



Town of Midland Draft 2022 Budget

*A draft budget to serve the community
and build sustainability*



Draft 2022 Budget Index

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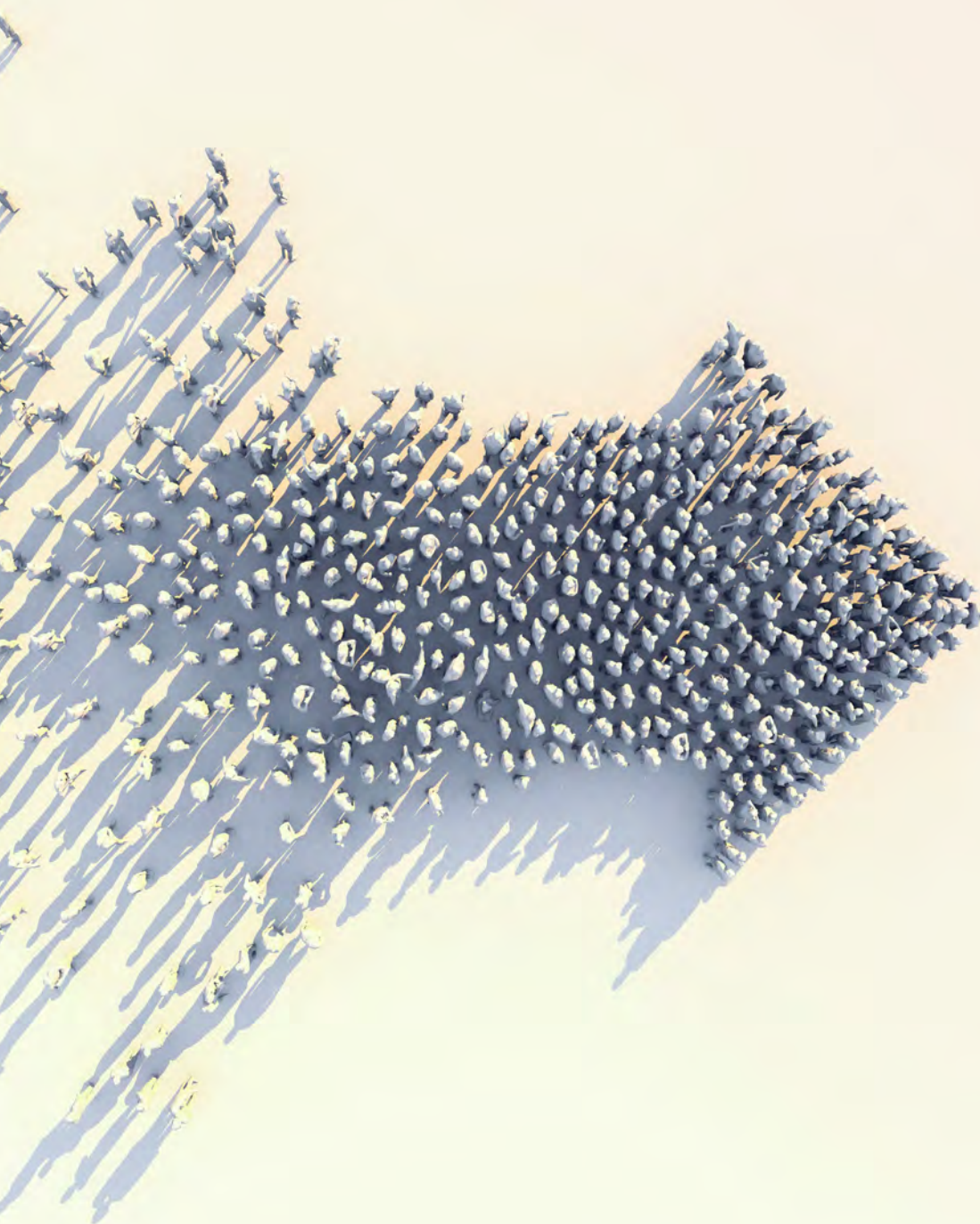


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*Cover Photo - Courtesy of resident Terry Ellis





