
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021/2022	<b>Timelines:</b>	2021/2022	<b>Date Prepared:</b>	November 26,2020
<b>Project Name:</b>	Newmarket Tay Building Maintenance			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Newmarket Tay Facility		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	Shawn Berriault		
<b>Project Description:</b>	The BCA of the building found various items needed to be repaired. We have lumped these items together but are Piping/Plumbing (\$3300), Foundation Drainage (\$3600), wood flooring(\$3000), insulation(\$2640), exhaust system(\$4800) and designated substance survey and report.				
<b>Project Justification &amp; Readiness:</b>	All items were identified as part of the Building Condition and Assessment report. They have taken care of other items that were on the list. The funding for this would be from the yearly lease.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>	Various	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2021 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 27,340	\$ 38,160				\$ 65,500
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 27,340</b>	<b>\$ 38,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,500</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 27,340	\$ -				\$ 27,340
Current User Fees:	\$ -	\$ 38,160	\$ -			\$ 38,160
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 27,340</b>	<b>\$ 38,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,500</b>



## Capital Project Summary

<b>Budget Year:</b>	2021 and 2022	<b>Timelines:</b>	Feb-Nov	<b>Date Prepared:</b>	2020-11-25	
<b>Project Name:</b>	Storm Pond Maintenance Plan			<b>Date Revised:</b>		
<b>Project #:</b>	375-4333			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Maintain and clean out existing storm ponds.					
<b>Project Justification &amp; Readiness:</b>	Many existing storm ponds in poor condition and not providing sufficient storage capacities.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	15	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:	\$ 5,000	\$ 5,000				\$ 10,000
Construction:	\$ 45,000	\$ 100,000				\$ 145,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0976	\$ 50,000	\$ 105,000				\$ 155,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021/2022	<b>Timelines:</b>	Jan-Dec	<b>Date Prepared:</b>	10/16/2020	
<b>Project Name:</b>	Combinded Sewer Rectification Plan			<b>Date Revised:</b>		
<b>Project #:</b>	02-51-375-B002-2220			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Rectify existing combined sewer issues					
<b>Project Justification &amp; Readiness:</b>	Update obsolete infrastructure. Potential environmental hazard.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	50	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 100,000	\$ 30,000	\$ 100,000	\$ 125,000		\$ 355,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 100,000</b>	<b>\$ 30,000</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 355,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0976	\$ 100,000	\$ 30,000	\$ 100,000	\$ 125,000		\$ 355,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 100,000</b>	<b>\$ 30,000</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 355,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	Apr-Nov	<b>Date Prepared:</b>	Jan18,2021	
<b>Project Name:</b>	Clean Pipe- Storm Chamber A to Harbour			<b>Date Revised:</b>		
<b>Project #:</b>	375-B00			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Clean sediment out of storm outlet between Chamber a and outlet at Harbour					
<b>Project Justification &amp; Readiness:</b>	Pipe full of sediment, needs to be removed					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	50	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 250,000					\$ 250,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:0976	\$ 250,000					\$ 250,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	2020-10-16	
<b>Project Name:</b>	Hugel to Cook Trail			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>				<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Establish a proper trail between Hugel Ave and Cook Dr beside highschool.					
<b>Project Justification &amp; Readiness:</b>	Existing trail is not very user friendly or accessible.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	15	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 25,000					\$ 25,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Development Charges	\$ 5,625					\$ 5,625
Donations:						\$ -
Reserve: 0950	\$ 19,375					\$ 19,375
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021 and 2022	<b>Timelines:</b>	Jan-Dec	<b>Date Prepared:</b>	2020-11-25	
<b>Project Name:</b>	CSA Playground Improvements			<b>Date Revised:</b>		
<b>Project #:</b>	390-1111-5520			<b>Department:</b>	Operations	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Quinton Kenney	
<b>Project Description:</b>	Replace existing playground structures.					
<b>Project Justification &amp; Readiness:</b>	Many playgrounds do not meet CSA standards.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	20	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 390,000	\$ -				\$ 390,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 390,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 390,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve: 0950	\$ 390,000	\$ -				\$ 390,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 390,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 390,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	01/18/2021
<b>Project Name:</b>	PW Vehicle Purchases			<b>Date Revised:</b>	
<b>Project #:</b>	5600	<b>Department:</b>	Operations		
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery		
<b>Project Description:</b>	Kubota (2010) - grass mowing unit				
<b>Project Justification &amp; Readiness:</b>	Kubota is a 2010 make and model, as per the equipment retention schedule it is past due for replacement.				

<b>Asset Numbers:</b>	7727	<b>Asset Life:</b>	5 years	<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$29,000					\$ 29,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 29,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$29,000					\$ 29,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 29,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/25/2020	
<b>Project Name:</b>	PW Vehicle Purchases			<b>Date Revised:</b>		
<b>Project #:</b>	5600	<b>Department:</b>	Operations			
<b>Maintenance or Growth:</b>	Replacement	<b>Prepared By:</b>	Dylan Flannery			
<b>Project Description:</b>	Ford F250 Extended Cab.					
<b>Project Justification &amp; Readiness:</b>	Request to increase from \$45,000 to \$55,000 to purchase plow attachment with vehicle being replaced to increase usage year round.					
<b>Asset Numbers:</b>	7705	<b>Asset Life:</b>	7 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$55,000					\$ 55,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$55,000					\$ 55,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	May-Oct	<b>Date Prepared:</b>	Jan 18,2021
<b>Project Name:</b>	Ball Diamond Redress			<b>Date Revised:</b>	
<b>Project #:</b>	390-7226-5450			<b>Department:</b>	Operations
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	
<b>Project Description:</b>	Top up and grade existing surface materials of baseball diamond.				
<b>Project Justification &amp; Readiness:</b>	Existing basebal diamonds have inconsistent surface grades creating trip hazards.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>	7	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 15,000					\$ 15,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Reserve:0950	\$ 15,000					\$ 15,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18
<b>Project Name:</b>	Sliding Door Replacement			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	NSSRC		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	DB/SB		
<b>Project Description:</b>	We would like to continue with the replacement of the existing manual doors with automatic sliding doors. In 2021, we would like to MMHA rink doors with sliding doors similar to the 2020 replacements for the dressing room doors and Centennial rink.				
<b>Project Justification &amp; Readiness:</b>	The justification is the accessibility of all areas of the facility to all users. The sliding doors will also help with no contact access to the facility, similar to other areas of the facility. This has been a 3 year project.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>	15 years	<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 18,000	\$ 18,000				\$ 36,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:						\$ -
Related Expenses:	\$ 2,000	\$ 2,000				\$ 4,000
<b>Total Capital Costs:</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 20,000	\$ 20,000				\$ 40,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021/2022/2023	<b>Date Prepared:</b>	2020-11-18	
<b>Project Name:</b>	HVAC Replacement			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	NSSRC	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	DB/SB	
<b>Project Description:</b>	HVAC units have a life expectancy of 12-15 years. We have started the replacement process a few years ago as the units started to fail. We have 19 HVAC units on this facility and are approx. 1/2 way through the replacement process.					
<b>Project Justification &amp; Readiness:</b>	With the replace schedule that we have for the next 3 years, we will have replaced all of the 19 HVAC units.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	15 years	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 30,000	\$ 45,000	\$ 45,000			\$ 120,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:						\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 30,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 30,000	\$ 45,000	\$ 45,000			\$ 120,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 30,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18	
<b>Project Name:</b>	Skylight Repair			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	NSSRC	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	DB/SB	
<b>Project Description:</b>	Repair the leaking entrance skylight.					
<b>Project Justification &amp; Readiness:</b>	The existing skylight is leaking. BCA recommendation for 2020 skylight sealant refurbishment.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 50,000	\$ -	\$ -			\$ 50,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:						\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve: Building Reserve	\$ 50,000					\$ 50,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18	
<b>Project Name:</b>	Flooring Replacement - Bill Thompson Hall			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	NSSRC	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	DB/SB	
<b>Project Description:</b>	The current flooring in the Bill Thompson hall is lifting and in rough shape. We are looking at replacing this flooring with a rubber flooring similar to the lobby area					
<b>Project Justification &amp; Readiness:</b>	The current flooring has lifted and separated from the concrete, which has caused rips and tears. The BCA recommended the replacement of this flooring in 2020					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	10	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 30,000	\$ -	\$ -			\$ 30,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:	\$ -					\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 30,000					\$ 30,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18
<b>Project Name:</b>	Repair Roofing Panels - Gym building			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	NSSRC		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	DB/SB		
<b>Project Description:</b>	As part of the building condition assessment that was done in 2020, the consultant recommends repairing the damaged roofing panels on the gym building				
<b>Project Justification &amp; Readiness:</b>	This is a recommendation from the 2020 Building Condition Assessment and the time line in the recommendation is 2020.				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 10		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 52,000	\$ -	\$ -			\$ 52,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:	\$ -					\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 52,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 52,000					\$ 52,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 52,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18
<b>Project Name:</b>	Repair Roofing Panels - Gym building			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	NSSRC		
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	DB/SB
<b>Project Description:</b>	Repair and replace the damaged eavestroughs/gutter and downspouts on the gym building as recommended by the BCA report				
<b>Project Justification &amp; Readiness:</b>	This is a recommendation from the 2020 Building Condition Assessment and the time line in the recommendation is 2020.				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 25		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 22,000	\$ -	\$ -			\$ 22,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:	\$ -					\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 22,000					\$ 22,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	December 3/2020	
<b>Project Name:</b>	Designated Substance Plan			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Townhall	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Shawn Berriault	
<b>Project Description:</b>	A designated substance Plan.					
<b>Project Justification &amp; Readiness:</b>	The plan will come out of the inspection.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 7,500					\$ 7,500
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 7,500					\$ 7,500
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-18
<b>Project Name:</b>	Gym Score Clock Updates			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	NSSRC		
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	DB/SB
<b>Project Description:</b>	The current score clock in the gym cannot be used for the rep basketball games. The project will be to do an upgrade to the existing clock to allow for proper score keeping etc.				
<b>Project Justification &amp; Readiness:</b>	The existing clock does not have the functionality for rep games. This has been requested by the PMBA for a couple of years				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 12	<b>GIS Ref:</b>
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 10,000	\$ -	\$ -			\$ 10,000
Project Management:	\$ -					\$ -
Design:	\$ -					\$ -
Construction:	\$ -					\$ -
Related Expenses:	\$ -	\$ -				\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -					\$ -
External Funding	\$ 7,500					\$ 7,500
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 2,500					\$ 2,500
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-15
<b>Project Name:</b>	MBL RSC Completion			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-3500-2130			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Recently the MECP rejection the record of site condition that was submitted for the Midland Bay Landing site request additional information.				
<b>Project Justification &amp; Readiness:</b>	This budget ask is for the consultant costs to have them address the MECP concerns and complete the Record of Site Condition documents. This is a requirement in order to proceed with this development.				

<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:	\$ 50,000					\$ 50,000
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
PW Capital Res.						\$ -
Reserve:	\$ 50,000					\$ 50,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-11
<b>Project Name:</b>	Downtown Eviro Risk Assmt			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-3505-2130			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Downtown investigation to determine the risk to the municipality regarding contaminated soils.				
<b>Project Justification &amp; Readiness:</b>	The project was a previously approved project in 2020 and the final report is currently in draft stage. The remaining cost is to finalize this study.				

<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:	\$ 10,000					\$ 10,000
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

<b>Notes:</b>	
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### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
PW Capital Res.	\$ 10,000					\$ 10,000
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-27
<b>Project Name:</b>	Traffic Calming			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-3510			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	The project includedes innitiatives that will be used for traffic calming throughout town.				
<b>Project Justification &amp; Readiness:</b>	The Traffic Calming policy is nearing completion and as a result there will be a number of traffic calming innitiatives that will come from that.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:						\$ -
Construction:	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 30,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 15,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 30,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Area Rated DC						\$ -
PW Capital Res.	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 30,000
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 15,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 30,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-11
<b>Project Name:</b>	Balm Beach Rd Servicing			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-3516			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	This project is extending services (Water, sanitary and sidewalks) along Balm Beach Rd from CR93 to Sundowner Rd west.				
<b>Project Justification &amp; Readiness:</b>	This project was approved in 2020 at \$1.7M and construction was deferred due to Covid. The design has been underway throughout 2020 and we are proposing to complete the design in 2021 and defer the construction of this project to the future. The below costing is what is required to complete the design.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:	\$ 50,000					\$ 50,000
Construction:			\$ 2,500,000			\$ 2,500,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,550,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Area Rated DC	\$ 50,000		\$ 2,500,000			\$ 2,550,000
PW Capital Res.						\$ -
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,550,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-27
<b>Project Name:</b>	Midland Bay Landing FSR			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-3517-2130			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	In order for this development to continue it requires a functional servicing report to be completed along with preliminary engineering on the existing seawall.				
<b>Project Justification &amp; Readiness:</b>	As this project move closer to development this is the next step in the process.				

<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:	\$ 250,000					\$ 250,000
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
PW Capital Res.						\$ -
Reserve:	\$ 250,000					\$ 250,000
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021 - 2026	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Yonge St Reconstruction - King St to Hwy 93			<b>Date Revised:</b>	
<b>Project #:</b>	505-3518			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance and Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Reconstruction of Yonge St from King St to Hwy 93 (approx 2.1km) which includes installation of new watermains, sanitary mains and road structure. The sanitary sewers are potentially going to be upsized for future growth near the Hwy93/Hwy12 Corridor, to be confirmed with WWMP. This project will be completed in two phase in order to make the projet more manageable. The first phase will extend from King St to 8th St and will include intersection improvements at the 4th St intersection. The second phase will extend from 8th St to Hwy 93 and also include intersection improvements at the 8th intersection.				
<b>Project Justification &amp; Readiness:</b>	There are multiple locations where the watermains are failing on a gregular basis. The road structure is failing and the pavement condition index continues to drop below acceptable limits.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2026 Forecast	Total
Project Management:	\$ 15,000		\$ 15,000		\$ 15,000	\$ 45,000
Consultant	\$ 50,000		\$ 150,000		\$ 150,000	\$ 350,000
Construction:			\$ 3,200,000		\$ 2,300,000	\$ 5,500,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 3,365,000</b>	<b>\$ -</b>	<b>\$ 2,465,000</b>	<b>\$ 5,895,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Wastewater Reserve:		\$ -				\$ -
Water Reserve:		\$ -			\$ 1,008,409	\$ 1,008,409
PW Capital Reserve:	\$ 65,000	\$ -	\$ 3,365,000		\$ 1,456,591	\$ 4,886,591
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 3,365,000</b>	<b>\$ -</b>	<b>\$ 2,465,000</b>	<b>\$ 5,895,000</b>

\*\*\$150,000 was approved in 2020 that needs to be carried forward to total \$210,000 of available budget for 2021



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Hannah St Reconstruction			<b>Date Revised:</b>	
<b>Project #:</b>	505-B005			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Complete reconstruction of Hannah St between King St and Queen St approx 240m in length. Includes new watermains and sanitary sewers, Addition of storm infrastructure and grading improvements as well as a complete new road structure.				
<b>Project Justification &amp; Readiness:</b>	The watermain in this area is an inadequate size and material which causes operational challenges. Other areas of this street have been upgraded and this is the last section. The road structure is failing due to proper drainage of the area so additional storm infrastructure is required.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 15,000					\$ 15,000
Design and Inspection:	\$ 140,000					\$ 140,000
Construction:	\$ 1,350,000					\$ 1,350,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 1,505,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,505,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Water Reserve	\$ 322,500					\$ 322,500
Wastewater Reserve:	\$ 286,667					\$ 286,667
Storm Reserve:	\$ 268,750					\$ 268,750
PW Capital Reserve:	\$ 627,083					\$ 627,083
<b>Total of Funding Sources:</b>	<b>\$ 1,505,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,505,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021 - 2022	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Vindin/Harbourview Intersection Re-Align			<b>Date Revised:</b>	
<b>Project #:</b>	505-B010			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance and Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Re-alignment of the Vindin St and Harbourview intersection.				
<b>Project Justification &amp; Readiness:</b>	This was recognized as a Medium Term (5 -10 years) project required through the TMP. There has been significant development interest in this area in which requires this intersection to be constructed sooner. Project is a Schedule C Class EA project and may require land purchase per the concept design. The intersection portion of the project is 75% growth related. There is also a nearby watermain project that will require the proper water infrastructure included in this project for the future tie in.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Project Management:	\$ 10,000	\$ 10,000	\$ 10,000			\$ 30,000
Consultant:	\$ 250,000		\$ 50,000			\$ 300,000
Watermain Portion:						\$ -
Intersection Portion:			\$ 1,600,000			\$ 1,600,000
Land Acquisition		\$ 200,000				\$ 200,000
<b>Total Capital Costs:</b>	<b>\$ 260,000</b>	<b>\$ 210,000</b>	<b>\$ 1,660,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,130,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
DC Roads:	\$ 195,000	\$ 157,500	\$ 1,245,000			\$ 1,597,500
DC Water:						\$ -
Water Reserve:						\$ -
PW Capital Reserve:	\$ 65,000	\$ 52,500	\$ 415,000			\$ 532,500
<b>Total of Funding Sources:</b>	<b>\$ 260,000</b>	<b>\$ 210,000</b>	<b>\$ 1,660,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,130,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021-2023	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Fuller Ave Realignment			<b>Date Revised:</b>	
<b>Project #:</b>	505-B011			<b>Department:</b>	Engineering
<b>Maintenance or Growth:</b>	Maintenance and Growth			<b>Prepared By:</b>	M. Sobil
<b>Project Description:</b>	Realignment of the corner of Fuller Ave and Harbourview Dr.				
<b>Project Justification &amp; Readiness:</b>	This corner has been a safety concern for a number of years. Previous EA's have been completed along with the most recent TMP which all stated realignment if required primarily due to safety and growth. This project was identified as 75% growth related through the TMP. The construction costs included below also include the town front ending the cost to construct Drummond Drive.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 15,000	\$ 10,000	\$ 20,000			\$ 45,000
Consultant:	\$ 250,000					\$ 250,000
Construction:			\$ 2,000,000			\$ 2,000,000
Land Acquisition		\$ 400,000				\$ 400,000
<b>Total Capital Costs:</b>	<b>\$ 265,000</b>	<b>\$ 410,000</b>	<b>\$ 2,020,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,695,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Water Reserve:						\$ -
Wastewater Reserve:						\$ -
PW Capital Reserve	\$ 66,250	\$ 102,500	\$ 505,000			\$ 673,750
DC Roads	\$ 198,750	\$ 307,500	\$ 1,515,000			\$ 2,021,250
Current User Fees:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 265,000</b>	<b>\$ 410,000</b>	<b>\$ 2,020,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,695,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2021-01-11
<b>Project Name:</b>	Downtown Eviro Risk Assmt			<b>Date Revised:</b>	
<b>Project #:</b>	55-505-	<b>Department:</b>	Engineering		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	M. Sobil		
<b>Project Description:</b>	Upgrades required at the old Coal docks in Midland Bay Landing Park in preparations for additional cruise ships to arrive in Midland in 2022.				
<b>Project Justification &amp; Readiness:</b>	It has been confirmed that another cruise ship will arrive in Midland in 2022. This cruise ship is larger than the existing ships to dock here and requires another docking location. The location that has been chosen to dock this ship is the old coal docks at Midland Bay Landing Park since there is already infrastructure in this location to dock a ship.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:						\$ -
Construction:	\$ 50,000					\$ 50,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Donations:						\$ -
PW Capital Res.	\$ 50,000					\$ 50,000
Reserve:						\$ -
Debenture/Loan Proceeds:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-14
<b>Project Name:</b>	Public Art			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Corporate Services - Culture		
<b>Maintenance or Growth:</b>	Growth and Maintenance			<b>Prepared By:</b>	Karen Mealing
<b>Project Description:</b>	To allocate funding to the intergration, and maintenance, of indoor and outdoor Public Art, supported by the development of a Public Art Policy and Public Art Steering Committee.				
<b>Project Justification &amp; Readiness:</b>	The King Street Reconstruction Project and the Midland Bay Landing Development reference the inclusion of Public Art. The Town of Midland is a partner in the Culture Alliance and adopted the Muncipal Cultural Plan (2014), indicating that the Town views arts, culture and heritage as key components to enhancing the quality of life in Midland. Public art improves the attractiveness and demonstrates the character of a community. Investment in the arts strengthens the local economy and support for the arts is a reflection of a progressive municipality.				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 100,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 125,000	\$ 580,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
<b>Total Capital Costs:</b>	<b>\$ 100,000</b>	<b>\$ 120,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 130,000</b>	<b>\$ 600,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ 100,000					\$ 100,000
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	November 27, 2020
<b>Project Name:</b>	Window & Door Sealants			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Library		
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	Shawn Berriault		
<b>Project Description:</b>	Replace window & door sealants in the original Library.				
<b>Project Justification &amp; Readiness:</b>	Identified in Library BCA for 2021 replacement. Sealants are in fair condition with localized failures.				