Section 1 Executive Summary

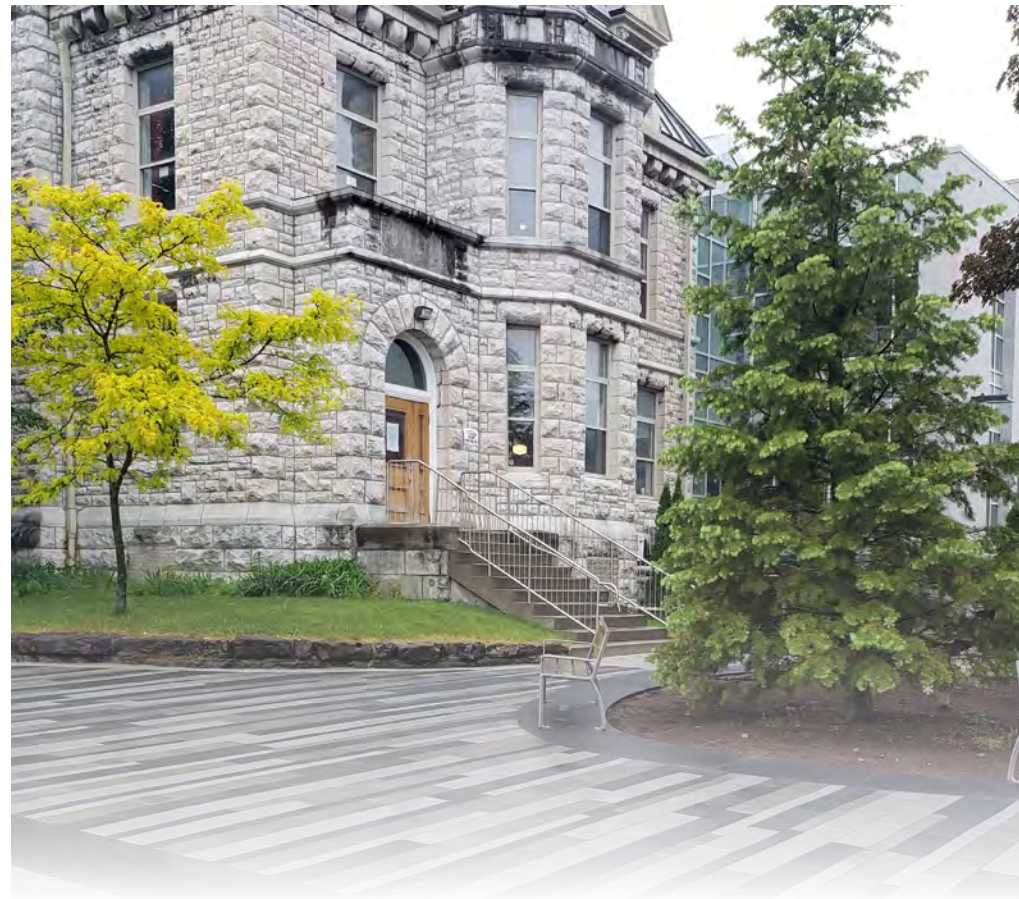
Executive Summary

On behalf of the Town Administration, we are pleased to provide you with another comprehensive view of the Town's finances and our 2022 budget recommendations. We have listened to the feedback we have received and attempted to make the information easier to understand while maintaining the necessary details to ensure transparency and clarity of the information. We remain committed to answering your questions as you deliberate the draft budget and working with all of you to ensure Midland is a safe, liveable, and prosperous community.

“Midland finding a way but challenges remain”

As we acknowledged in the previous budget document, our Town has unique characteristics, which make it both attractive as a community but also unique to many in Simcoe County. While we are called a ‘town’ we have the assets and services consistent with a city. This brings demands for services and support to meet the growing needs of the Town and the maintenance of the extensive assets we own and operate. Our budget preparation and analysis has considered our sources of revenue and the expenses required to provide the services needed by the community and the capital required for our assets. We can continue to make Midland a showcase of success and sustainability for midsized towns in our country. However, our analysis clearly demonstrates we must make trade-offs to achieve this goal.

Midlanders have built this great Town. Midland receives less government funding than many other communities of similar size. An analysis of the provincial government's main funding program



for municipalities (OMPF) makes this abundantly clear. Over a 12-year period of funding some municipalities have received more than \$20M while Midland has only received slightly more than \$3m for the same period. The consequences of this are evident in the state of our reserve balances and the burden placed upon our residential taxpayers.