<b>Asset Numbers:</b>		<b>Asset Life:</b> 30	<b>GIS Ref:</b>
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 33,000					\$ 33,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 33,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 33,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 33,000					\$ 33,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 33,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 33,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	Jan 15-2020
<b>Project Name:</b>	Building Improvement (various)-Library			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Library		
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	S.Berriault
<b>Project Description:</b>	Building Improvement identified through the Building Condition Assessment:				
<b>Project Justification &amp; Readiness:</b>	Items listed were identified through the Building Condition Assessment: Building Automation System, Exterior Lighting Fixtures & Controls; HVAC System, Electric Heating, Hot Water Boiler and, Chilled Water System; Roof Openings & Supports, Gutters and Downspouts; Building Testing & Report include Designated Substance Survey & Energy Audit				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2021 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 104,400	\$ 290,400	\$ 68,640	\$ 321,000		\$ 784,440
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 104,400</b>	<b>\$ 290,400</b>	<b>\$ 68,640</b>	<b>\$ 321,000</b>	<b>\$ -</b>	<b>\$ 784,440</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 104,400	\$ 290,400	\$ 68,640	\$ 321,000		\$ 784,440
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 104,400</b>	<b>\$ 290,400</b>	<b>\$ 68,640</b>	<b>\$ 321,000</b>	<b>\$ -</b>	<b>\$ 784,440</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	November 27, 2020	
<b>Project Name:</b>	Clock Tower & Wood Trim Restoration			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Library	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	Shawn Berriault	
<b>Project Description:</b>	Allow for restoration of clock tower facings and wood trim in gables.					
<b>Project Justification &amp; Readiness:</b>	Identified in Library BCA for 2021 replacement. To be performed in conjunction with Exterior Limestone repairs when scaffolding is already present.					
<b>Asset Numbers:</b>		<b>Asset Life:</b>	30	<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 66,000					\$ 66,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 66,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 66,000					\$ 66,000
Current User Fees:						\$ -
Unfunded:	\$ 60,000					\$ 60,000
<b>Total of Funding Sources:</b>	<b>\$ 126,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 126,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	Nov 27 2020	
<b>Project Name:</b>	Comprehensive Zoning By-law review			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Comm and Dev Ser	
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Rob Elliott	
<b>Project Description:</b>	To retain a consultant for the required comprehensive zoning by-law review					
<b>Project Justification &amp; Readiness:</b>	Upon adoption of a new Official Plan, the Planning Act requires that a comprehensive zoning by-law review be completed within 2 years. The 2019 DC background study identified \$45k for this work. The rest is to be funded from the tax base					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 121,000					\$ 121,000
Project Management:						\$ -
Design:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 121,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 121,000					\$ 121,000
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 121,000</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-11-17	
<b>Project Name:</b>	Development Charges Study - Transition to new regime			<b>Date Revised:</b>	N/A	
<b>Project #:</b>	811-B005			<b>Department:</b>	Planning	
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Michael Jermey	
<b>Project Description:</b>	<p>On June 6, 2019, Bill 108 (More Homes, More Choice Act, 2019) received Royal Assent. The Act contains changes to the DCA as well as the Planning Act, including the introduction of the new Community Benefit Charge (CBC). Further changes to the DCA and Planning Act were made through Bill 138 (Plan to Build Ontario Together Act, 2019) and Bill 197 (COVID-19 Economic Recovery Act, 2020). Similarly, on September 18, 2020, O.Reg. 509/20: Community Benefits Charges and Parkland came into force.</p>					
<b>Project Justification &amp; Readiness:</b>	<p>As of September 18, 2020, municipalities have 2 years to transition to the new regime.</p> <p>This project will allow the Town to meet the requirements for transitioning to the new DC regime.</p>					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Consultants	\$ 50,000					\$ 50,000
						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
DC Reserve Fund - General Admin	\$ 45,000					\$ 45,000
Planning Operating Reserve	\$ 5,000					\$ 5,000
	\$ -					\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	Nov 27 2020
<b>Project Name:</b>	Downtown Parking Study			<b>Date Revised:</b>	
<b>Project #:</b>		<b>Department:</b>	Comm and Dev Ser		
<b>Maintenance or Growth:</b>	Growth	<b>Prepared By:</b>	Rob Elliott		
<b>Project Description:</b>	To retain a consultant to assess parking needs in the downtown core				
<b>Project Justification &amp; Readiness:</b>	In order to support future growth in the downtown, a parking study is required which will assist to identify needs, and potentially surplus lands				
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>	

### Expenditures

Capital Costs	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 25,000					\$ 25,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
DC Reserve Fund - General Admin	\$ 22,500					\$ 22,500
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 2,500					\$ 2,500
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 25,000</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021		2021	<b>Date Prepared:</b>	Nov 27 2020	
<b>Project Name:</b>	Official Plan Implementation			<b>Date Revised:</b>		
<b>Project #:</b>				<b>Department:</b>	Comm and Dev Ser	
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	Rob Elliott	
<b>Project Description:</b>	To retain consultants and lawyers to implement the new Official Plan					
<b>Project Justification &amp; Readiness:</b>	The 2019 Official Plan has been appealed to the Local Planning Appeals Tribunal. Defending and implementing this will require support from external legal counsel and consultants					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:	\$ 150,000					\$ 150,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 150,000					\$ 150,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 150,000</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Relining			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	411-4229			<b>Department:</b>	Wastewater
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Cured In Place Pipe (CIPP) sewer relining.				
<b>Project Justification &amp; Readiness:</b>	CIPP sewer lining technology allows the quick structural repair of failing pipes, reducing the amount of infiltration and inflow (water leaking into the pipes) without the need to excavate. The process ultimately adds to expected life of the pipe material, and reduces the amount of wastewater being pumped and treated.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	15-20 Years	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 240,000		\$ 240,000		\$ 240,000	\$ 720,000
Project Management:	\$ 7,200		\$ 7,200		\$ 7,200	\$ 21,600
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 247,200</b>	<b>\$ -</b>	<b>\$ 247,200</b>	<b>\$ -</b>	<b>\$ 247,200</b>	<b>\$ 741,600</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 247,200		\$ 247,200		\$ 247,200	\$ 741,600
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 247,200</b>	<b>\$ -</b>	<b>\$ 247,200</b>	<b>\$ -</b>	<b>\$ 247,200</b>	<b>\$ 741,600</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/24/2020	
<b>Project Name:</b>	Wastewater Master Plan Update			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-4231	<b>Department:</b>	Wastewater			
<b>Maintenance or Growth:</b>	Maintenance	<b>Prepared By:</b>	André Pepin			
<b>Project Description:</b>	Wastewater Master Plan Update					
<b>Project Justification &amp; Readiness:</b>	Additional funds are required towards this project to encompass the changes to regulations requiring evaluation to forecast until 2051.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Consultant Fees:	\$ 50,000					\$ 50,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wasterwater Reserve:	\$ 50,000					\$ 50,000
Reserve:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-10-08
<b>Project Name:</b>	Emergency Equipment Replacement			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	411-4495			<b>Department:</b>	Wastewater
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Emergency Equipment Replacement				
<b>Project Justification &amp; Readiness:</b>	This is an non-compounding fund. It is to be used for emergency repairs and unforeseen replacement of aging equipment.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 11,250
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
<b>Total Capital Costs:</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 386,250</b>

**Notes:**

### Funding Sources

Funding Source	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 386,250
Reserve:						\$ -
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 386,250</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Collection System Condition			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	411-4519			<b>Department:</b>	Wastewater
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Collection System Condition (Using Closed Circuit Television - CCTV)				
<b>Project Justification &amp; Readiness:</b>	This condition assessment would entail a baseline condition of the collection system. The data generated from the assessment will create a data set to better predict and plan collection system work. Specifically camera, structural and flow evaluation.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 11,250
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
<b>Total Capital Costs:</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 386,250</b>

**Notes:**

### Funding Sources

Funding Source	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 77,250	\$ 386,250
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 77,250</b>	<b>\$ 386,250</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-07-10
<b>Project Name:</b>	Aeration Replacement & Upgrade			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	411-B004			<b>Department:</b>	Wastewater
<b>Maintenance or Growth:</b>	Maintenance and Growth			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Replace and upgrade the aeration process within the wastewater plant.				
<b>Project Justification &amp; Readiness:</b>	The current aeration equipment is inadequate to treat existing and 2041 projected flows based on ADF BOD5 and PDF TKN loadings. Note: 2021 would only be the study and design. 2022 construction.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	35 Years	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 100,000	\$ 2,600,000				\$ 2,700,000
Project Management:	\$ 3,000	\$ 78,000				\$ 81,000
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 103,000</b>	<b>\$ 2,678,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,781,000</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 75,190	\$ 2,008,500				\$ 2,083,690
Reserve:						\$ -
Development Charges	\$ 27,810	\$ 669,500				\$ 697,310
<b>Total of Funding Sources:</b>	<b>\$ 103,000</b>	<b>\$ 2,678,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,781,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07	
<b>Project Name:</b>	Supernanant Solids Meter			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-B016			<b>Department:</b>	Wastewater	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Purchase and installation of a solids meter.					
<b>Project Justification &amp; Readiness:</b>	The purchase and installation of a solids meter within the digestion and bio-solids process will reduce the amount of supernanant being included in the hauled bio-solids. This will reduce the cost associated with that process.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	20 Years	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>20212 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:	\$ 30,000					\$ 30,000
Project Management:	\$ 900					\$ 900
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 30,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,900</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 30,900					\$ 30,900
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 30,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,900</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07
<b>Project Name:</b>	Administration Control Building Headworks			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	411-B024			<b>Department:</b>	Wastewater
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Lifecycle Capital Repair Upgrades				
<b>Project Justification &amp; Readiness:</b>	There are a number of lifecycle capital upgrades required at the wastewater plant. The cost associated with this project are approximate nearterm repair and replacement costs identified through this condition assessment as per the Master Wasterwater Plan. Specific details of the recommendations are found within Appendix C- TOM Wastewater Master Plan				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 11,300					\$ 11,300
Project Management:	\$ 339					\$ 339
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 11,639</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,639</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 11,639					\$ 11,639
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 11,639</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,639</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07	
<b>Project Name:</b>	Administration Control Building			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-B025			<b>Department:</b>	Wastewater	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Lifecycle Capital Repair Upgrades					
<b>Project Justification &amp; Readiness:</b>	There are a number of lifecycle capital upgrades required at the wastewater plant. The cost associated with this project are approximate nearterm repair and replacement costs identified through this condition assessment as per the Master Wastewater Plan. Specific details of the recommendations are found within Appendix C- TOM Wastewater Master Plan					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
Expenditures						
Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 29,000					\$ 29,000
Project Management:	\$ 870					\$ 870
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 29,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,870</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 29,870					\$ 29,870
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 29,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,870</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-07	
<b>Project Name:</b>	Chlorination and Effluent Water Building			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-B032			<b>Department:</b>	Wastewater	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Lifecycle Capital Repair Upgrades					
<b>Project Justification &amp; Readiness:</b>	There are a number of lifecycle capital upgrades required at the wastewater plant. The cost associated with this project are approximate nearterm repair and replacement costs identified through this condition assessment as per the Master Wasterwater Plan. Specific details of the recommendations are found within Appendix C- TOM Wastewater Master Plan					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>20212 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:	\$ 42,400					\$ 42,400
Project Management:	\$ 1,272					\$ 1,272
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 43,672</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,672</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 43,672					\$ 43,672
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 43,672</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,672</b>





## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020/10/08	
<b>Project Name:</b>	Storm Tank Ladder Replacement			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-B047			<b>Department:</b>	Wastewater	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Replacement of the ladder in the storm tank					
<b>Project Justification &amp; Readiness:</b>	Original aluminum ladder has become heavily corroded. It could potentially result in a fall. The ladder will be replaced with one made of stainless steel, and be equipped with modern fall protection devices.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	25 Years	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:	\$ 17,000					\$ 17,000
Project Management:	\$ 510					\$ 510
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 17,510</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,510</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 17,510					\$ 17,510
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 17,510</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,510</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	13/11/2020	
<b>Project Name:</b>	Headworks Upgrade			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	411-B048			<b>Department:</b>	Wastewater	
<b>Maintenance or Growth:</b>	Growth			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Headworks Upgrade					
<b>Project Justification &amp; Readiness:</b>	A new headworks or a significant retrofit is required to accommodate future peak flows. As per the Wastewater Master Plan.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	50 Years	<b>GIS Ref:</b>	N/A	
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:		\$ 4,100,000				\$ 4,100,000
Project Management:						\$ -
Design:	\$ 100,000					\$ 100,000
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 100,000</b>	<b>\$ 4,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,200,000</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 10,000	\$ 410,000				\$ 420,000
DC	\$ 90,000	\$ 3,690,000				\$ 3,780,000
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 100,000</b>	<b>\$ 4,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,200,000</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/24/2020	
<b>Project Name:</b>	Master Plan Update			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	431-4409			<b>Department:</b>	Water	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Master Plan Update					
<b>Project Justification &amp; Readiness:</b>	Additional funds are required towards this project to encompass the changes to regulations requiring evaluation to forecast until 2051.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Consultant Fees:	\$ 50,000					\$ 50,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Water Reserve:	\$ 50,000					\$ 50,000
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>





## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020/10/08	
<b>Project Name:</b>	Well Rehabilitation			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	431-4419			<b>Department:</b>	Water	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Well Rehabilitation					
<b>Project Justification &amp; Readiness:</b>	In order to maintain the quality and quantity of water available, regular scheduled well rehabilitation is required. 2021- Wells 7B and 6      2022- Wells 7A, 9, and 11					
<b>Asset Numbers:</b>		<b>Asset Life:</b>		<b>GIS Ref:</b>		
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 23,000	\$ 43,000	\$ 46,000	\$ 23,000	\$ 43,000	\$ 178,000
Project Management:	\$ 690	\$ 1,290	\$ 1,380	\$ 690	\$ 1,290	\$ 5,340
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 23,690</b>	<b>\$ 44,290</b>	<b>\$ 47,380</b>	<b>\$ 23,690</b>	<b>\$ 44,290</b>	<b>\$ 183,340</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 23,690	\$ 44,290	\$ 47,380	\$ 23,690	\$ 44,290	\$ 183,340
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 23,690</b>	<b>\$ 44,290</b>	<b>\$ 47,380</b>	<b>\$ 23,690</b>	<b>\$ 44,290</b>	<b>\$ 183,340</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-10-09	
<b>Project Name:</b>	Emergency Equipment Replacement			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	431-4440			<b>Department:</b>	Water	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Emergency Equipment Replacement					
<b>Project Justification &amp; Readiness:</b>	This is an non-compounding fund. It is to be used for emergency repairs and unforeseen replacement of aging equipment.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:						\$ -
Project Management:	\$ 2,160	\$ 2,160	\$ 2,160	\$ 2,160	\$ 2,160	\$ 10,800
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000
<b>Total Capital Costs:</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 370,800</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2020 Budget</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 74,160	\$ 370,800
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 74,160</b>	<b>\$ 370,800</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-10-08
<b>Project Name:</b>	Valve Replacement Program			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	431-4465			<b>Department:</b>	Water
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Replacement of watermain isolation valves.				
<b>Project Justification &amp; Readiness:</b>	The Town of Midland's Distribution system consists of more than a 1000 valves. This program allows for the replacement of these valves based on condition assesment information gathered from the field.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	50 Years	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Project Management:	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 2,250
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 77,250</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Water Reserve:	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 77,250
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 15,450</b>	<b>\$ 77,250</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-09
<b>Project Name:</b>	Upgrade Pump Capacity of Hanly and Everton			<b>Date Revised:</b>	18/01/2021
<b>Project #:</b>	431-B022			<b>Department:</b>	Water
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Upgrade Pump Capacity of Hanly and Everton.				
<b>Project Justification &amp; Readiness:</b>	As per the Water Master Plan these near term upgrades would increase the fire flow capacity, in the Lescaut and Everton pressure zones. 2021- Study/Design 2022-Construction				

<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	30 Years	<b>GIS Ref:</b>	N/A
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### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 4,500	\$ 628,335				\$ 632,835
Design:	\$ 150,000					\$ 150,000
Construction:		\$ 2,300,000				\$ 2,300,000
Related Expenses:		\$ 980,000				\$ 980,000
<b>Total Capital Costs:</b>	<b>\$ 154,500</b>	<b>\$ 3,908,335</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,062,835</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve:	\$ 139,050	\$ 3,517,501				\$ 3,656,551
DC	\$ 15,450	\$ 390,834				\$ 406,284
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 154,500</b>	<b>\$ 3,908,335</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,062,835</b>



## Capital Project Summary

<b>Budget Year:</b>	2021-2022	<b>Timelines:</b>	2021-2022	<b>Date Prepared:</b>	2020-10-09	
<b>Project Name:</b>	East Pressure Zone: Tank			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	431-B053			<b>Department:</b>	Water	
<b>Maintenance or Growth:</b>	Maintenance and Growth			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	Construction of a new water storage tank					
<b>Project Justification &amp; Readiness:</b>	As identified in the Water Master Water Plan a new water storage facility in the east pressure is required. This will account for capacity needs associated with future growth, allow for service oppurtunities along Highway 12, and allow the removal of the 120 year old Dominion standpipe from operation.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	75 years	<b>GIS Ref:</b>	N/A	
<b>Expenditures</b>						
<b>Capital Costs</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Purchase Price:						\$ -
Project Management:	\$ 4,500	\$ 288,870				\$ 293,370
Design:	\$ 150,000					\$ 150,000
Construction:		\$ 9,629,000				\$ 9,629,000
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 154,500</b>	<b>\$ 9,917,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,072,370</b>
<b>Notes:</b>						
<b>Funding Sources</b>						
<b>Funding Source</b>	<b>2021 Budget</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>Total</b>
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve:	\$ 15,450	\$ 991,787				\$ 1,007,237
Development Charges:	\$ 139,050	\$ 8,926,083				\$ 9,065,133
<b>Total of Funding Sources:</b>	<b>\$ 154,500</b>	<b>\$ 9,917,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,072,370</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	11/24/2020
<b>Project Name:</b>	Twin Harbourview Drive			<b>Date Revised:</b>	2021-01-18
<b>Project #:</b>	431-B061			<b>Department:</b>	Water
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin
<b>Project Description:</b>	Twin Watermain along Harbourview Drive				
<b>Project Justification &amp; Readiness:</b>	For redundancy purposes an additional watermain needs to be installed along Harbourview Drive. Study and design in 2021, and construction in 2022.				
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	50 Years	<b>GIS Ref:</b>	N/A

### Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:	\$ 154,500					\$ 154,500
Construction:		\$ 2,388,570				\$ 2,388,570
Related Expenses:						\$ -
<b>Total Capital Costs:</b>	<b>\$ 154,500</b>	<b>\$ 2,388,570</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,543,070</b>

**Notes:**

### Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Water Reserve:	\$ 139,050	\$ 2,149,713				\$ 2,288,763
DC Charges	\$ 15,450	\$ 238,857				\$ 254,307
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 154,500</b>	<b>\$ 2,388,570</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,543,070</b>



## Capital Project Summary

<b>Budget Year:</b>	2021	<b>Timelines:</b>	2021	<b>Date Prepared:</b>	2020-10-09	
<b>Project Name:</b>	SCADA Remote Servers			<b>Date Revised:</b>	18/01/2021	
<b>Project #:</b>	431-B064			<b>Department:</b>	Water	
<b>Maintenance or Growth:</b>	Maintenance			<b>Prepared By:</b>	André Pepin	
<b>Project Description:</b>	SCADA Remote Servers					
<b>Project Justification &amp; Readiness:</b>	In order to backfill online data during radio communication failures, remotes servers can store regulatory data until communications is restored. These would be installed at Dominion and Hanly Treatment Systems.					
<b>Asset Numbers:</b>	N/A	<b>Asset Life:</b>	N/A	<b>GIS Ref:</b>	N/A	
Expenditures						
Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 600					\$ 600
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 20,000					\$ 20,000
<b>Total Capital Costs:</b>	<b>\$ 20,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,600</b>
<b>Notes:</b>						
Funding Sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Water Reserve:	\$ 20,600					\$ 20,600
Reserve:						\$ -
Unfunded:						\$ -
<b>Total of Funding Sources:</b>	<b>\$ 20,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,600</b>



# Section 15 Public Engagement





# Comments received during Public Consultation on Engaging Midland

## Rethink Yonge St. submitted by B Gilles

by Brenda Gilles/M.Anderson, 06 Dec 2020

I live on Mildred St and walk downtown everyday. I have observed the traffic for for many years now. There are at least 7 streets flowing onto Yonge between King St and Fourth St. The speeds are horrendous and dangerous. The light at Fourth doesn't change often enough to slow the traffic from the highway and they come speeding over the "hill"

towards Mildred St. Pedestrians are constantly trying to cross Yonge at Mildred or Fredrick because the King/Yonge light is out of the way when they are going down First or Second.

My thought is to make First and Second streets one-way up or down (whichever would be most conducive for either)

Another thought, that I think is worth investment is a crosswalk between First and Second streets.

I don't have all the solutions for Yonge St and the traffic but I believe worth discussing with the people who live in this vicinity and cab drivers. People who observe the problem everyday.

## Laneways

by BPenny, 07 Oct 2020

Hope to see enough money in the budget to fix up the two pedestrian walkways and do some laneway improvements including painting, new barriers, planters, signs and banners. With all the great work on King Street, which looks amazing, we need to spruce up the adjacent areas so our whole downtown looks vibrant and inviting!

# Home Ownership Program

by Geoff, 30 Nov 2020

Midland currently has a large renter community that is trying to break into home ownership. Home ownership instills pride, provides stability for growing families and is a key metric in upward mobility. With a robust Home Ownership Program in Midland, we can promote an even more resilient, proud town of winners while costing very little to get off the ground.

A major barrier to Home Ownership is the down payment required. The City of Kingston Home Ownership Program removes that barrier by providing the down payment in the form of a second mortgage. Kingston is paid back the down payment plus a percentage of capital gains when the homeowner sells. The city then rolls the funds back into the program snowballing the scope with time. See: <https://www.cityofkingston.ca/residents/community-services/housing/programs/home-ownership>

Simcoe County has a similar program that could be used as a reference but if Midland had it's own program, unsuccessful applicants could be referred to the County Program. See: <https://www.simcoe.ca/dpt/sh/apply-for-the-homeownership-program>

I am a beneficiary of the Home Ownership Program in Kingston Ontario while I was posted there in 2012. The program was in it's infancy at that time and has grown in scale and scope since those early days. As a Millennial, this helped get me on the property ladder and I wouldn't have been able to purchase Georgian Bakery without that initial boost and some luck along the way.

I think Midland would benefit greatly from even a modest start. 10-50 homeowners would cost between \$325,000-\$1,625,000 in second mortgage loans. It the perfect way to invest in ourselves.

-Geoff White, Georgian Bakery

## Matching funding for trail network development

by Frieda Baldwin, 22 Oct 2020

There is federal funding available to municipalities for "covid resilience recovery" that will pay for trails and bike lanes. As we have experienced over the last few months, there has been a huge demand for outdoor space, especially walking and biking trails. In many areas, also parking has become a huge problem. As a member of the Midland Active Transportation Committee, I would like the Town of Midland to revisit a request from the committee from last year, to look into the Vindin Street Trail development in the 2021 budget. Now that we are seeing completion of the county's multi use recreation trail on 93, it would be great to have a proper off-road trail link between the Waterfront Trail (Pete Petterson Park) to CR93. Thank you for your consideration.

# Town of Midland Budget 2021 Survey

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## **SURVEY RESPONSE REPORT**

30 September 2020 - 04 January 2021

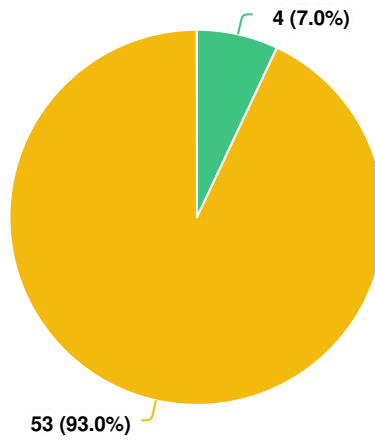
### **PROJECT NAME:**

Budget 2021



SURVEY QUESTIONS

**Q1** Are you responding as a resident or a business owner?

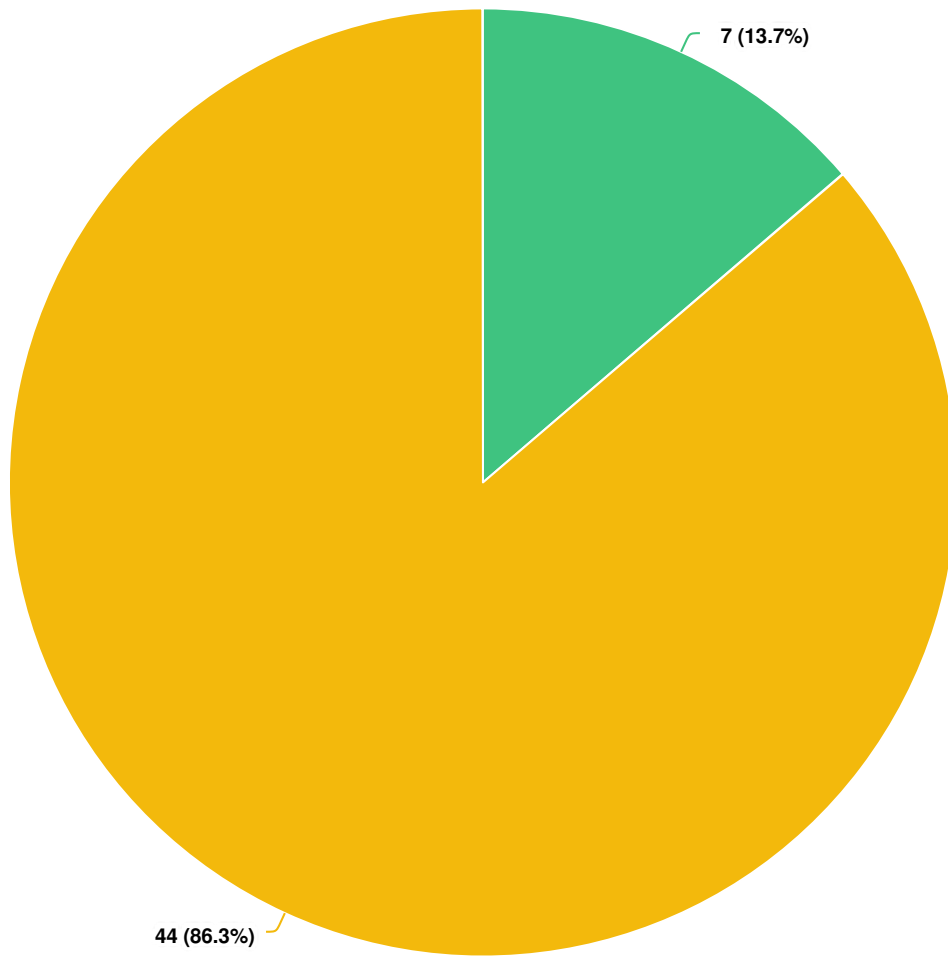


**Question options**

- Business owner
- Resident

*Mandatory Question (57 response(s))*  
*Question type: Radio Button Question*

**Q2** Do you own or rent your current place of residence?

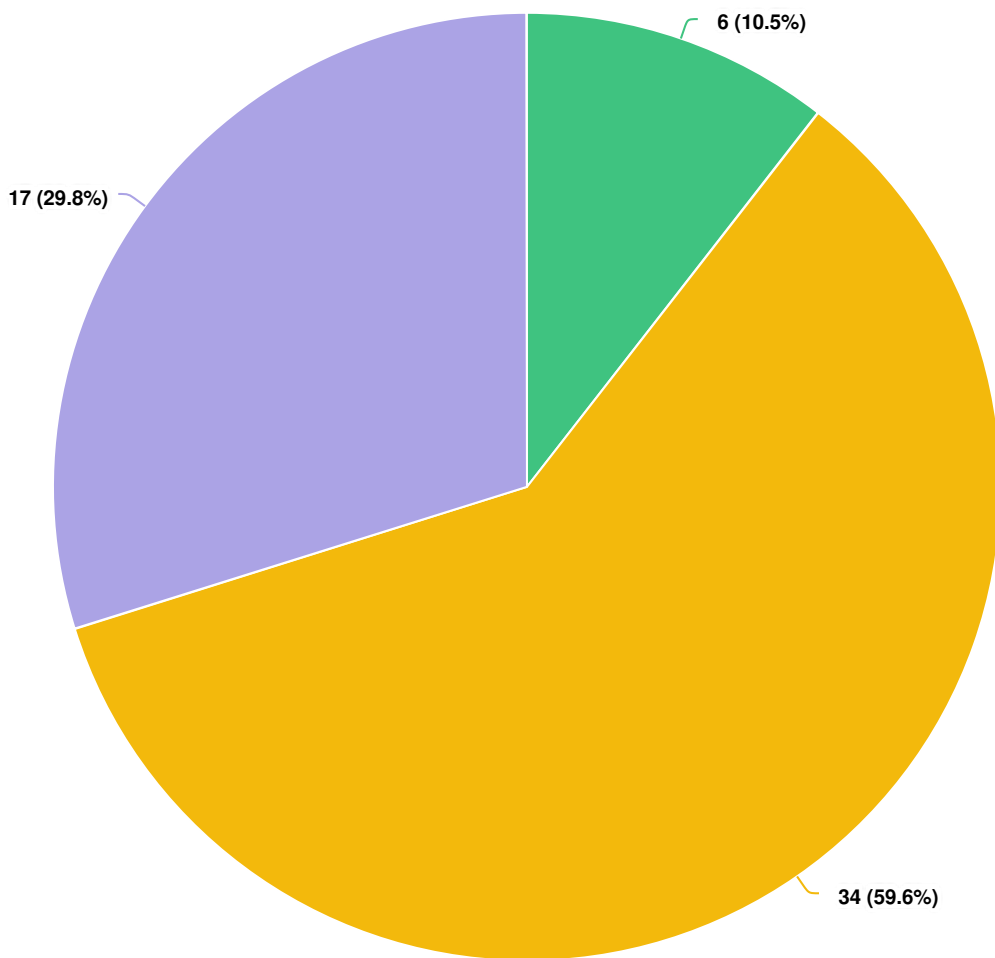


**Question options**

- Rent
- Own

*Optional question (51 response(s), 6 skipped)  
Question type: Radio Button Question*

**Q3** You don't need to be familiar with the Town's budget to take part in this survey. But we would like to understand how familiar the community is with the budget. How familiar are you with how the Town develops the annual budget?



**Question options**

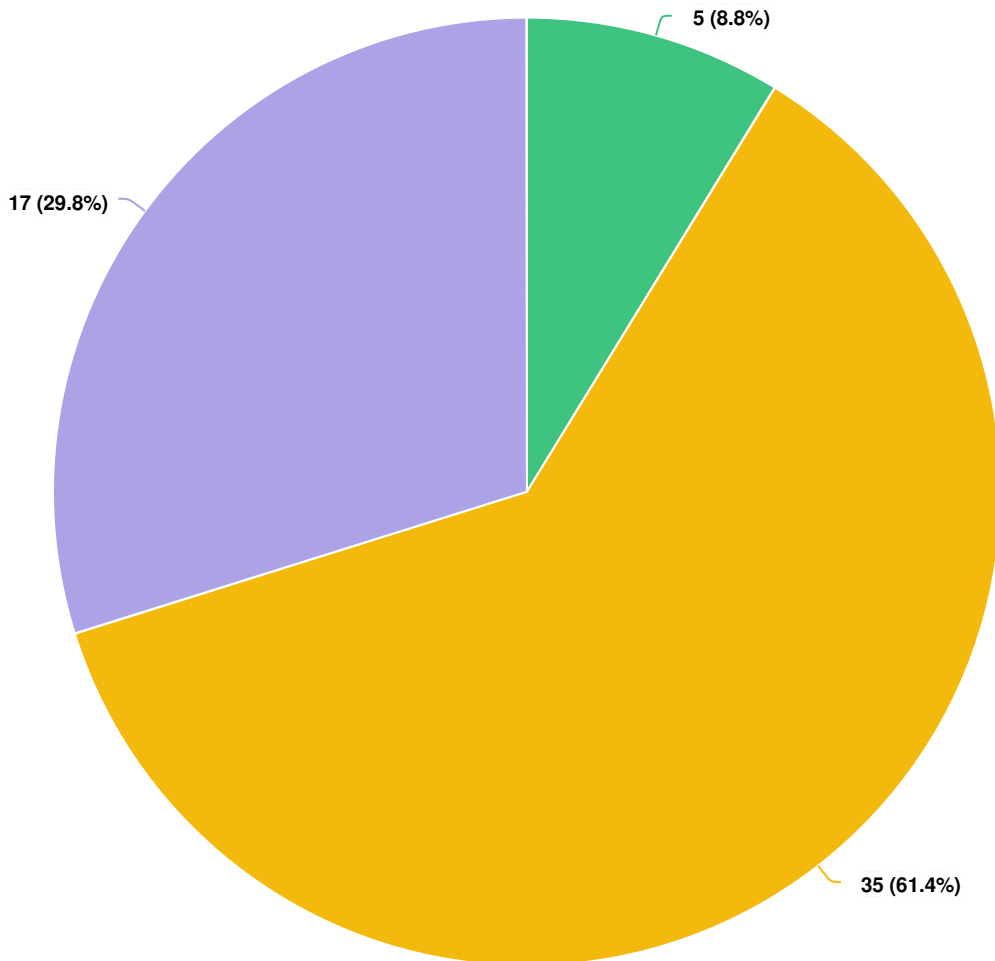
- Very familiar
- Somewhat familiar
- Not at all familiar

Mandatory Question (57 response(s))  
Question type: Radio Button Question





**Q4 | How familiar are you with how the Town makes decisions about operating and capital spending each year?**

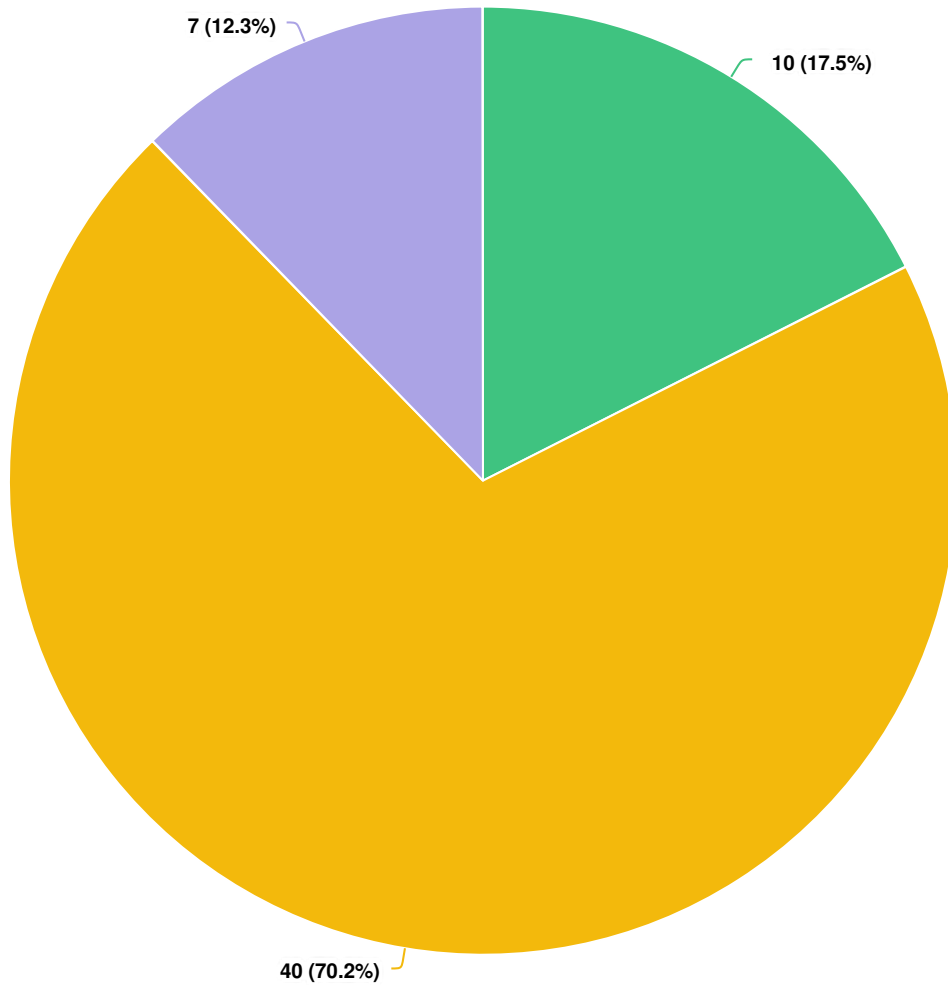


**Question options**

- Very familiar
- Somewhat familiar
- Not at all familiar

Mandatory Question (57 response(s))  
Question type: Radio Button Question

**Q5 | How familiar are you with the services and programs funded by the Town of Midland annual budget?**



**Question options**

- Very familiar
- Somewhat familiar
- Not at all familiar

Mandatory Question (57 response(s))  
Question type: Radio Button Question

**Q6** This next set of questions focus on your priorities for spending at the Town, and your thoughts on how the Town manages its finances. How important do you think the following services/programs are to the community?

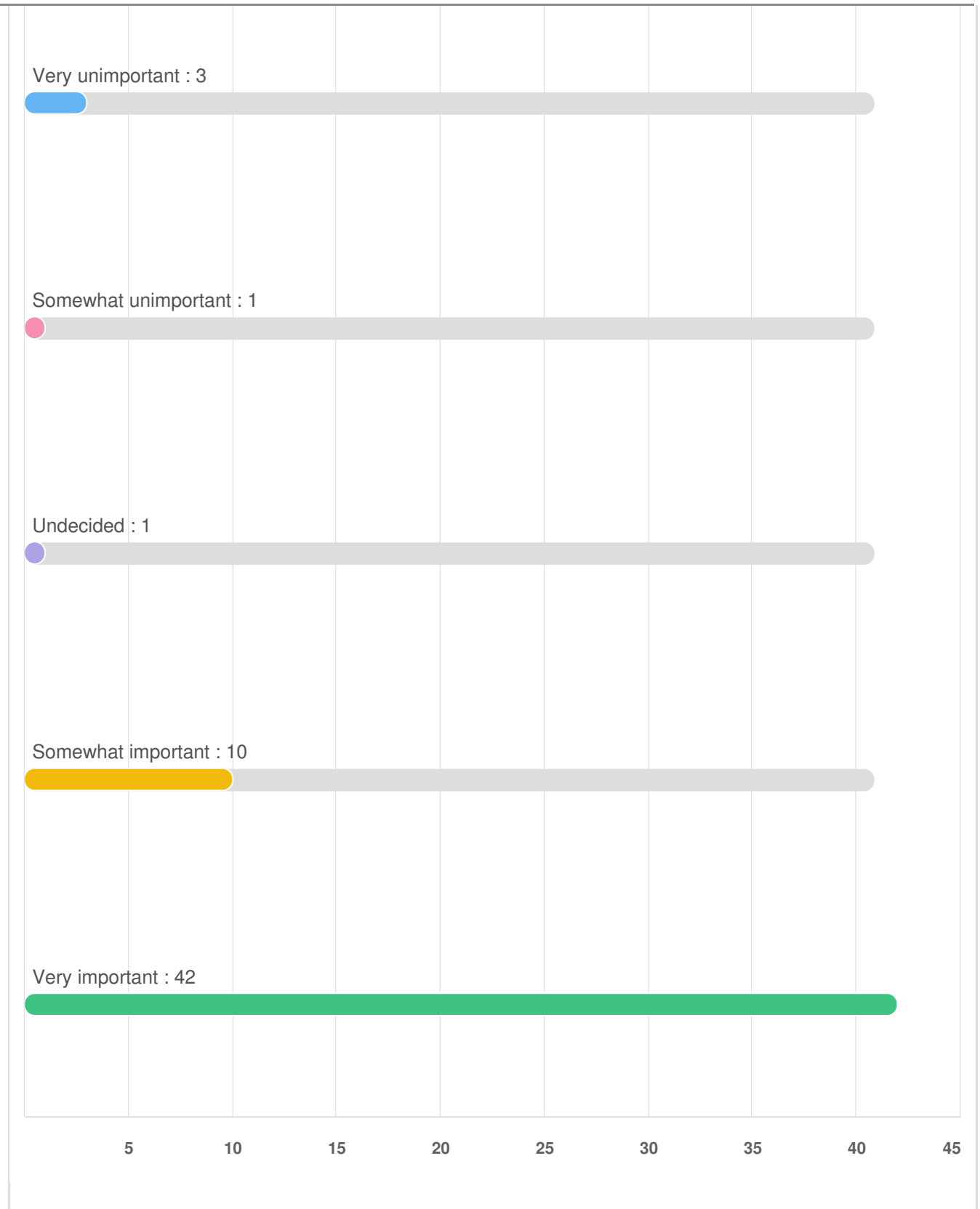


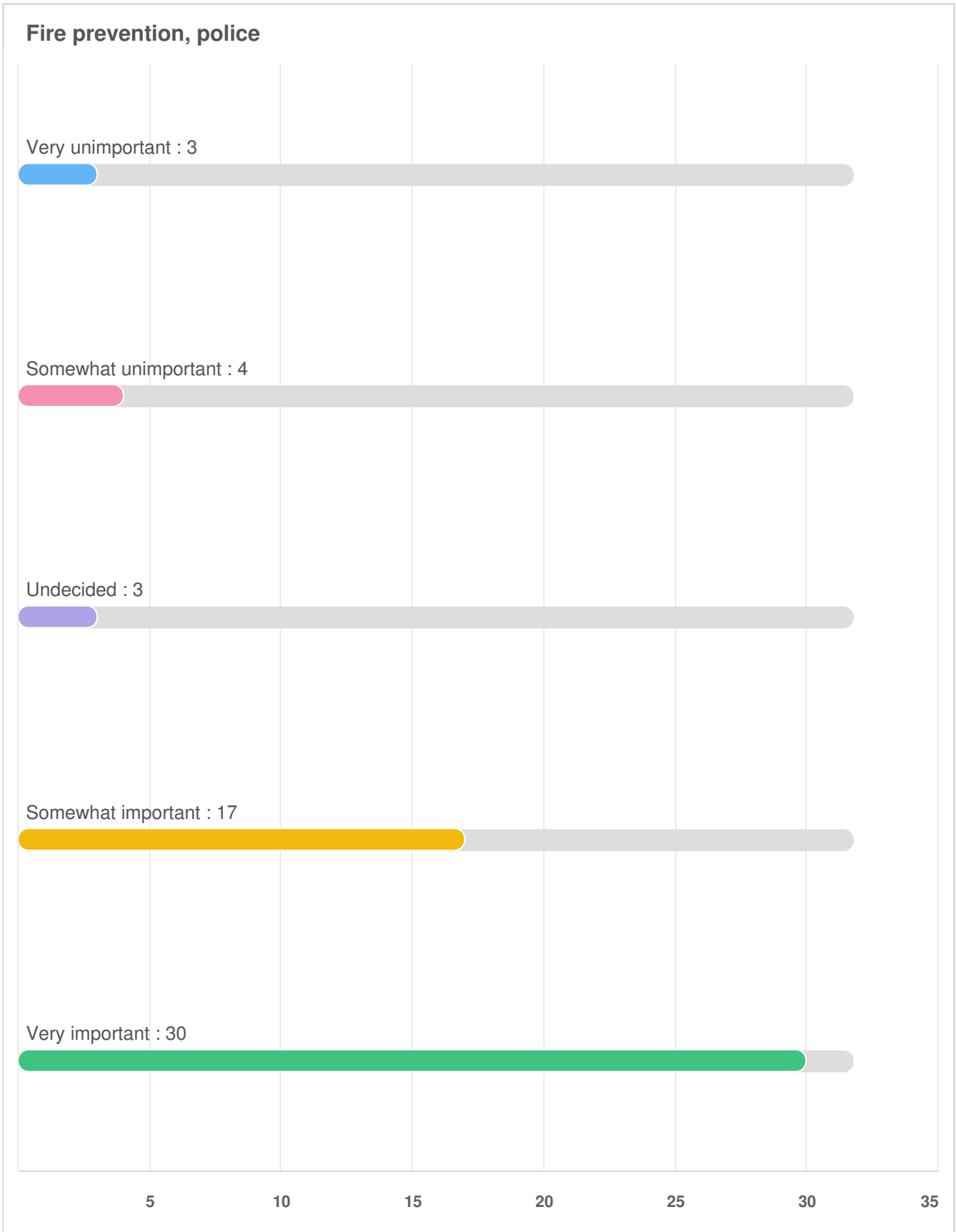
Mandatory Question (57 response(s))  
Question type: Likert Question



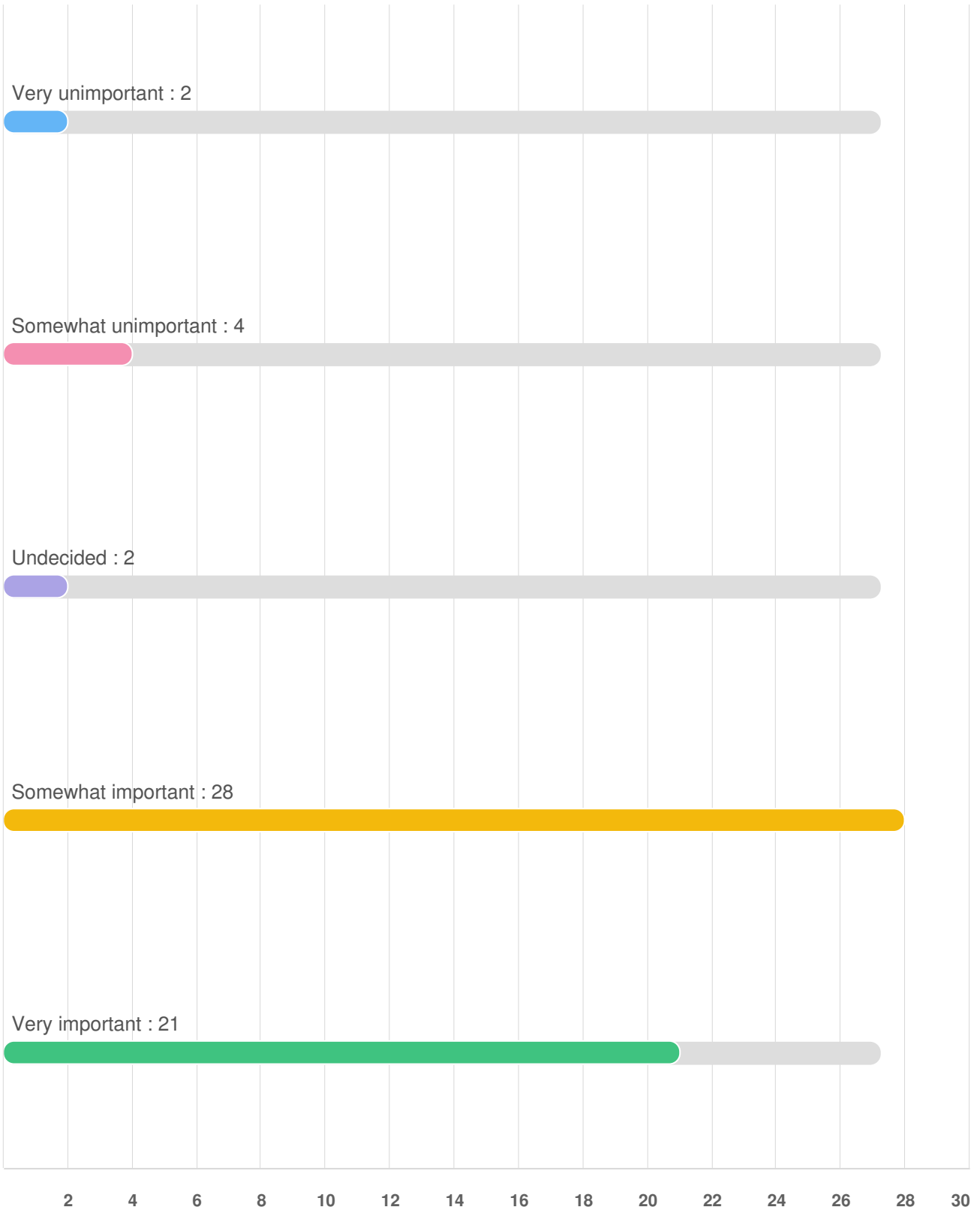
**Q6** | This next set of questions focus on your priorities for spending at the Town, and your thoughts on how the Town manages its finances. How important do you think the following services/programs are to the community?