Executive Summary

In addition, for other government funding programs, Midland must compete with these same municipalities for grants that support infrastructure, assets, and services improvements. To be clear OMPF allocations are a critical source of funding for municipalities like Midland that require assistance to maintain services and adapt to the many changes necessary to be sustainable.

The impact of this lack of funding has resulted in additional measures that must be considered for our future. Decisions in the past are starting to deliver the savings anticipated. We are also seeing more attention by developers looking to bring businesses and build accommodation for visitors and housing for residents. But we must do more.

Midland must adopt user pay models for services where possible. This will allow some relief to the general residents while those who use the services, wherever they are from, help pay for the service. Parking is an example of this type of program. Midland must consider disposing of select assets to contribute to our reserves.

Our reserves are used to pay for significant infrastructure requirements over the next 10 years and beyond and we do not have enough funds to pay for the required work. Midland must accelerate the Midland Bay Landing development. Not only will this create a unique and compelling public waterfront contiguous with our downtown, but it will also deliver tax revenues which assist the entire Town. Midland must grow. Our population is aging, and





we need to attract business and residents who can provide the community support and assistance needed to maintain our unique Town. Finally, we must make all levels of government aware not only of our circumstance but significant opportunity. Midland will always find a way to survive and with a modest investment in our Town we will thrive and be a showcase for sustainability of small towns in Ontario with world class people and assets.

In summary, with another year of living through a pandemic we continue to adjust to the necessary changes required to ensure our staff and community remains safe while delivering our services. During 2021 we implemented our budget commitments despite many of the challenges faced with protocols and procedures, supply chain, severe weather incidents and a challenging market for skills.

We are encouraged by our progress in understanding our financial circumstances and capabilities and our ability to provide advice to deliver the strategic priorities of this Council. Midland has always been and continues to be a unique community with tremendous opportunity; one of the strategic initiatives that must keep pace with others is our ability to attract and retain businesses and residents.

Midland has many incredible assets however some infrastructure is aging and past the point of continuing to delay the required attention needed. We must reinforce our infrastructure and public spaces for our residents' needs and to compete and attract new businesses and people. In 2021 we finalized one of the most significant projects ever undertaken by the Town.



Executive Summary

The King St. Revitalization was accomplished during a pandemic, on time and under budget. The characteristics that made this a success include courage, tenacity, innovation, tolerance, and collaboration by Council the Administration and our partners and of course, our residents and businesses.

The 2022 budget document is intended to provide a view of our situation and offer Council options to consider while addressing the

needs of our community within our fiscal responsibility. The debate and decisions will not be easy however we are confident we have a clear view of the alternatives and consequences so Council can make an informed decision before passing the final budget.

Despite the many challenges we face, the qualities of our town, the capability of our people and our ability to make strategic improvements are why Midland's future remains very bright.





Section 2 Financial Overview Operating & Capital

Financial Overview

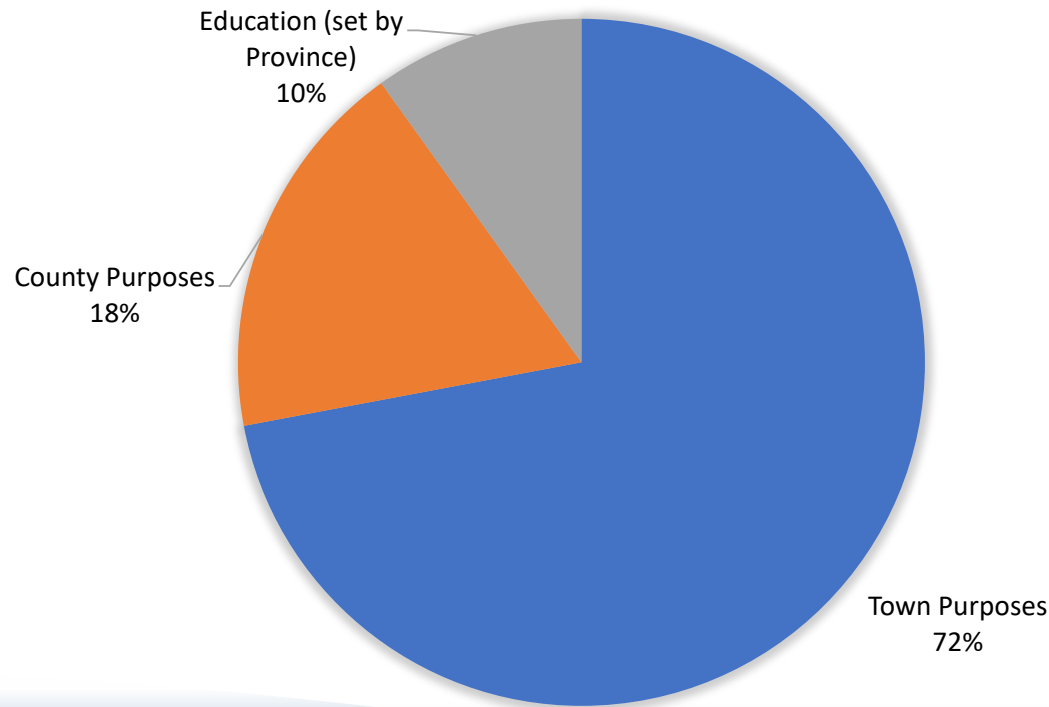
Operating & Capital

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.

Allocation of Property Tax Bill



Financial Overview - Operating & Capital

The property reassessment cycle was scheduled for 2020; however, due to the pandemic this process has been delayed to at least 2023. This means property values are still at the 2016 level and are not reflective of the current higher market value. Assuming no changes to the tax rate and tax policy, a higher Town-wide current assessment value would have resulted in higher tax dollars for the Town to meet rising costs of services. With the delay in reassessment, higher tax rates are required to raise the same amount of revenue to support tax funded services than would otherwise be necessary.

The Town realized moderate assessment growth in 2021. This growth will mitigate the 2022 tax rate increase by approximately 1.8%. Realized Assessment Growth is the additional property taxes the Town will generate as a result of growth (more homes and businesses).

The table below presents the estimated “all-in” 2022 Residential Property Taxes per \$100,000 of assessment along with the change relative to 2021 (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				
	2021 Taxes	2022 Taxes	Change (\$)	Change (%)
Town Purposes	\$1,047	\$1,113	\$66	6.30%
County Purposes	\$274	\$279	\$5	1.82%
Education (set by Province)	\$153	\$153	-	0.00%
Total for \$100K of Assessment	\$1,474	\$1,545	\$71	4.82%



Financial Overview - Operating & Capital

The County portion of the tax bill is determined by the County of Simcoe. The County approved a 2022 budget with a 2% tax rate increase. The table on the previous page assumes a 2% County tax increase results in a 2% increase to Town of Midland's share of the County levy.

The education portion is determined by the Province of Ontario and for 2022 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 below presents the breakdown of the proposed 2022 tax levy by major property class.