**Essential services – sewers, water, stormwater management**



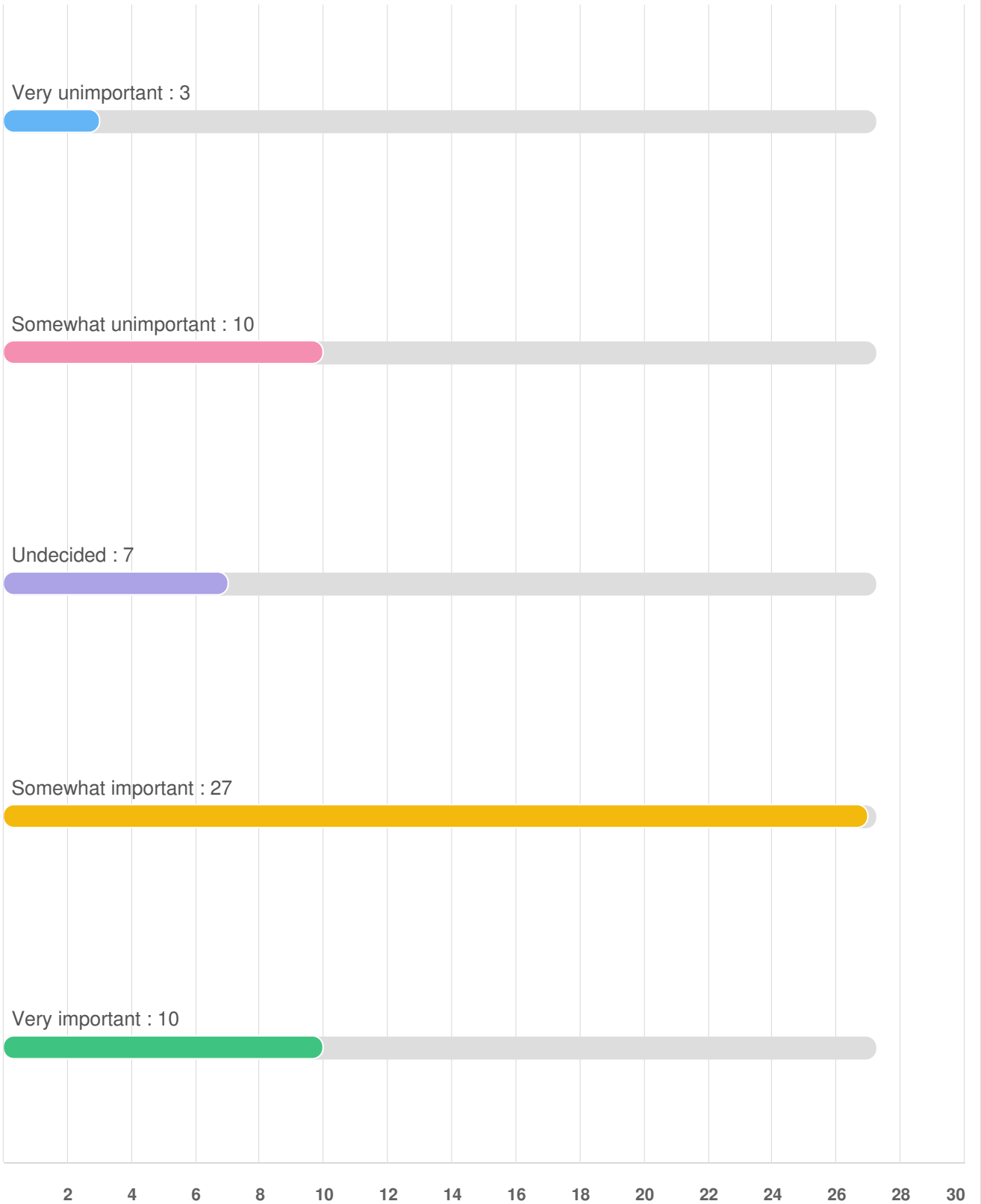


**Providing information, customer service and public engagement. (e.g. responding to phone calls and emails, holding public meetings, sharing information on website)**

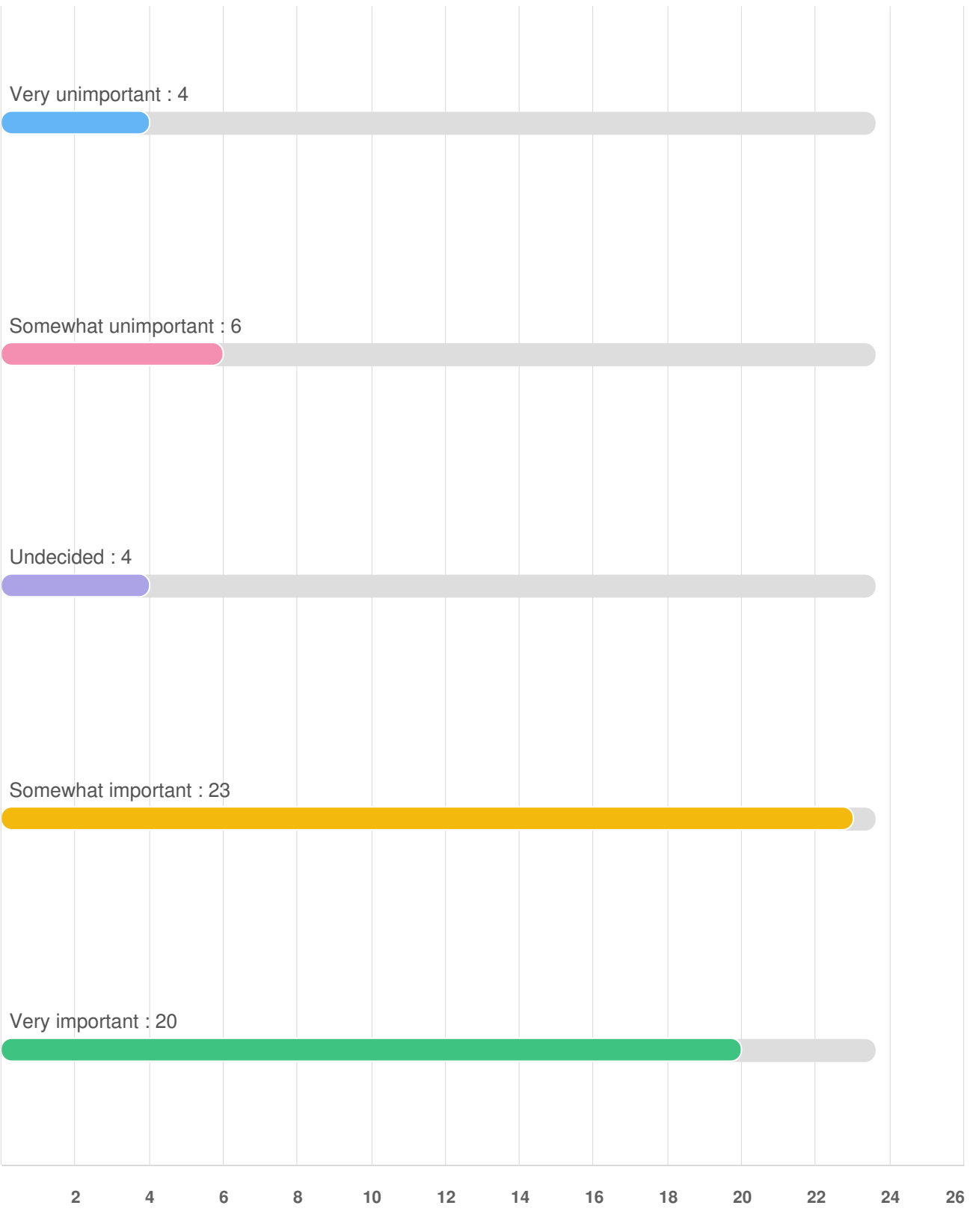


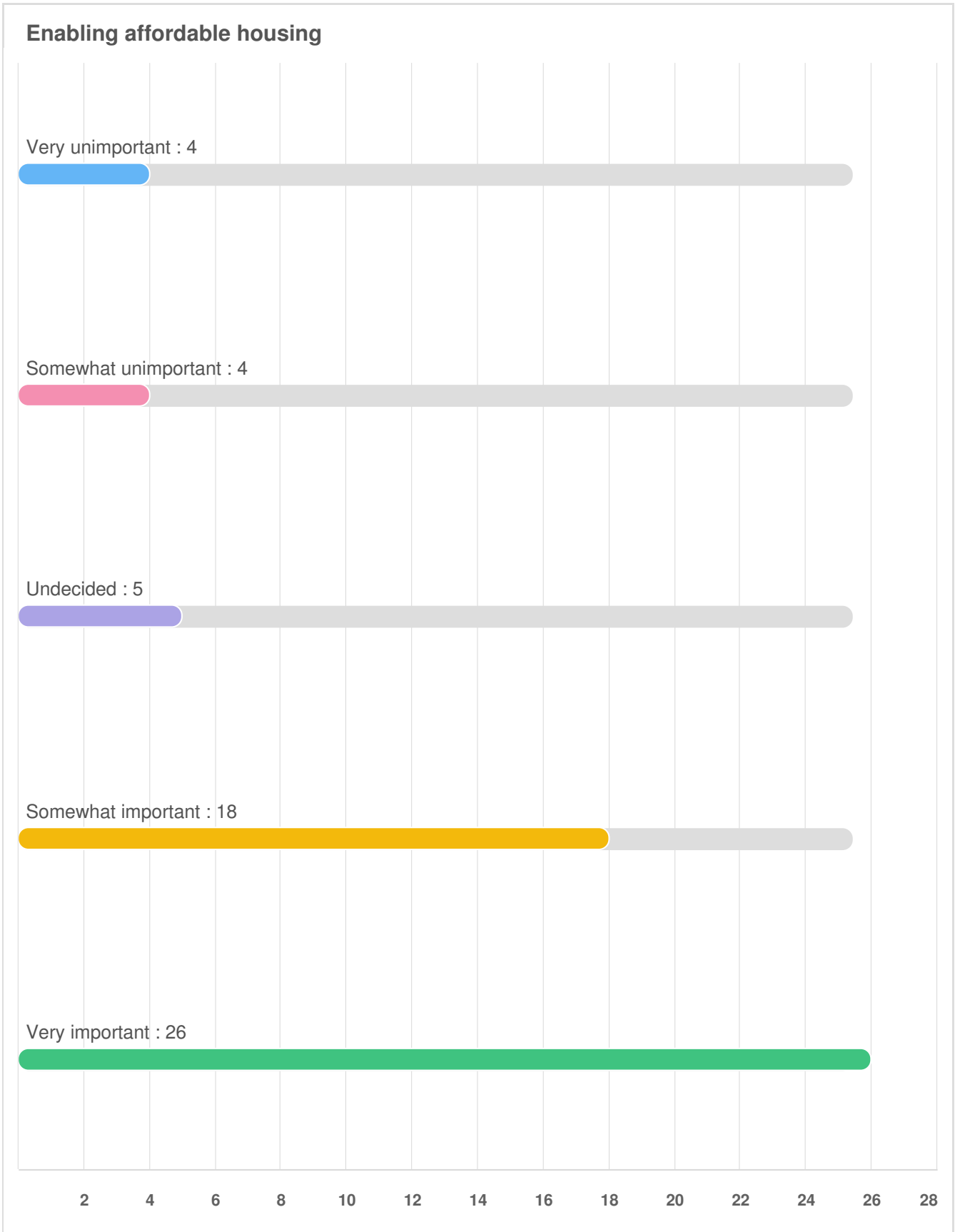


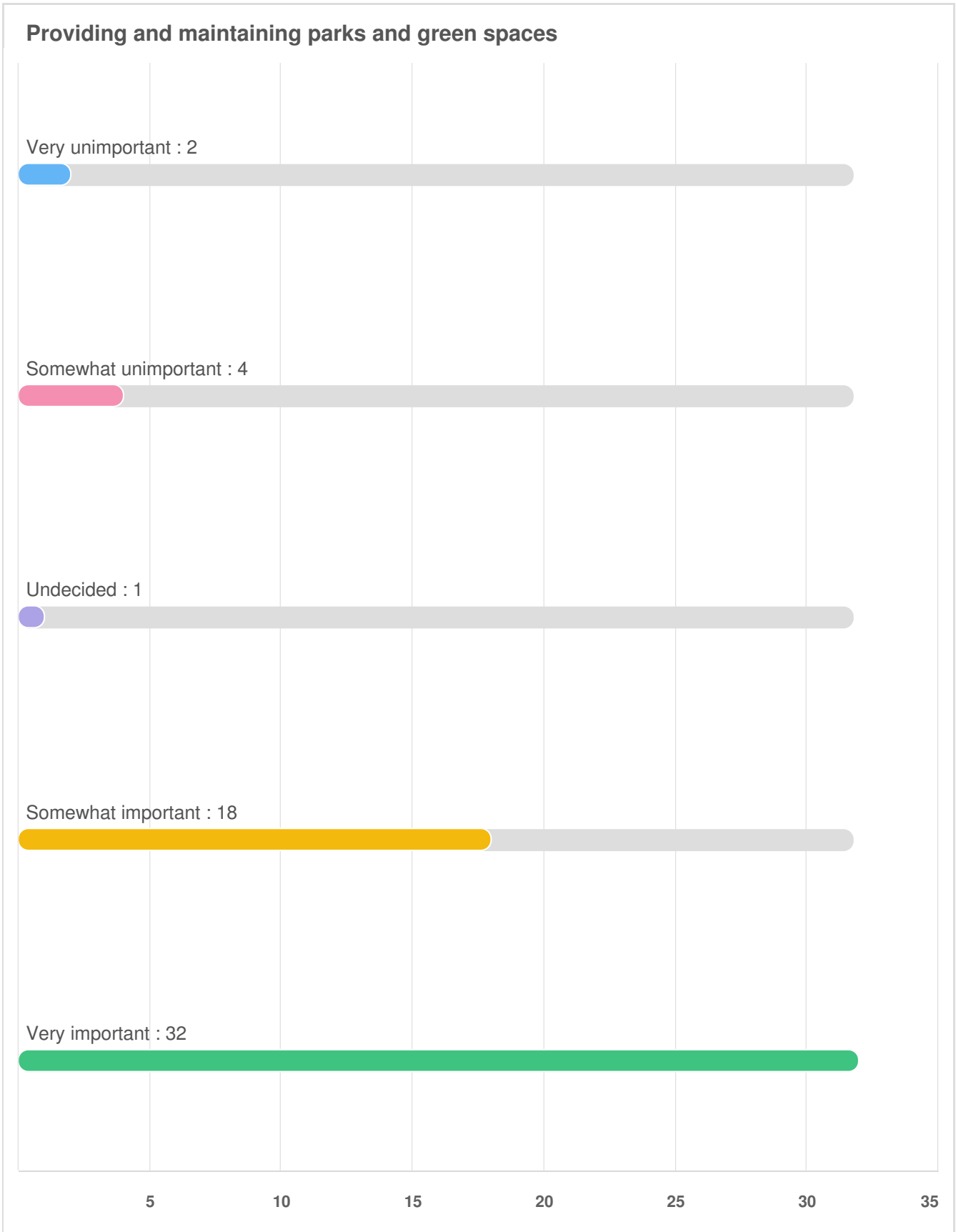
### Permits, inspections and enforcement (including building, renovation, business licences, etc.)