2022 Tax Levy by Major Property Class

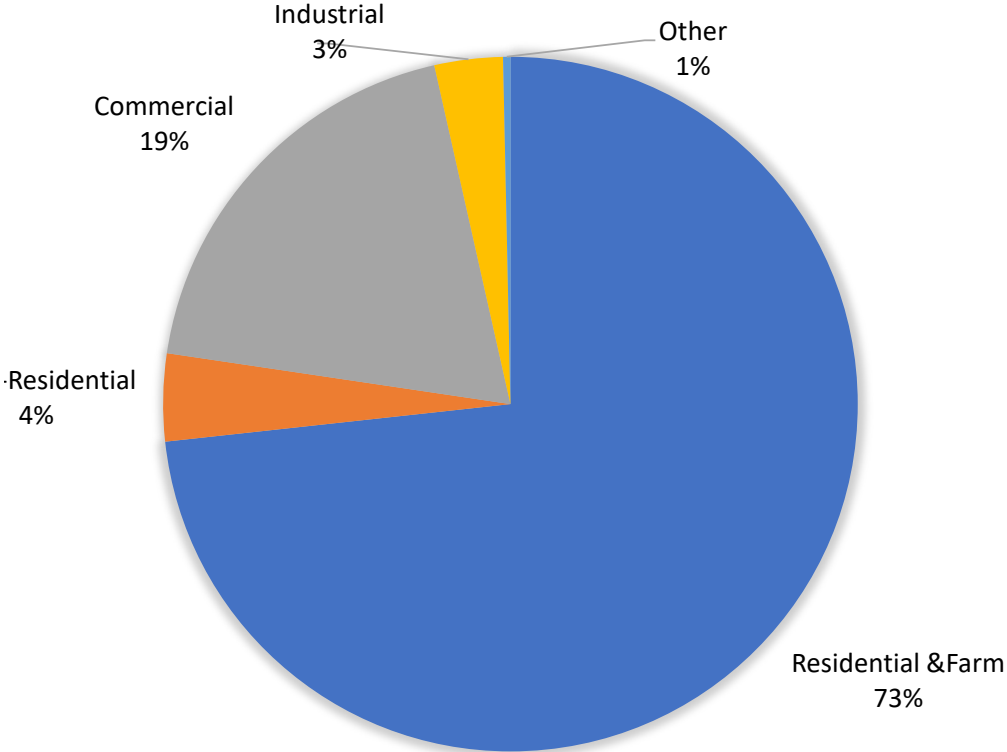


Photo - Courtesy of resident Jane Roth

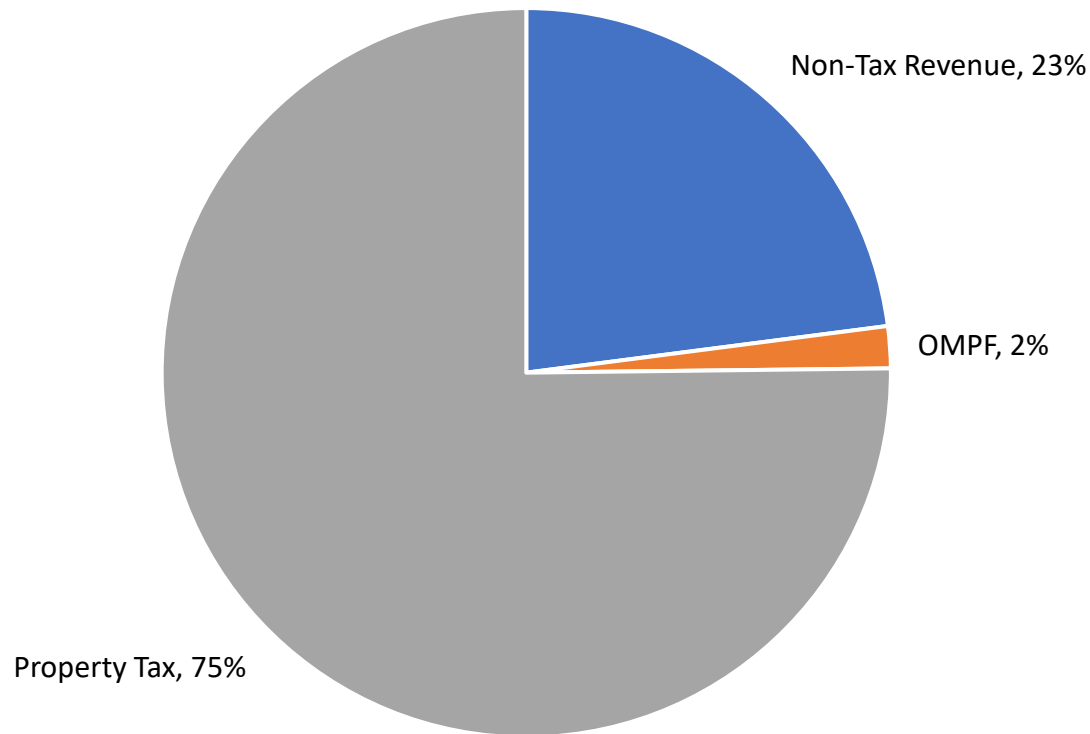


Tax Funded Operating Budget

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 before service level changes and Council/Committee requests.

Property Taxes as a Percentage of Total Revenue



Financial Overview - Operating & Capital

Staff were directed to prepare a draft 2022 budget for tax supported services with a maximum rate increase before County impact aligned with the July 2021 inflation rate for Ontario (3.5%). This direction has been met in the draft 2022 budget with an estimated tax rate increase of 3.53% for municipal services before Council requests, request from Agencies, Boards and Commissions, and the annual Sustainable Capital Levy.