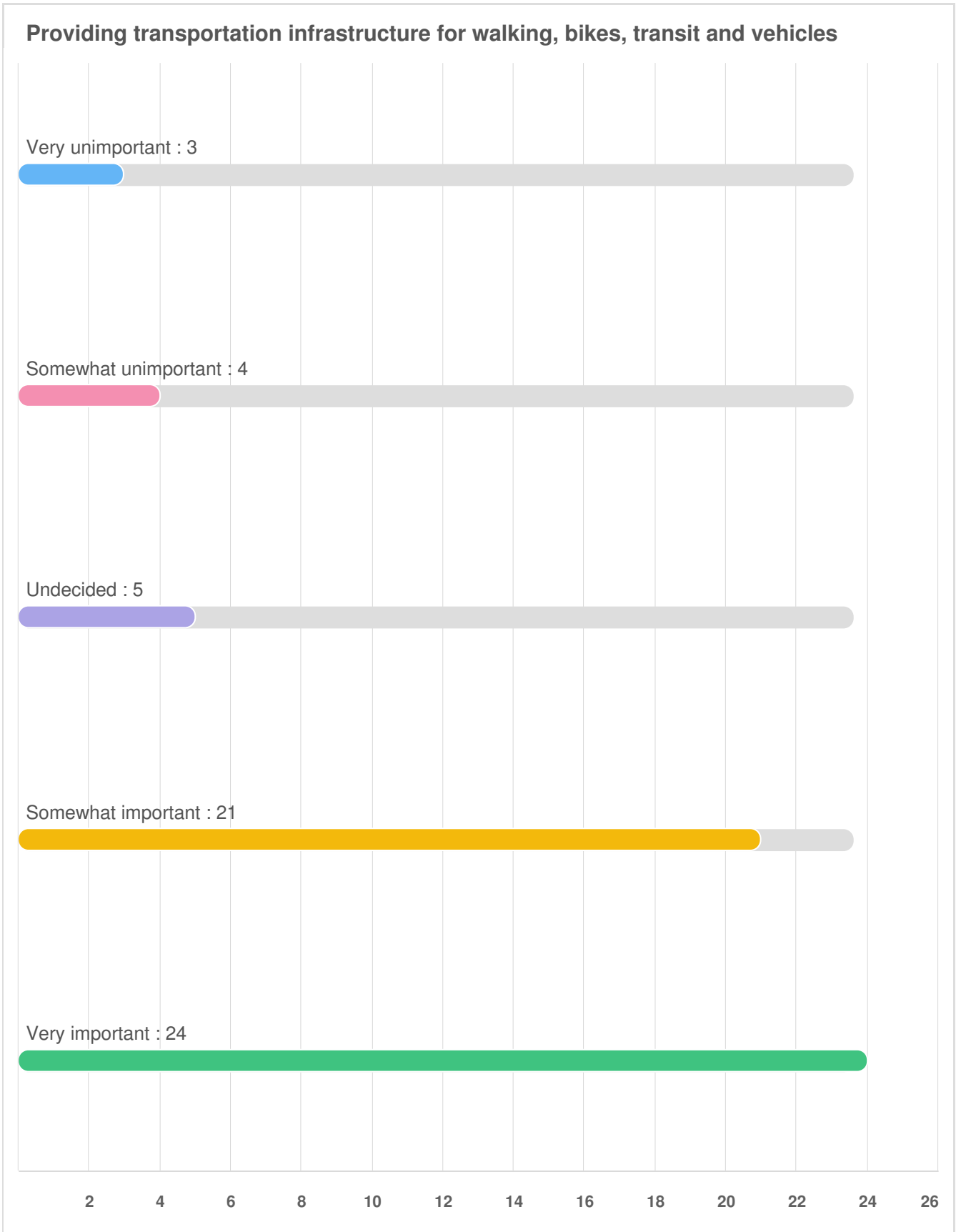


### Planning for and managing residential, commercial and industrial development









### Tourism and Events

Very unimportant : 3



Somewhat unimportant : 5



Undecided : 6



Somewhat important : 29

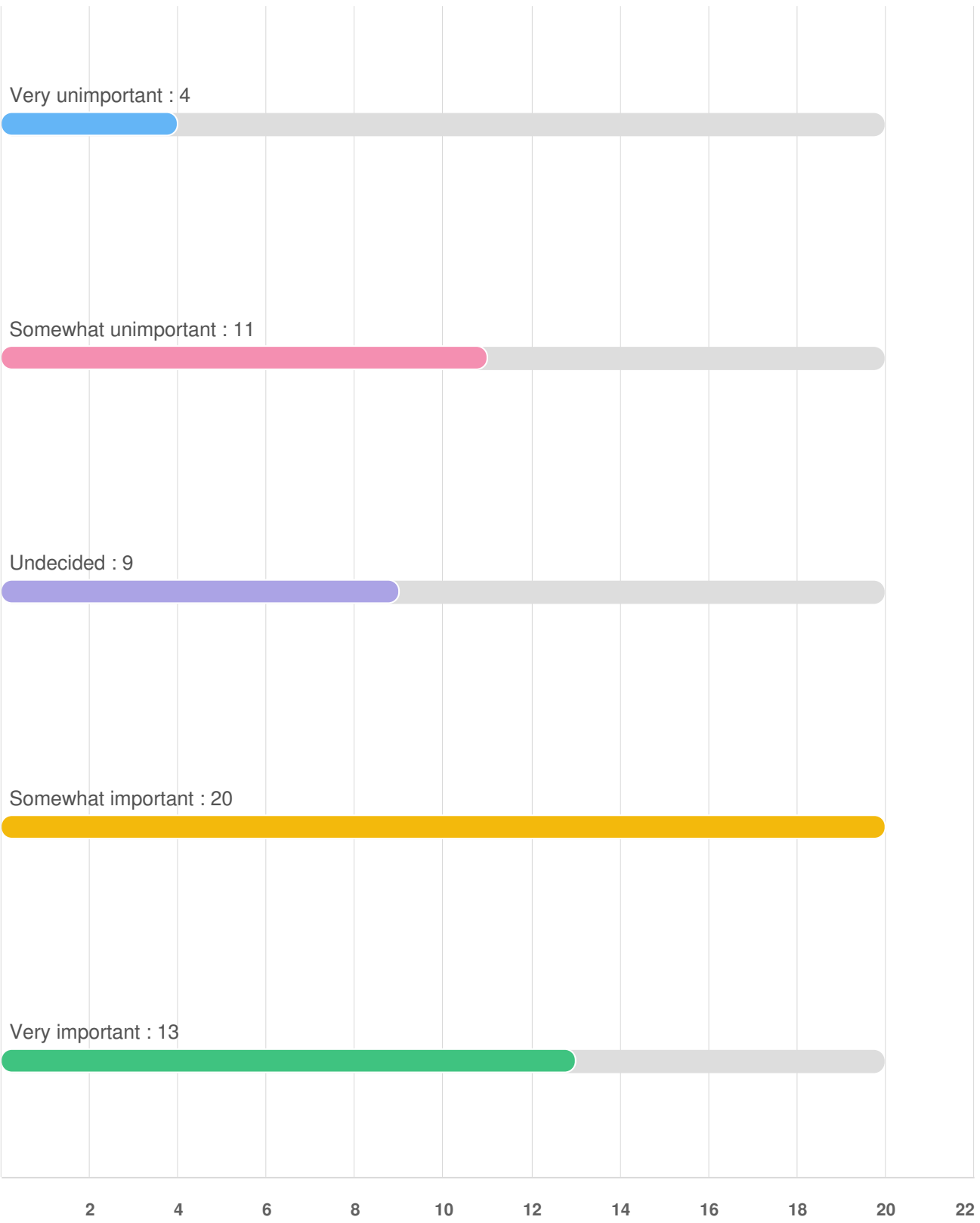


Very important : 14

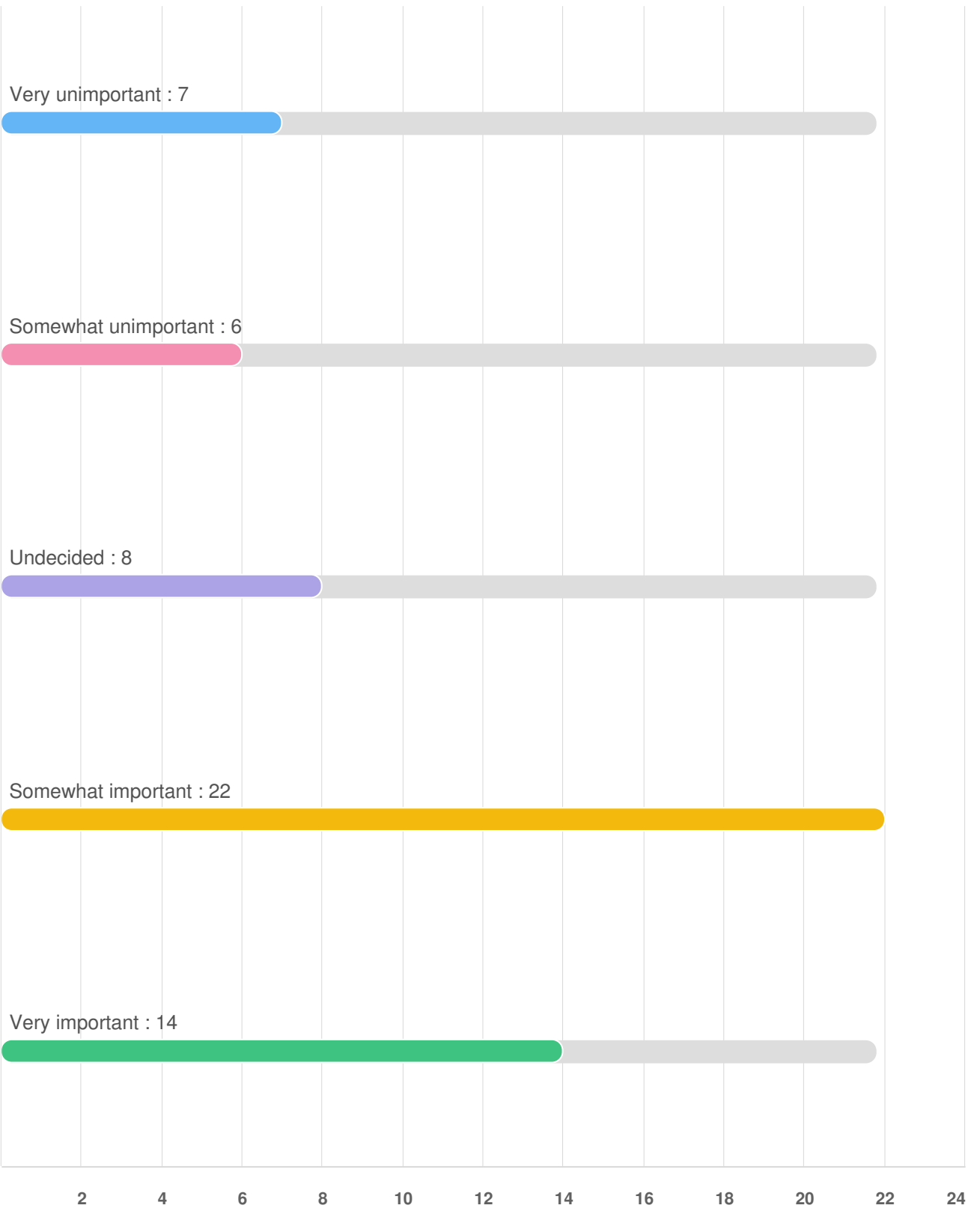


2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32

### Providing/promoting arts and culture in our region

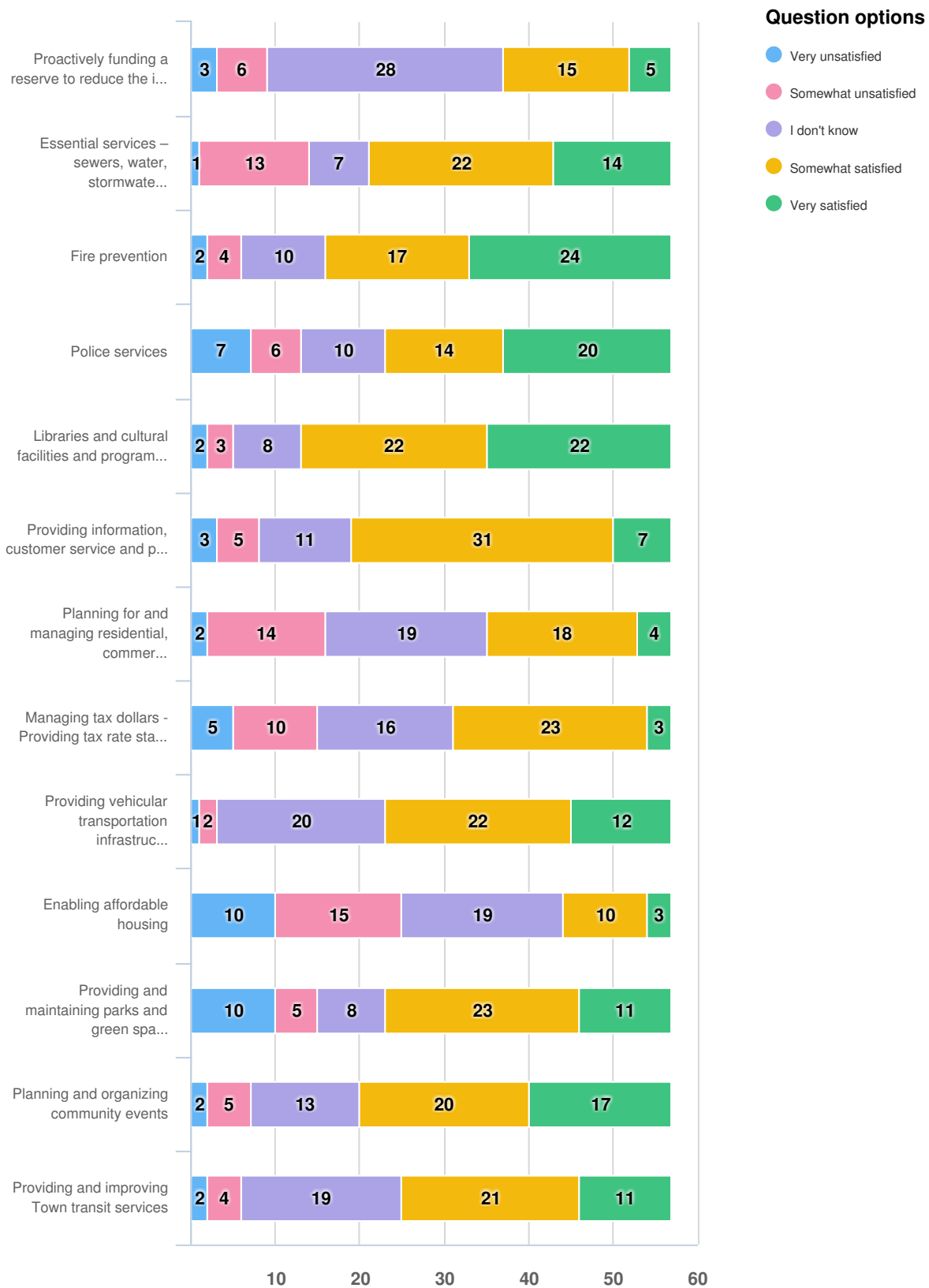


### Providing and improving Town transit services





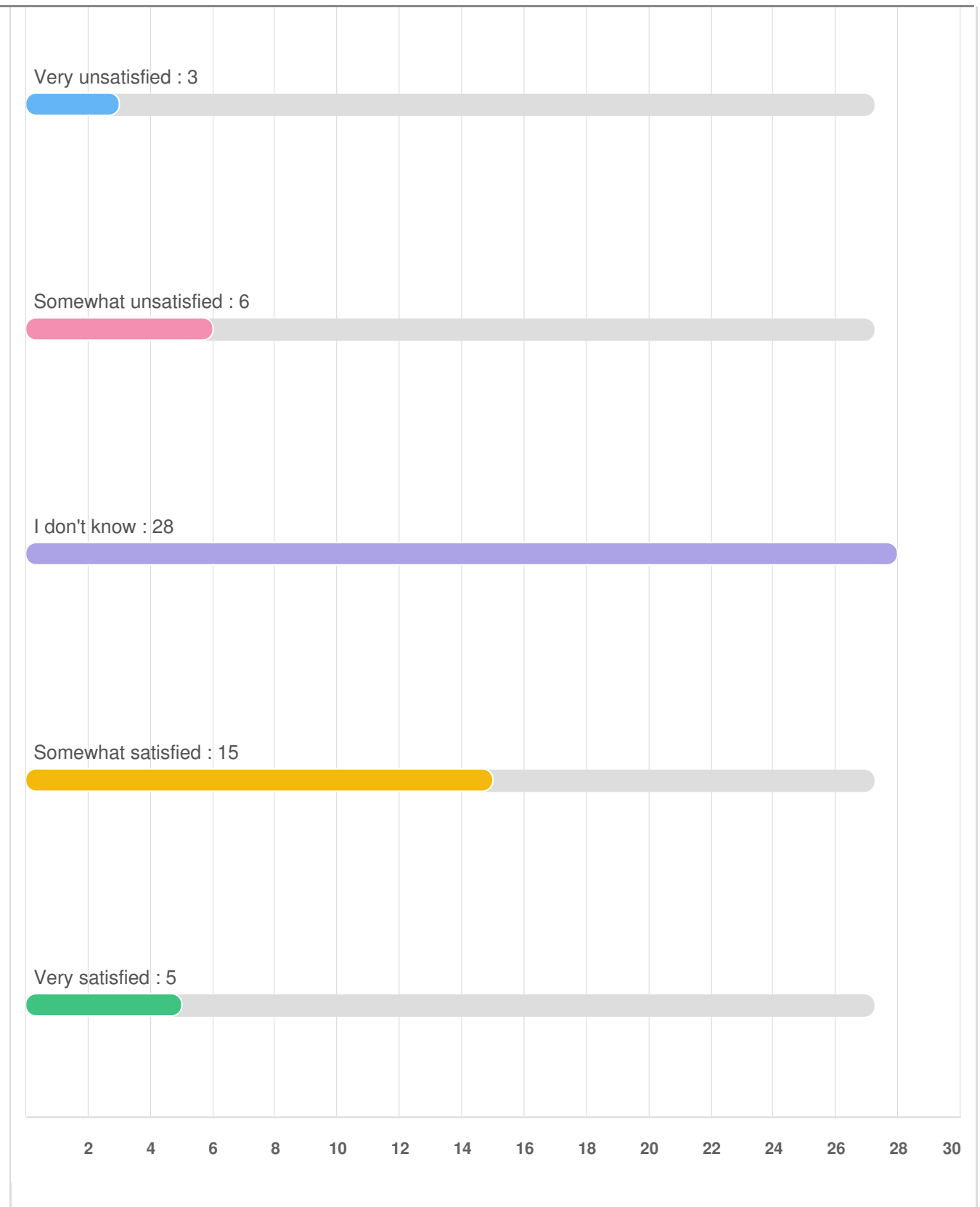
**Q7 | Please rate the following municipal services based on how well you think the municipally-funded services are being delivered in our community.**



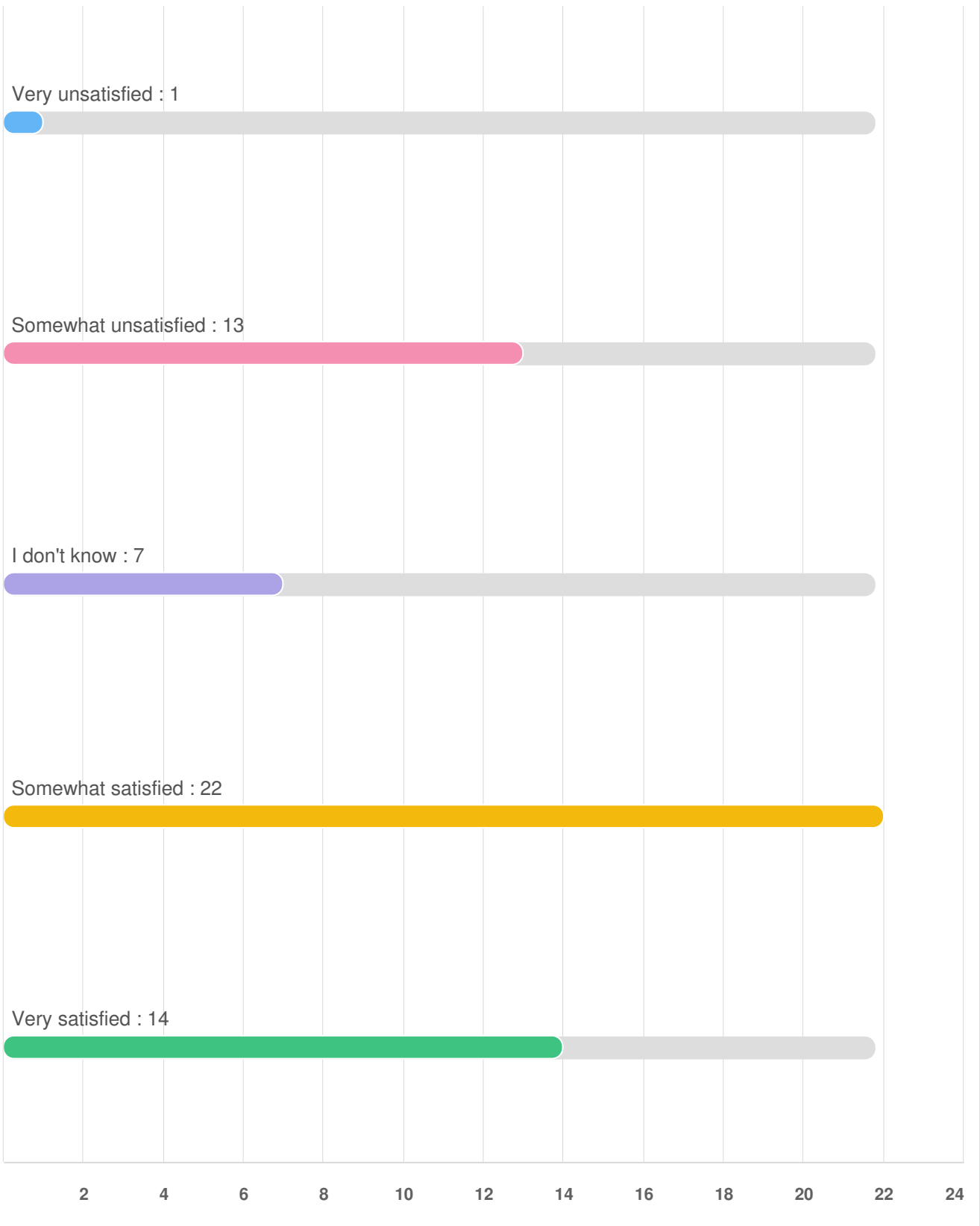
Mandatory Question (57 response(s))  
 Question type: Likert Question

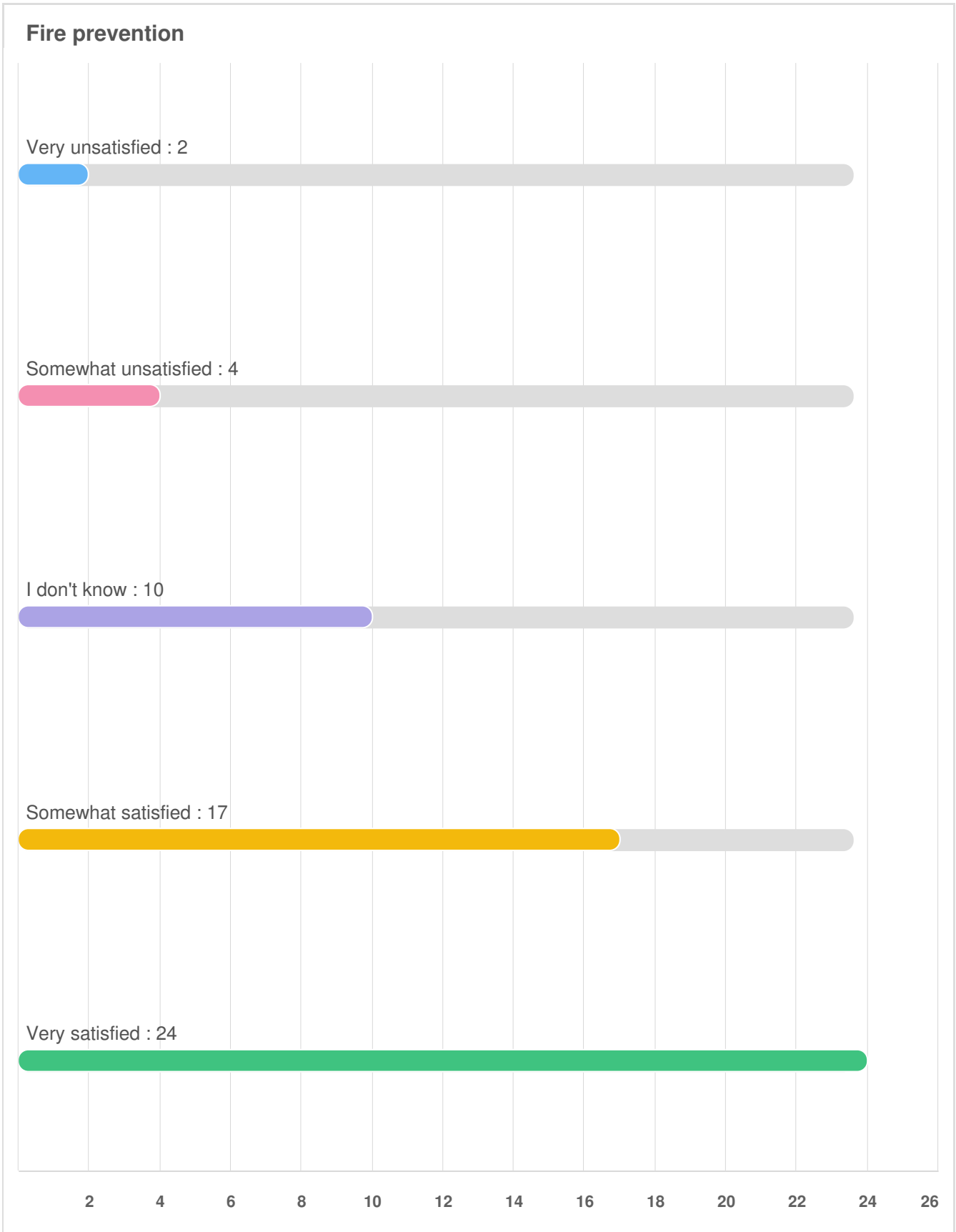
**Q7** | Please rate the following municipal services based on how well you think the municipally-funded services are being delivered in our community.

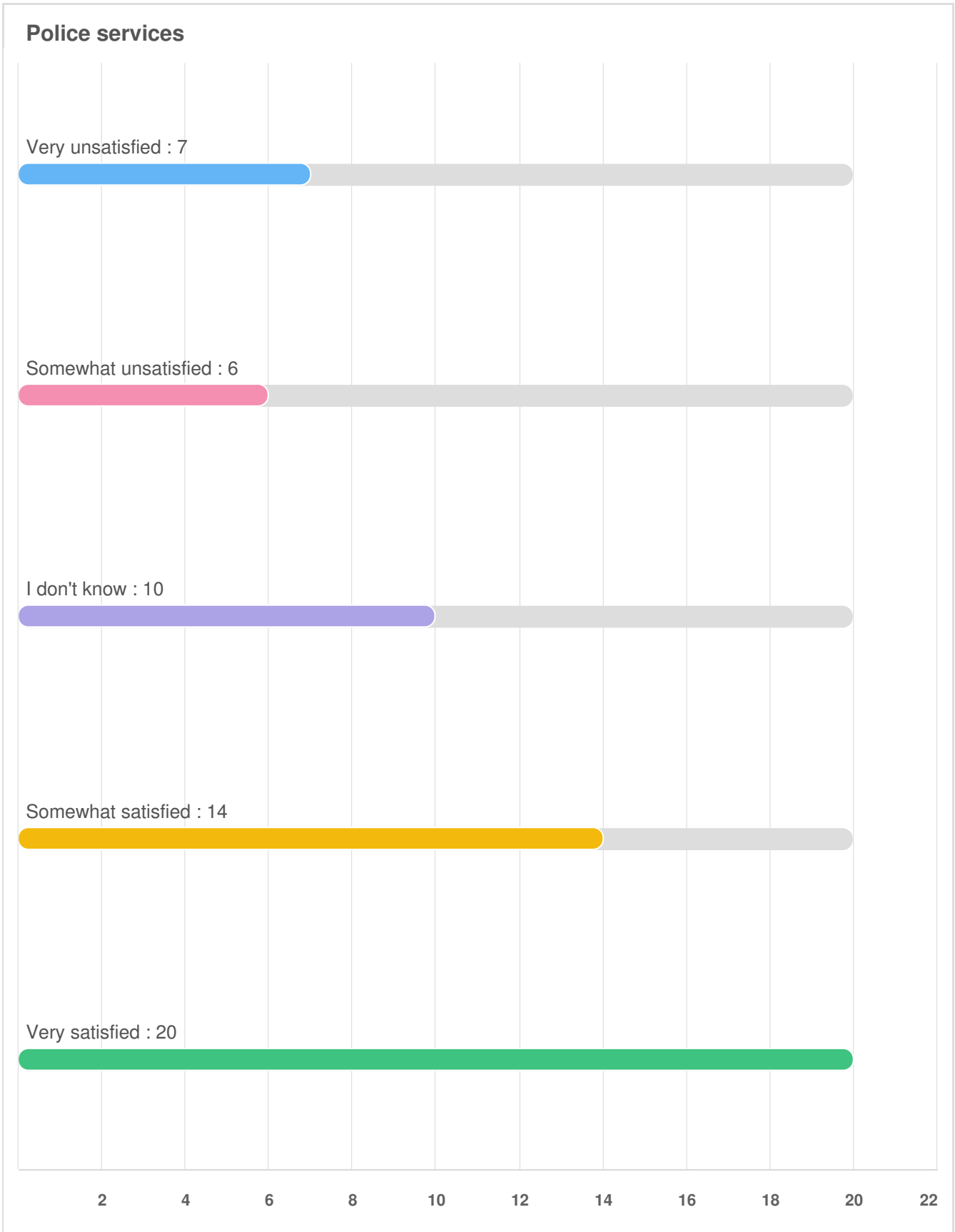
**Proactively funding a reserve to reduce the impact of future capital infrastructure costs**



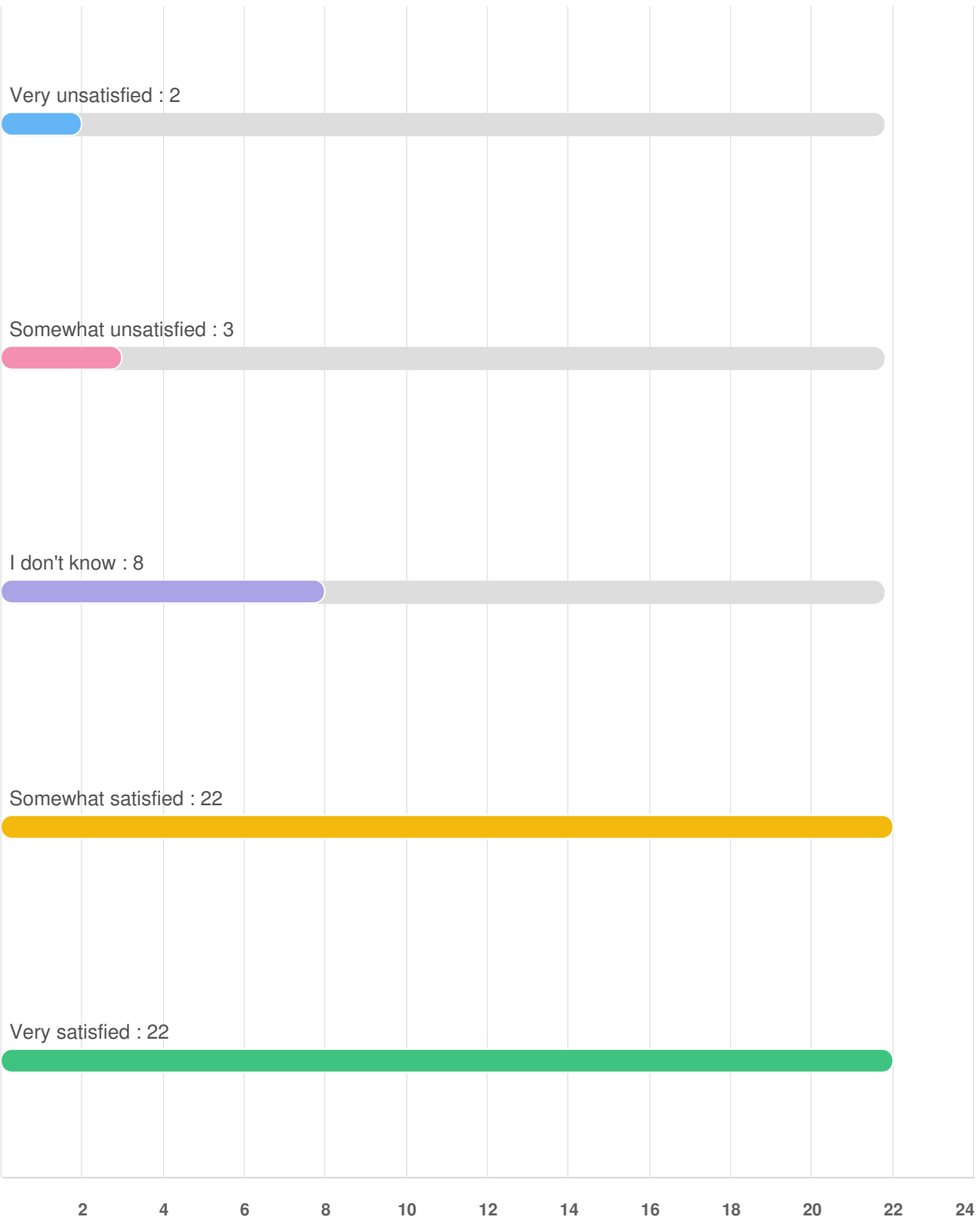
### Essential services – sewers, water, stormwater management



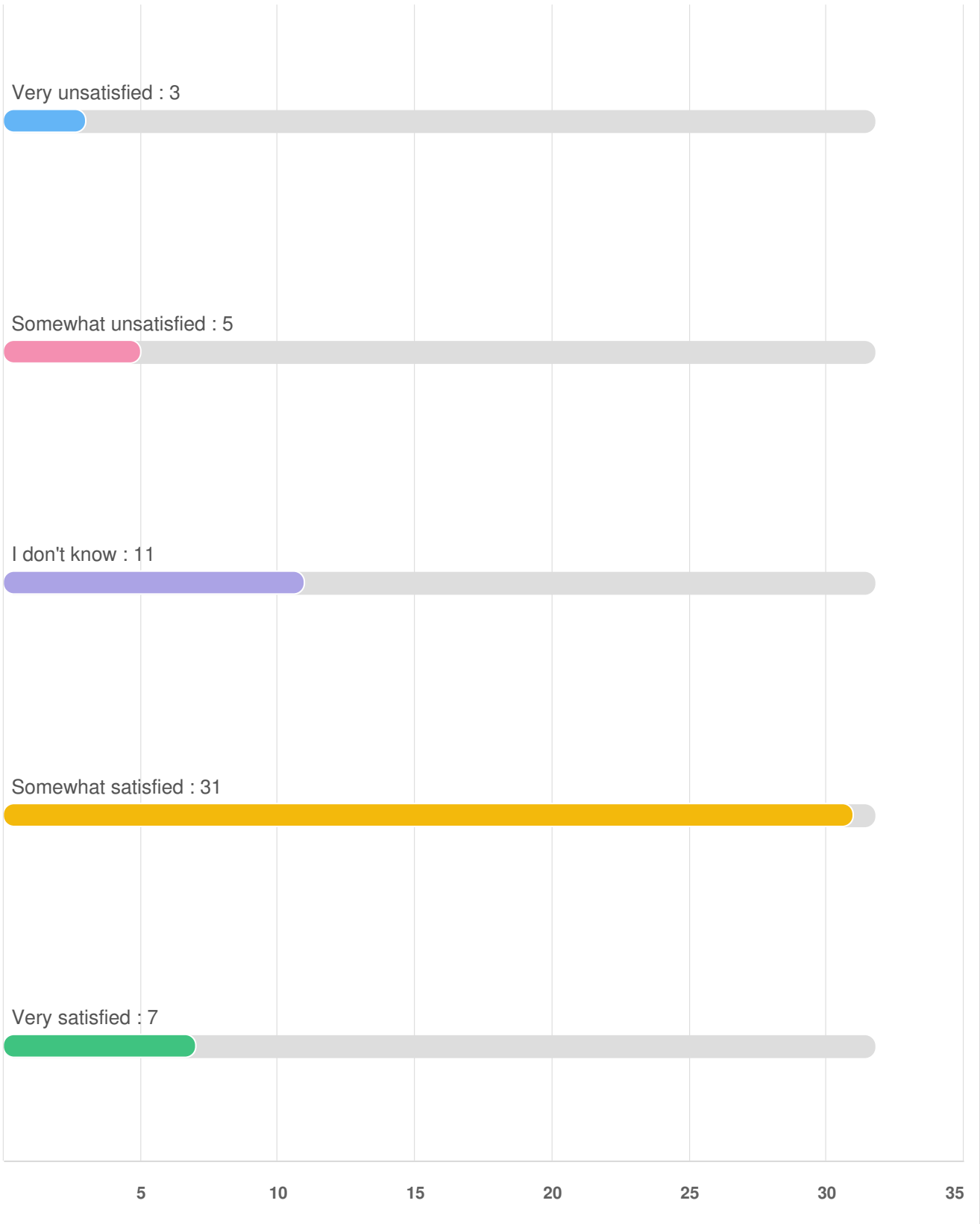




### Libraries and cultural facilities and programs

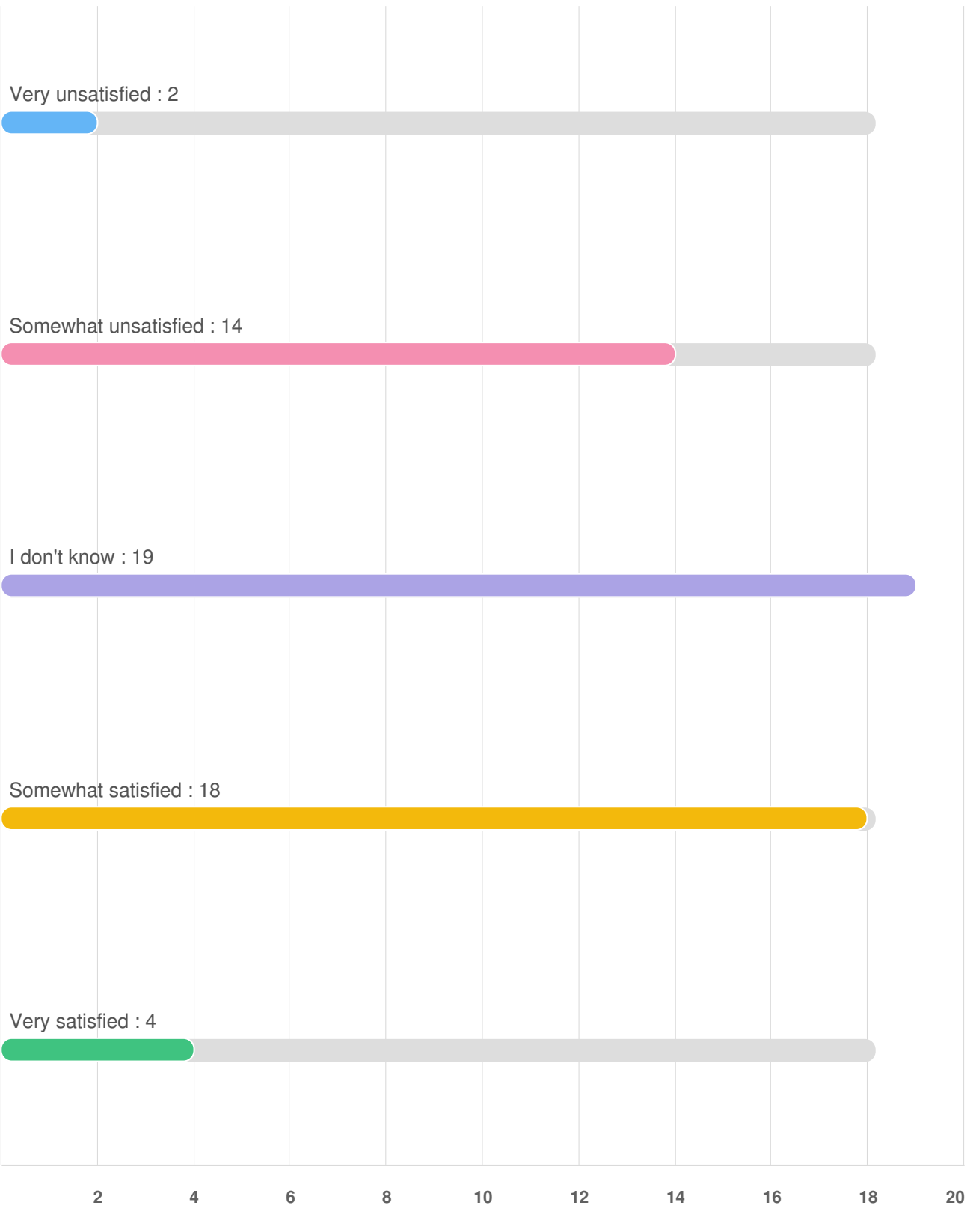


**Providing information, customer service and public engagement. (e.g. responding to phone calls and emails, holding public meetings, sharing information on website)**

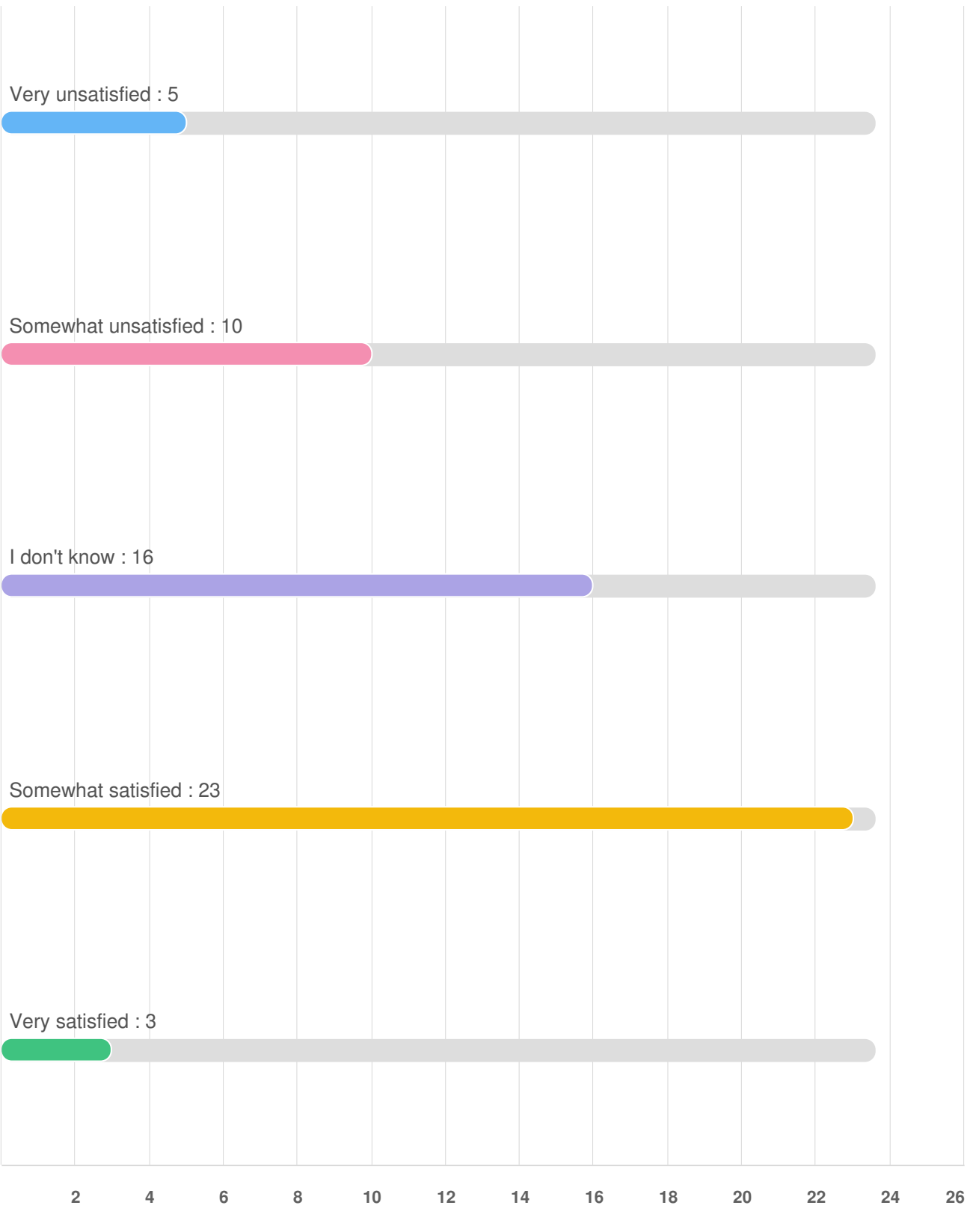


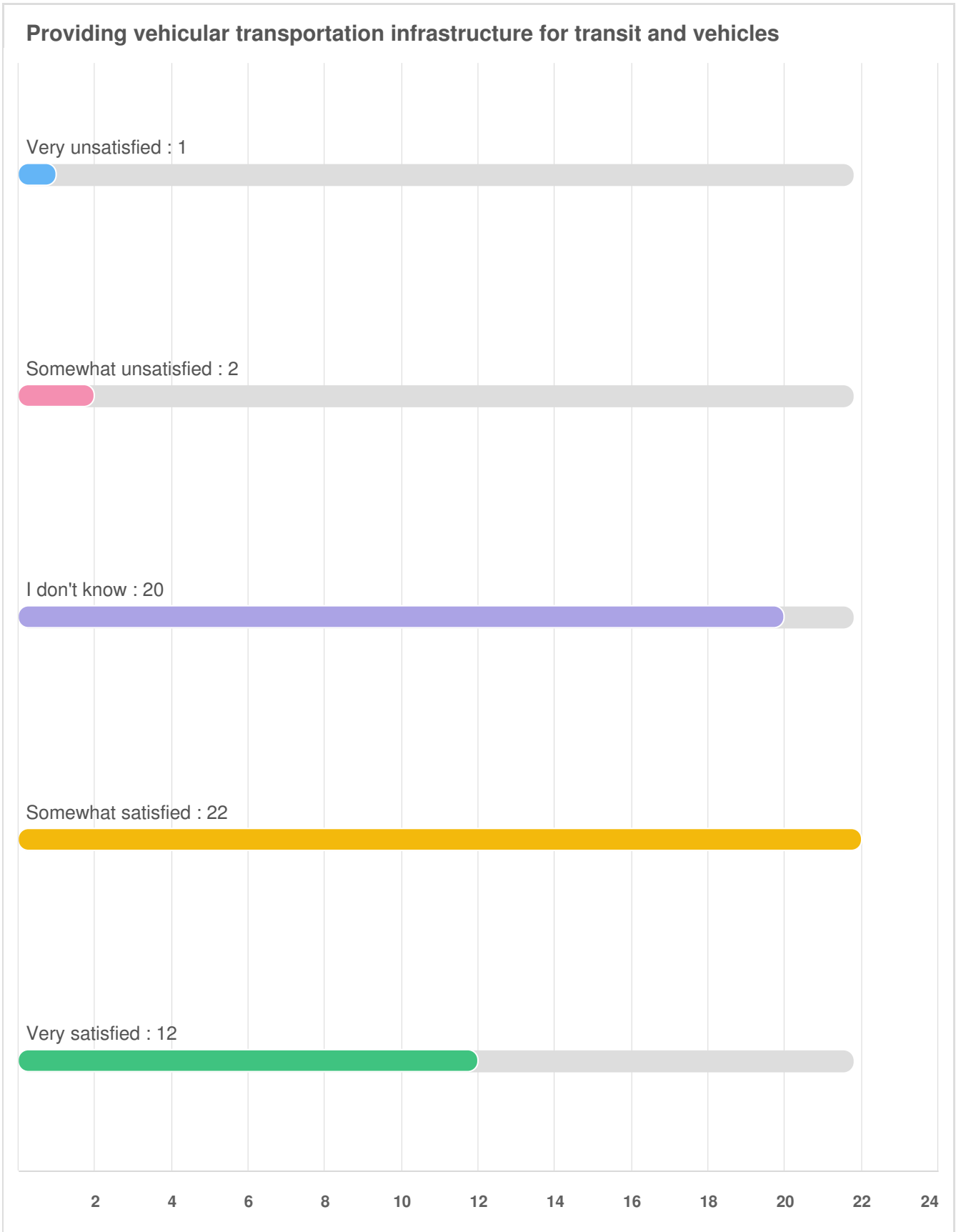


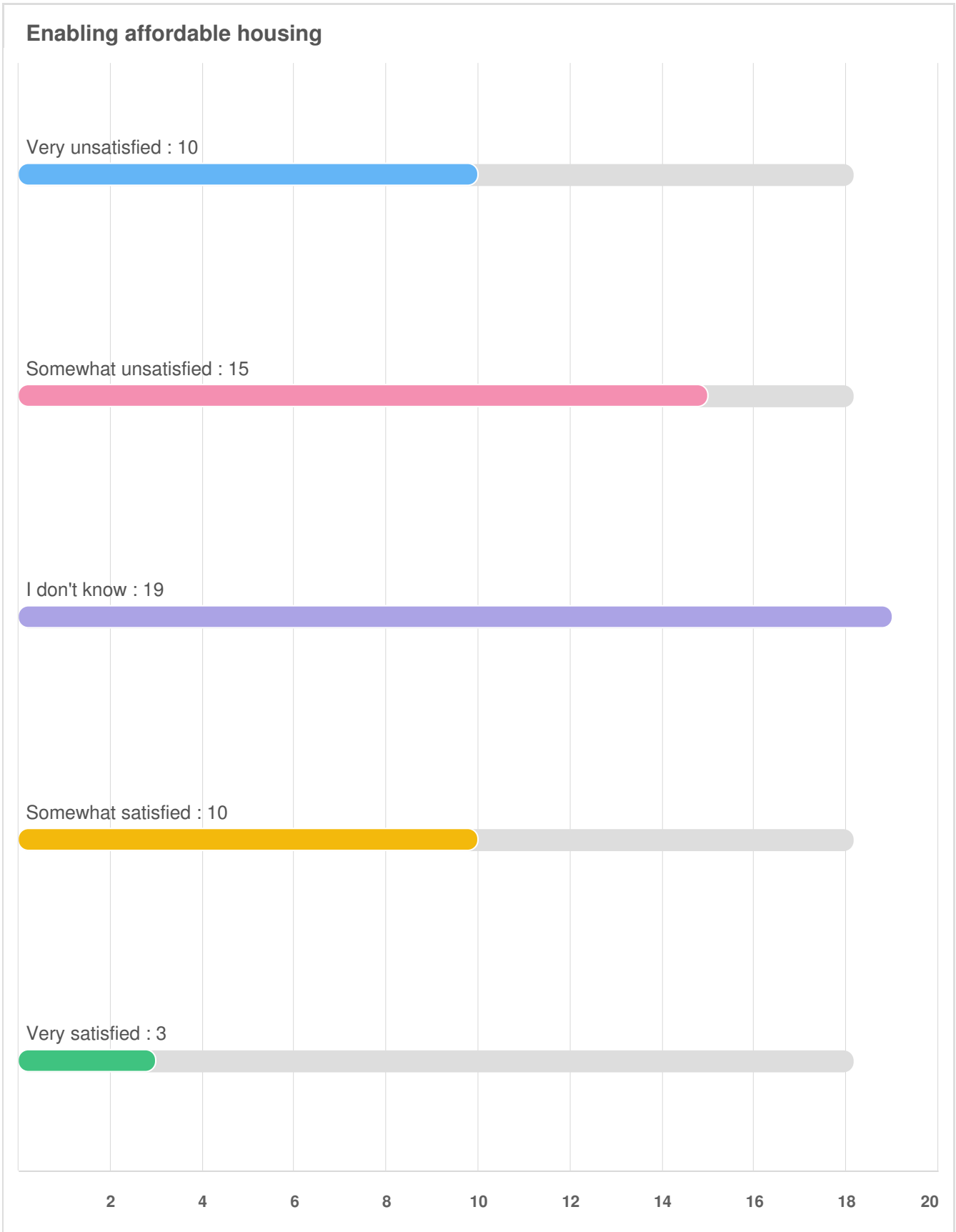
### Planning for and managing residential, commercial and industrial development



### Managing tax dollars - Providing tax rate stability







### Providing and maintaining parks and green spaces

Very unsatisfied : 10



Somewhat unsatisfied : 5



I don't know : 8



Somewhat satisfied : 23

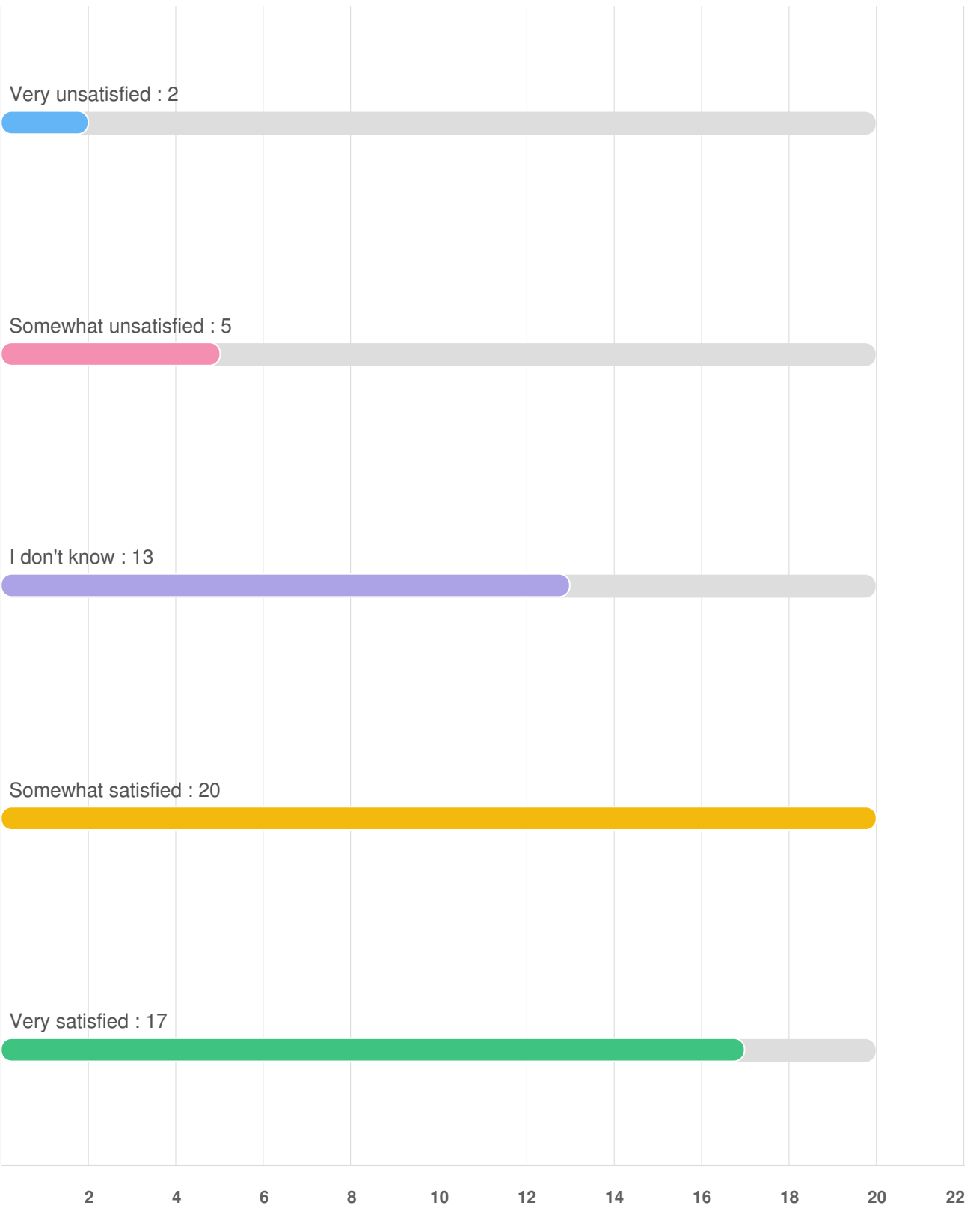


Very satisfied : 11

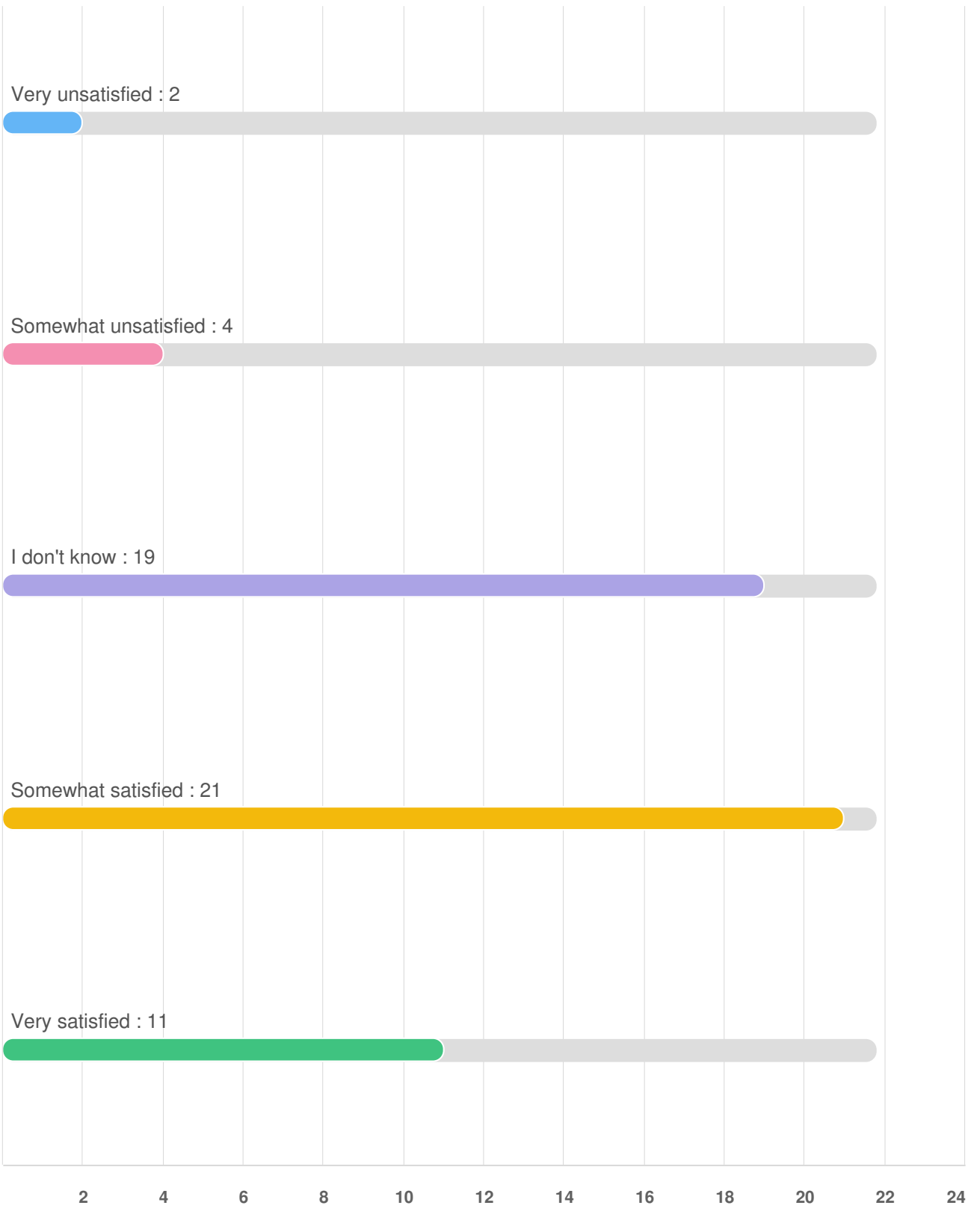


2 4 6 8 10 12 14 16 18 20 22 24 26

### Planning and organizing community events



### Providing and improving Town transit services



**Q8** From your perspective, and recognizing that not everything is within Town control, what are the most important local issues facing the Town at the present time (Rank the below items with 1 - most important, 12 - least important)

OPTIONS	AVG. RANK
Economy/Jobs/economic issues	4.40
Health/public health	4.89
Social issues (e.g. poverty, social services and resources, childcare)	5.33
Housing/accommodations	6.19
Addiction and overdoses	6.44
Cost of living	6.58
Crime/criminal activity	6.77
Utilities (water/wastewater, hydro)	7.11
Environment/environmental issues/sustainability	7.26
Property taxes	7.46
Governance and transparency (e.g. bylaws, resident-government relations, community engagement activities)	7.58
Infrastructure/transportation	7.98

*Mandatory Question (57 response(s))*  
*Question type: Ranking Question*

**Q9** If the most important local issue facing the Town presently wasn't listed above, please tell us what it is.

MICHAEL PACCANARO  
 10/02/2020 01:06 PM

High overall tax rate in for comparable sized town and continual increases coming.

RLandriault

Playgrounds all closed



10/13/2020 08:22 AM

rm\_niebergall

10/13/2020 08:45 AM

My children cannot walk to a park because they have been neglected by the town. New play structures.

Leftovaries

10/13/2020 09:35 AM

The drug epidemic that controls our neighbourhoods, living next to a drug house (not marijuana)

Beitlberger1957

10/21/2020 02:23 PM

money wasted on consultants and legal counsel for law suits, need a hiring freeze, getting top heavy

herb

10/23/2020 10:27 AM

Lack of swimming pool/gym and lack of playgrounds. Incomplete sidewalks and paths.

Laura Tannis

10/28/2020 02:40 PM

The sitting governance misappropriating funding, cant read policy, full review of decisions needed.

BRobitaille

11/07/2020 07:36 AM

Not my most important but high up on my list. Parks and recs. Would be my number 2

Mshygge

11/08/2020 05:00 AM

Waterfront improvement Unimed park

hcmcdonald

11/09/2020 09:12 AM

Liveable neighbourhoods for young families and seniors (walkability, parks, dec. speed, green space)

KH

11/10/2020 01:27 PM

missing and exploited men, women and children

UpinSunnyside

11/15/2020 09:47 AM

Customer Service and Senior Leadership. I am hopeful of significant improvement with recent changes

alelarge

11/19/2020 01:16 AM

Lack of law enforcement. AND allowing illegal dwellings- should enforce. will provide you income

George Dixon

11/22/2020 09:40 AM

See comments below. Midland's perpetual spending beyond the rate of inflation is not sustainable

vr

11/24/2020 10:24 AM

Public viewing on the Midland website of Policing actions and stats quarterly.

tpowers

12/02/2020 08:50 PM

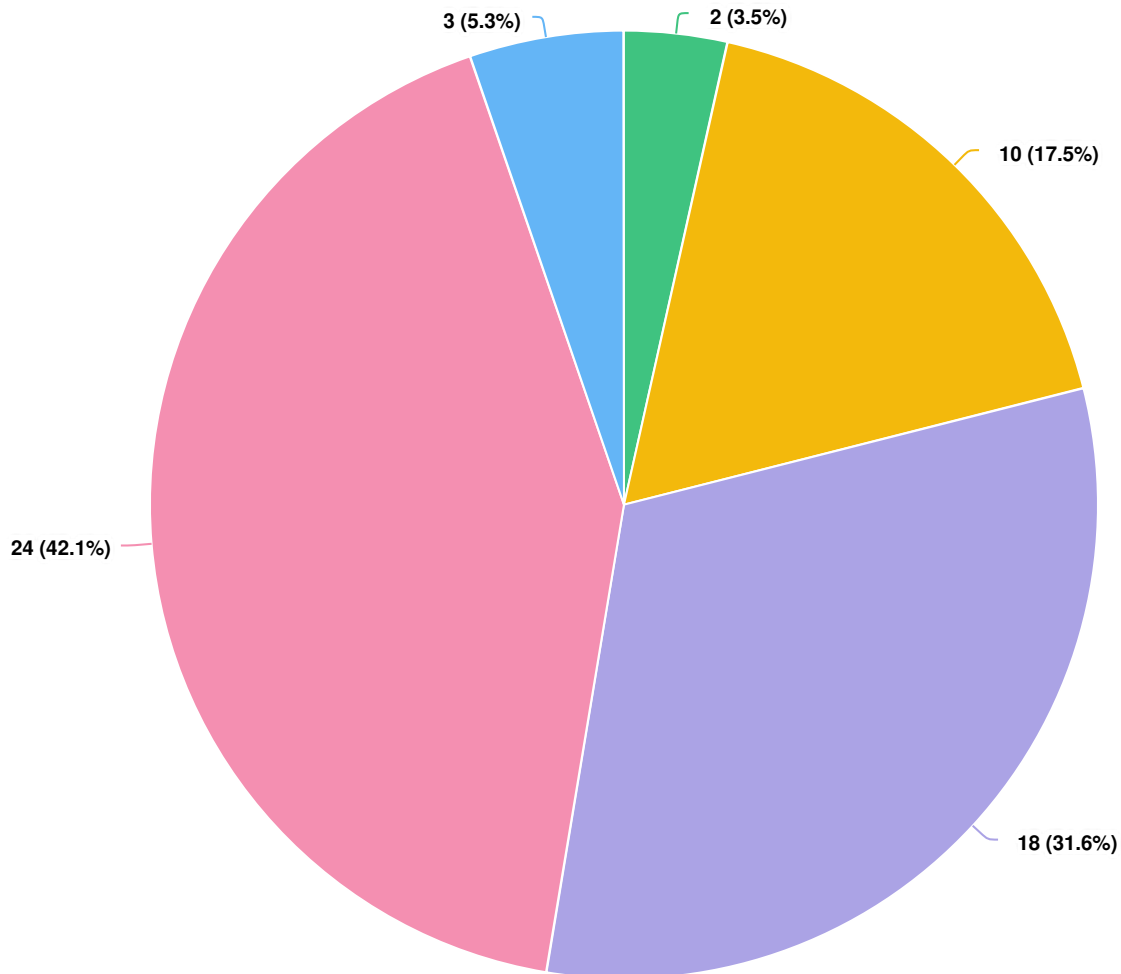
sidewalks should be available for ALL Midland streets esp Fuller & Harbourview & Midland Pt

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**Optional question** (16 response(s), 41 skipped)

**Question type:** Single Line Question

**Q10** Generally, how do you feel about the overall quality of services provided to residents/businesses by the Town of Midland?

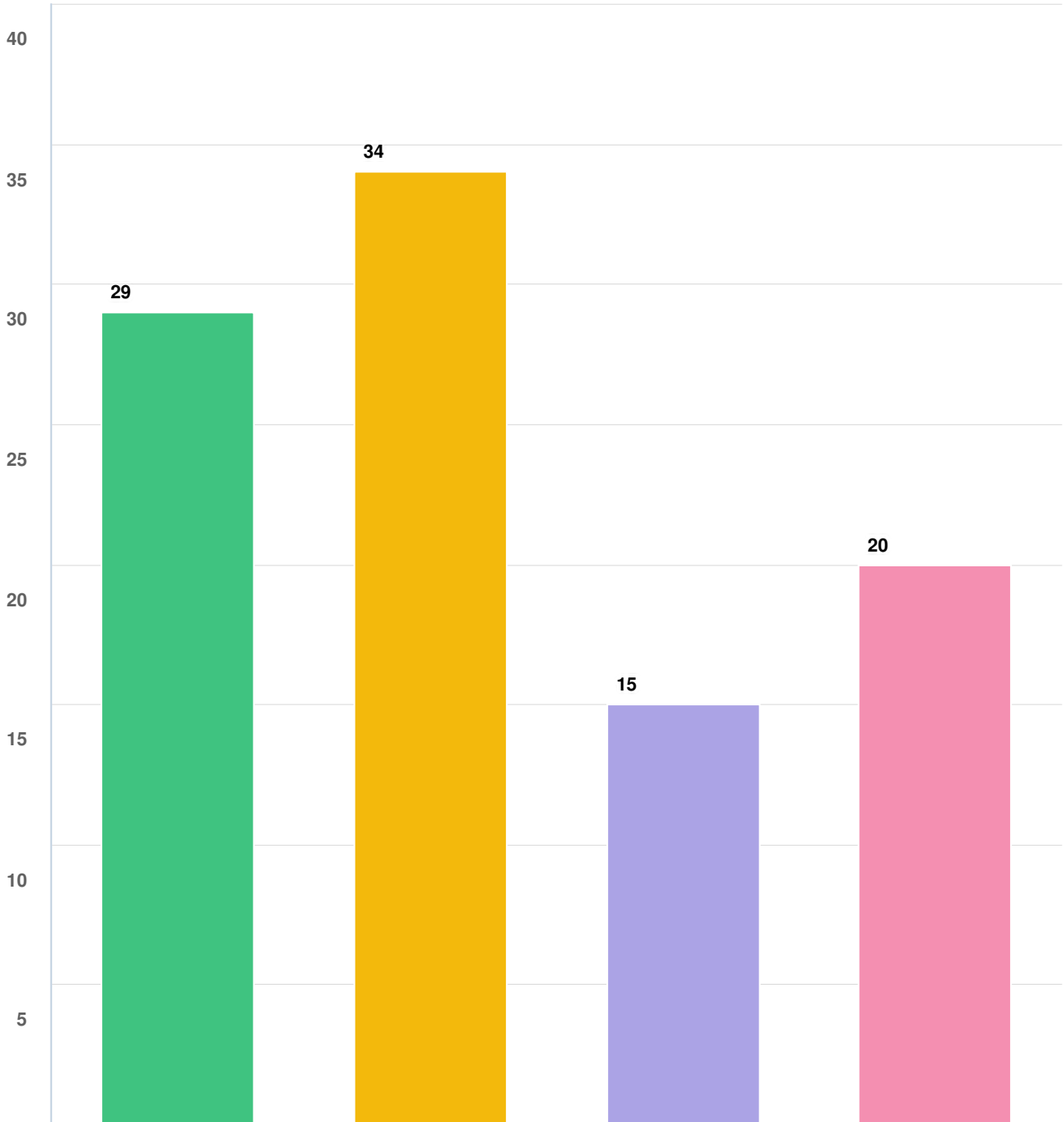


**Question options**

- Very happy
- Happy
- Neutral
- Unhappy
- Very unhappy

Mandatory Question (57 response(s))  
Question type: Emoji Question

**Q11** To balance the 2021 budget as required by law, the Town of Midland has a number of options to consider. Which of the following options would you prefer the Town use to balance its budget? Note: User fees are monies you would pay to the Town to acce...



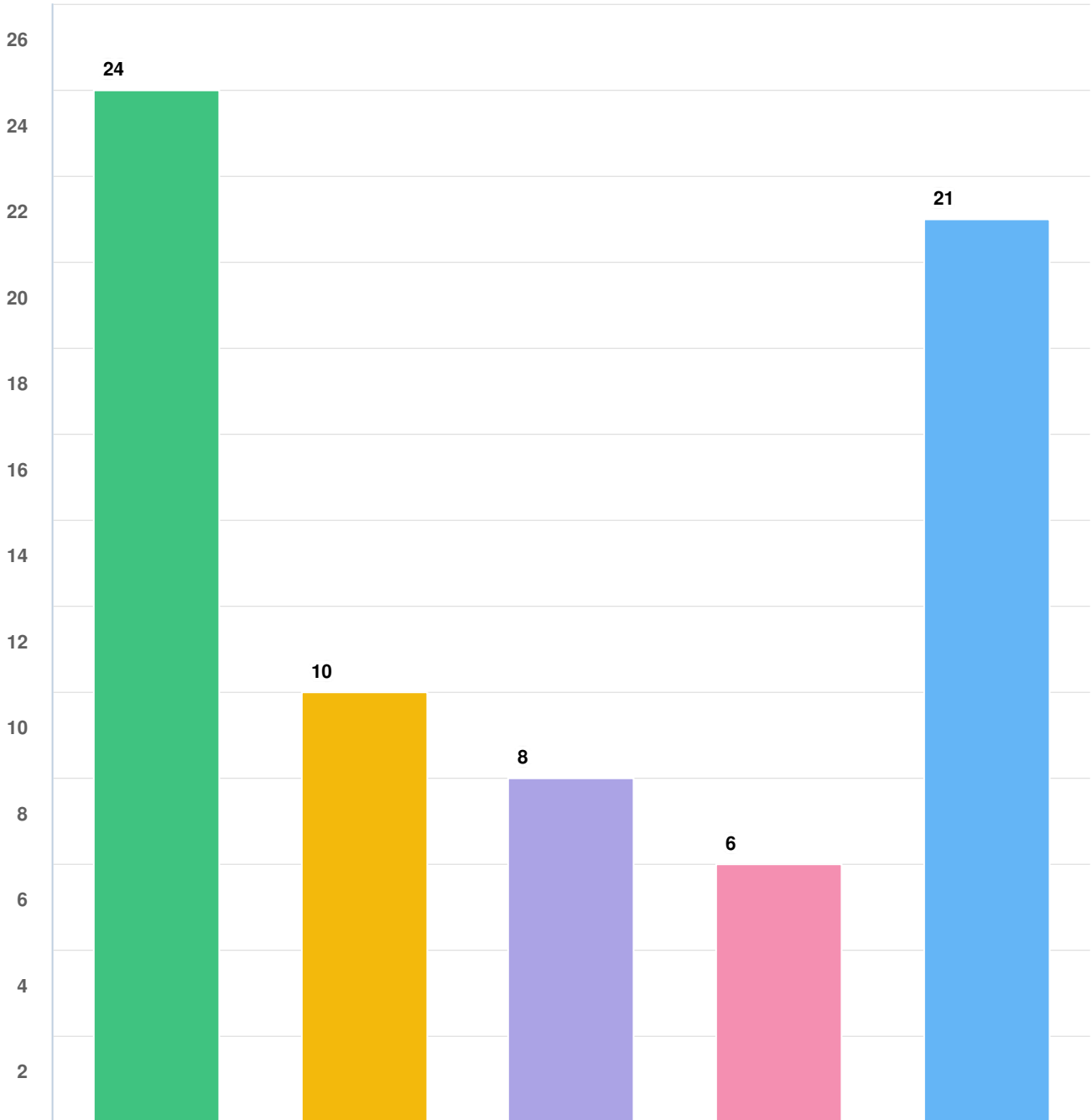
**Question options**

- Reduce the level of Town services (e.g. hours, frequency)
- Increase property taxes
- Increase user fees for Town services that currently have fees
- Introduce new user fees for some Town services that currently have no fees

Mandatory Question (57 response(s))  
Question type: Checkbox Question



**Q12** In 2020, the Town portion of the tax bill is \$1,011/ 100,000 of assessment. Would you be willing to pay more for the Town portion of the property tax bill to increase levels of service? You can select one option or a mix of up to three options.



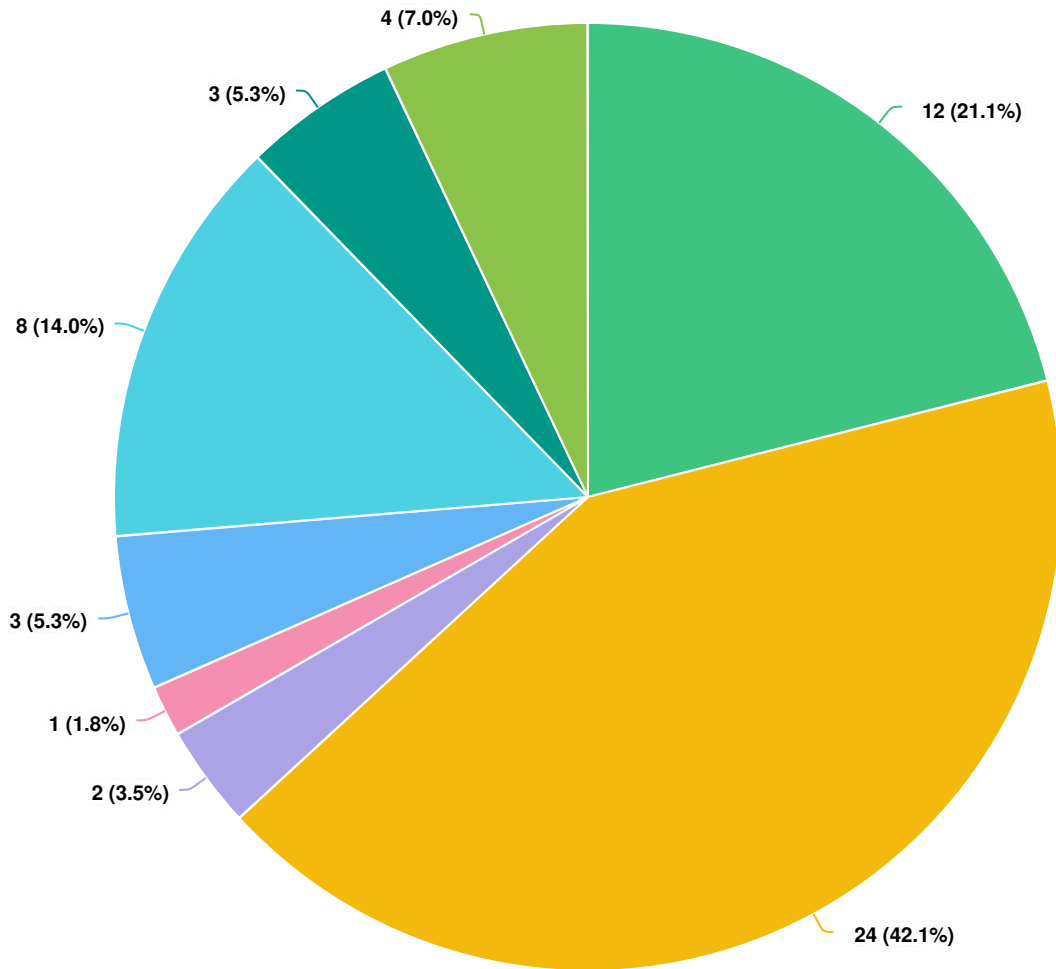
**Question options**

- Undecided
- A further 4% increase (approx. \$3.40/month for each \$100,000 of assessment)
- A further 3% increase (approx. \$2.55/month for each \$100,000 of assessment)
- A further 2% increase (approx. \$1.70/month for each \$100,000 of assessment)
- A further 1% increase (approx. \$0.85/month for each \$100,000 of assessment)

Mandatory Question (57 response(s))  
 Question type: Checkbox Question



**Q13 How did you find out about the Budget 2021 Survey?**



**Question options**

- Other
- Don't know/can't remember
- Midland.ca
- Newspaper
- Friend/Family (word of mouth)
- Twitter
- Facebook
- Engaging Midland site

Mandatory Question (57 response(s))  
Question type: Radio Button Question



**Q14** | If you answered 'Other', please specify below how you found out about the Budget 2021 Survey.

dfd\_cshore Library information feed (don't remember which one

10/06/2020 12:54 PM

Roy email

10/21/2020 03:33 PM

kenstief email from Engaging Midland

11/11/2020 07:35 AM

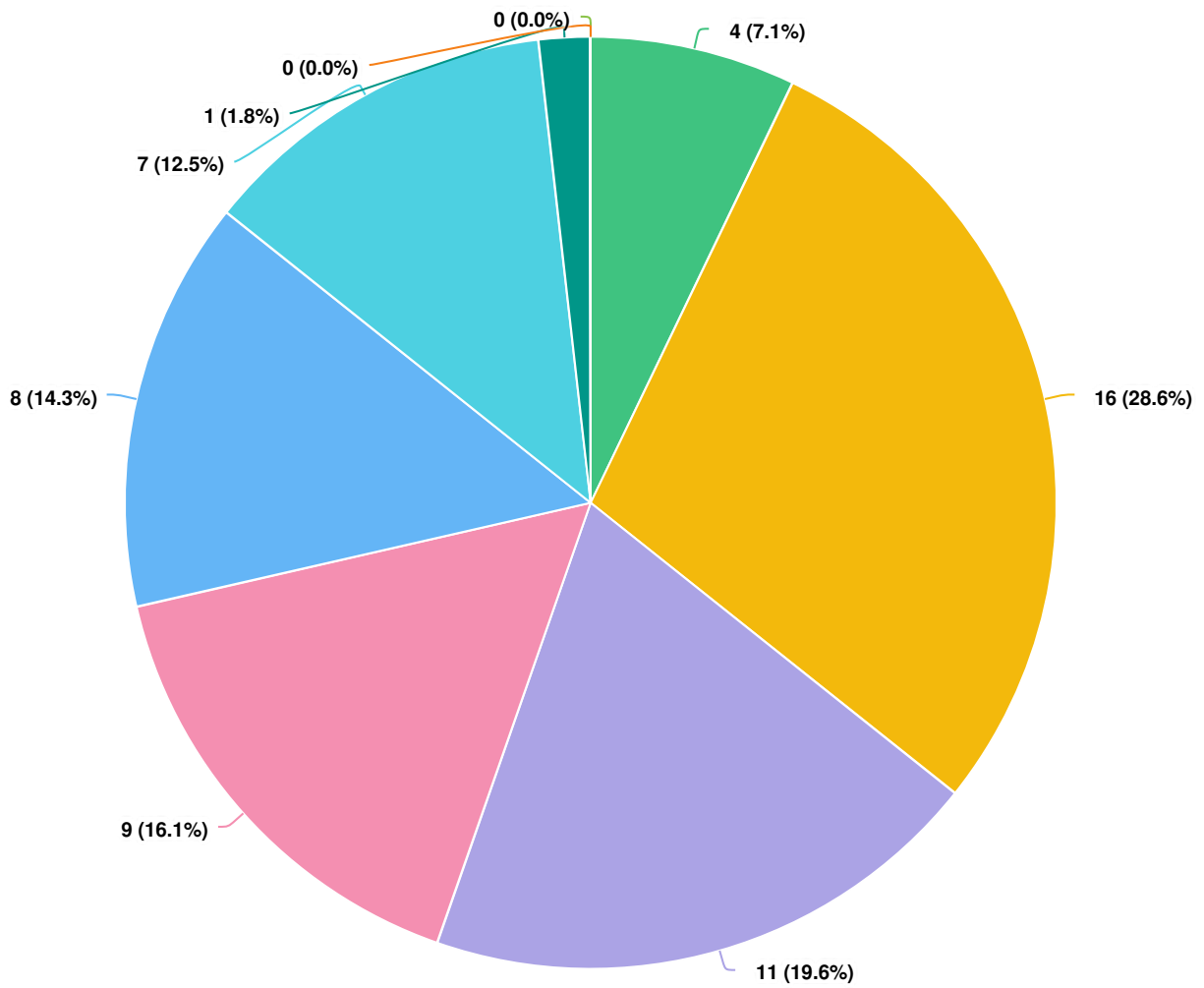
Tburnham Sign out front of town offices

12/01/2020 06:26 PM

**Optional question** (4 response(s), 53 skipped)

**Question type:** Single Line Question

**Q15** In which age category do you fall?



**Question options**

- 15-19
- Under 15
- 80 years and older
- 70-79
- 60-69
- 50-59
- 40-49
- 30-39
- 20-29

Optional question (56 response(s), 1 skipped)  
Question type: Radio Button Question

**Q16** Finally, the Town of Midland would like to know if you have any further comments/suggestions to add about any topics covered in this survey. Please type your comments in the space provided.

Peggy

9/30/2020 03:39 PM

More transparency and updates need to be provided to all tax payers on a regular basis.

Brianrugman

9/30/2020 05:02 PM

I am very Impressed overall with how the town of midland spends our tax money. I have noticed many infrastructure improvements this year all around town, as well the downtown improvements are looking great and will be a great centrepiece for the town. Also the winter maintenance is always performed above and beyond and other town that I have lived in or visited. Great job to everyone working for the town of midland!

NMurray

10/02/2020 10:05 AM

Please consider supporting local non-profit/charities currently in crisis as a result of COVID restrictions. They are essential to providing a vibrant, health community for all.

MICHAEL PACCANARO

10/02/2020 01:06 PM

I researched water and taxes for towns of similar size facility, but Midland seems to be one of the most heavily taxed and billed towns. I would love to know how the town is going to get this under control to foster further growth?

Sousn

10/02/2020 02:43 PM

we need to attract new employers who can pay a living wage to people, increase their ability to own homes and pay taxes, this will assist the town to be more viable.

Bobkaf

10/02/2020 05:19 PM

Why does the town keep erecting stoplights everywhere, year after year, when the town and traffic wasn't growing? It almost looks like a department spending money every year from a budget. Every traffic light slows everything down, costs drivers and the town money and increases pollution.

mcbryans

10/06/2020 05:48 AM

We are new residents of Midland. Would like to see regular (weekly/monthly) summary of decisions/outcomes of town council meetings.

dfd\_cshore

10/06/2020 12:54 PM

While not the most important issue facing the town, accessibility is in the top half of what I would consider important issues, and is not listed in the survey.

mamabear

10/07/2020 10:00 AM

Glad to see the playgrounds getting an update:) We weren't sure they were going to be replaced when they took them down this week. My kids use them almost daily.

Dward

10/08/2020 09:21 PM

Please consider making budget decisions based on staff safety, health and wellness and not based solely on dollars and cents. You are accountable to the tax payers as well as the staff who work for you. Staffing levels are critically low in some departments and staff are struggling.

RLandriault

10/13/2020 08:22 AM

FIX PLAYGROUNDS, take care of roaming addicts and the homeless, increase in police presence to determine theft of personal property

DOS

10/14/2020 07:55 PM

I am not in favour of increased taxes as I think that our current taxes are already too high.

Shaun.mcintosh

10/21/2020 11:04 AM

I would love the town to prioritize parks and green space, especially waterfront. With some level of social restrictions likely next summer and possibly even longer, accessible outdoor spaces are a priority. And the idea of a private inflatable park at Little Lake is one of the worst ideas I've heard in a long time - I actually thought it was a joke headline when I first heard it. I have two kids and I'd never pay the fee for them to use it. I'd be embarrassed to have it in a public park in my town. Please please please don't go forward with it.

Beitlberger1957

10/21/2020 02:23 PM

You hired additional staff this year, most of our tax dollars go towards town salaries. You need to freeze hiring and or lay off unnecessary staff. You should have reduced the number of councilors and eliminated the deputy major position. It is sometimes painful to watch your council meetings, some are so immensely inept. Looks like a divided council. Who decided to go ahead with the big dig before all the money was confirmed? Are the taxpayers now on the hook for this?

herb

10/23/2020 10:27 AM

The Town should purchase the YMCA recreational facility from the YMCA so the town can apply for federal funding to fix it up. Then either lease it back to the YMCA or hire its own staff to run the facility. It's a shame that a town/region this size might lose the only facility there is. It's embarrassing.

Laura Tannis

10/28/2020 02:40 PM

Council recently took a raise, self awarded. That should be reversed and those monies used for increased need. If I failed to read or follow policy in my job as much as any of them I would have been fired, increase of budget due to their ineptitude should come from their own pays not the public's.

tkennedy

10/28/2020 04:33 PM

It would have been nice to inform residents of the increase to property taxes. Ours went up \$28 a week with no warning to prepare for the increase. Keep the town informed is my number 1 priority!

Liz122

10/31/2020 06:52 AM

It's ridiculous how snow removal is managed in town. The coordination of street snow removal and sidewalk snow removal often causes residents to end up cleaning their driveways twice. Not all areas of town have sidewalks so it is not noticeable to them. My husband and I are getting up in age and find this practice exhausting. I appreciate that the sidewalks need to be cleaned for safety reasons but I think the drivers of the sidewalk vehicles need to be more aware of the space they are cleaning; and, is it really necessary to push more snow back into an already cleared driveway space. Something for your consideration.

Sandeejane

11/03/2020 02:44 PM

I am new to Midland living in RGI housing

BRobitaille

11/07/2020 07:36 AM

I feel this survey was basically telling the residents that they are screwed. The only options given was pay more or pay more. In question 11. I chose to

reduce town services. Drop a few council members, no need to have 2 less then the town of Barrie. Barrie doesn't even have a deputy Mayor. At the Town office reduce the daily hours or open 3 days during the week and one day on the weekend to allow residents who work during the week. My taxes went up by \$30 a month and I haven't seen anything come out of it yet. Sure downtown will look nice for tourists but the future generations see less and less pushing away young growing families. It really hit a heart string to learn we lost half of our park equipment due to our tax dollars going to flowers instead of equipment maintenance. Look around at the surrounding communities, look at what they offer to their future generations. Almost every town has a splash pad, every town has an outdoor ice rink. The town only has the Rec which you have to pay to go in. Midland does not have rich residents, especially when rent is \$1500+ for a 2 bedroom apartment. Which I understand is out of the Towns control, but it would be nice for those families living pay cheque to pay cheque to have something to do that is free. The only thing the town offered for free was parks (which were cut in half) and little lake. Which wasn't even swimmable this year. The Town needs to do more not less. Please look around at the other communities.

Krislea55

11/07/2020 11:38 AM

I am very impressed with Orillia's affordable housing development and the use of shipping containers. Very creative and practical.

Ricarda

11/08/2020 06:18 AM

I find it disconcerting the lack of openness that one sees from the Town Council. These are elected officials whose job it is to be open with those who elected them. To "study" how to deal with homelessness in our community for the last ten years and still going into 2021 with no viable solutions is a travesty . This especially when there are continued discussions that seem to rapidly move forward in the dark re what to do with the waterfront lands. Various subdivisions and developments move forward. Not one has apparently had a surcharge added to deal with homelessness. Multiple communities all over the world have dealt with homelessness and dignity for the less advantaged in their communities in unique viable ways and Midland ten years or more and on is still studying it. It really is past time that Midland actively gets the homeless housed A return to community based policing instead of big bucks for big black SUV's and officers driving around visibly using their phones and computers while driving does not serve the community well. Thank you for this opportunity.

hcmcdonald

11/09/2020 09:12 AM

The town of Midland has had an austerity mentality for much to long. We need to invest in infrastructure and programs to make our Town healthy and livable. Penetang has beautiful new parks a splash pad etc... while midland is ripping out playgrounds because of years of neglect. We need to do more to reduce traffic speeds to improve walkability. We need aquatic facilities. A town of our size should have a pool. It's a shame my children have no public place to swim. Midland is losing green space and forests at an alarming rate die to short-sighted development. Midland needs to rectify these things, otherwise we, as health care providers this town desperately needs, are moving.

KH

11/10/2020 01:27 PM

I would like to have a task force work with community to clean up the graffiti in and around town. After identifying the group who commits this vandalism I would like to create a program where they can learn from leaders who by their service will inspire them to not only respect and keep their neighbourhoods pristine, but perhaps follow in their footsteps. This is where I see veterans and soldiers interacting with us. Instead of a false hollywood narrative, drifters hear from true heros which can change a whole life! Thanks.

kenstief

11/11/2020 07:35 AM

1. Find ways to work with neighbouring municipalities to share costs and services 2. streamline Town Hall which appears top heavy in administration

ab

11/12/2020 07:23 PM

Please fix the playgrounds!

UpinSunnyside

11/15/2020 09:47 AM

From a taxpayer level and through my work, most interactions with the Town of Midland are less than favourable. I am hopeful that the recent changes in administration change the culture to one that is customer centric. I would have liked to have seen more focus on active transportation and environmental issues as part of the budget as I feel investments in these areas are of prime importance. The recent work and partnership with the Chamber is positive. Lastly, I wish the Town would place less emphasis on attracting and servicing tourists.

Duncan

11/16/2020 09:38 AM

After years of budget increases, keeping in mind Midland's tax rate relative to other communities in North Simcoe, perhaps zero-based budgeting could be used to incentivize managers to adopt more efficient methods of service delivery. Although it wouldn't eliminate budget increases, it might ensure that the best practices are in force.

alelarge

11/19/2020 01:16 AM

Midland could become the Hampton's. you did an incredible job on renewing downtown. Plus funds allocated further to renovate houses downtown. Forget about making housing. All it does is to create gettos and communities of distress, bring us poverty, crime, drugs and much more issues. Don't follow what others do.. Have a mind of your own, a VISION. And you will see how the town can become an upscale town of incredible proportions.

George Dixon

11/22/2020 09:40 AM

1. I think it is a serious mistake for Midland to establish an overall property tax target that allows Midland to spend well beyond the rate of inflation for its own Town services. This allows Midland to 'mask' the increase in its own spending with a headline 'all in' tax increase. Midland should aim to control its own spending. 2. The survey design needs to be improved. 3. For example how can anyone sensibly answer that 'essential' services are less than 'very important'? 4. Fire prevention and policing are quite different services. The survey should allow separate responses to each in q.6 as it does in q.7. 5. The survey does not distinguish between fire prevention and fire suppression. Prevention is relatively inexpensive, suppression is not. Suppression is not even mentioned in the survey. 6. Question 7 does not allow me to respond that Midland is providing generally good quality services

BUT often at too high a cost. If I say I am somewhat or very 'unsatisfied' with a particular service, I am concerned you will mistakenly take that as a mandate to devote yet more resources to a service where I think you are already overspending. 7. Similarly, how should I answer Question 10 if I think Midland provides good quality services but at too high a cost. 8. Question 12 is unfairly biased towards still more spending. It provides no opportunity to say 'no' or to answer that service levels already meet or exceed what is reasonably required. Please treat my answer 'undecided' as 'none of the above' and not as 'too stupid to choose'.

vr

11/24/2020 10:24 AM

The town provides an excellent colour page annually of the budget breakdown. But, I would also like to see a breakdown on the law enforcement section with stats showing the actions and crime level in our town with yearly comparisons.

katieS

12/01/2020 11:13 AM

Midland has been facing a severe housing crisis. We continuously have outsiders coming into our town to buy up housing only to rent out to "perfect" tenants, be discriminatory towards applicants applying for housing and set unrealistic prices on rent. We have multiple people sleeping rough EVERY NIGHT in Midland and only one local shelter with VERY LITTLE township support. The town has created a homelessness initiative and hasn't even engaged with those organizations that work towards housing the homeless or supporting those in need of housing services. A lack of AFFORDABLE housing, or even supportive housing apartments/units then creates more emergency service calls, hospital visits etc... We need to lead by example and show kindness and generosity to those experiencing homelessness.

Tburnham

12/01/2020 06:26 PM

E bikes need to be kept off of bike paths,

tpowers

12/02/2020 08:50 PM

There are people of all ages using Midland Pt, Fuller, Harbourview and other streets without sidewalks. Kids are walking on the edge of the road as ppl fly by above the speed limit. Wheelchair bound ppl, baby strollers, joggers, all the types deserve a safer space. As a driver it would be very appreciated.

rod lundy

12/10/2020 04:55 PM

lets fix what the Town has first, before adding more of anything

ZBelanger

12/17/2020 08:18 AM

As new home owners in Midland, or family wants to see more events and programs for Young families. Concerts, events, and activities that are tailored for younger people would be very appreciated. Moreover, more supports for those syrupy with mental health and addiction issues in or community.

GLG

1/01/2021 05:23 AM

The divide between the ratepayers and town staff needs to be halted. Annual pay and benefit increases for town staff along with reduced hours creates a hostile environment . The working people of Midland want value for the taxes they pay,. We have built and paid for the infrastructure and when we want to use it, more cost? When municipal wages outweigh the value of the services they are too provide, what will the town do with these facilities etc.. when no

one can afford to utilize them. The municipality needs to stop trying to please every special interest group that takes the time to make a deputation.

**Optional question** (37 response(s), 20 skipped)

**Question type:** Essay Question