The table below presents a breakdown of the estimated “all-in” 2022 tax levy increase (\$1.5M) and the associated impact on the tax rate (4.82%). 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 (6.3%) and the blended rate (4.82%). 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 Budget (excl. SusCap Levy)	\$ 1,294,025	5.44%	4.21%
One Time	\$ (267,350)	-1.05%	-0.75%
Service Level Change Requests	\$ (205,015)	-0.86%	-0.61%
Subtotal	\$ 821,660	3.53%	2.85%
Council Requests	\$ 390,200	1.62%	1.15%
Agencies, Boards & Commissions	\$ 31,340	0.10%	0.07%
SusCap Levy	\$ 240,000	1.05%	0.75%
Total Tax Levy Impact	\$ 1,483,200	6.30%	4.82%

The following sections describe each of these areas in more detail.



Base Operating Budget

The 2022 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, 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 base operating budget. Inflation alone was 4.9% for 2021 (October 2020 to October 2021 All-items CPI percentage increase for Ontario). Some of the more significant changes are described in the sections below.

Labour

The Town is party to collective agreements negotiated with its unionized workforce. Non-unionized staff (NUG) compensation is managed on an annual basis. These agreements set out annual adjustments for cost of living (COLA) and associated benefits. The table to the right summarizes the assumptions for each labour group reflected in the 2022 Budget:

Labour Group	Budgeted COLA	Comments
IBEW	1.75%	Per collective agreement
OPSEU	1.75%	Per collective agreement
NUG	1.75%	Included in base budget
MPFFA	Annualized July, 2021 increase	Under negotiation

In addition, the Town is subject to prescribed rate increases for the employer share of costs such as WSIB, CPP, and EHT.

The refinement of the Town's operating structure continued in 2021. Many of these refinements will be fully implemented for 2022. For example: The Customer Experience Office (CXO) was created to improve the front-line experience for residents coming to Town Hall. The addition of the CXO has been well received by residents while also freeing-up back-office capacity for other tasks. Wherever possible, existing positions have been redeployed and repurposed to meet the evolving needs of the Town rather than requesting additional resources.

Increasing demands for services in areas such as Planning, By-law enforcement, and NSSRC have resulted in a need for additional capacity. The budget includes additional student resources to meet the capacity challenges while keeping additional costs to a minimum.

Taken together, these items result in an increase of approximately \$500K.

Staff identified an opportunity to introduce a provision for labour cost gapping through the 2021 budget process; a \$400K provision was included in the 2021 budget. The provision is intended to recognize the overall budget savings realized annually resulting from staff turnover (e.g. time to recruit and compensation differences). For 2022, staff recommend maintaining the \$400K provision for labour cost gapping.



Contributions to and Draws from Reserves

The Town maintains reserves and reserve funds for various purposes.

The Town will transition to the standard billing model for OPP services beginning in January 2022 resulting in savings of approximately \$455K over 2021. These savings have been redirected to the Police Transition Reserve for 2022 in accordance with Police Transition plan bringing the total reserve contribution to approximately \$858K for 2022.

The 1% annual levy for the Sustainable Capital Infrastructure Reserve has been included in the 2022 budget. The plan for the annual levy was introduced in 2019 but has been inconsistently applied (e.g. the contribution was frozen in the 2021 budget as a COVID-19 cost mitigation measure). The base budget includes a 1% levy but staff have also prepared a service level change recommendation to temporarily increase the levy to 1.75% in an effort to catch-up to the plan.

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

The 2021 budget included a one-time draw from the COVID-19 Safe Restart Reserve in the amount of \$165K to fund estimated net COVID-19 related costs. This non-recurring item has been eliminated in the 2022 budget as the available funds are expected to be fully utilized.

The Town's current Community Improvement Program (CIP) is winding down; the \$150K contribution to the reserve has been removed for 2022.

The 2022 budget includes a one-time draw from the Elections Reserve in the amount of \$132K. The draw is specifically intended to fund the cost of the 2022 municipal election.

Draws from the MPUC Dividend Replacement Reserve and Police Reserve were reduced by \$100K and \$50K respectively adding \$150K 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 2022 budget includes 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 2022 base budget includes marginal increase over 2021. However, staff are in the process of reviewing fees in the Planning Division with the expectation of generating increased fees after all legislated requirements are met.

Increases to user fees and service charges are reflected in revenue assumptions in the 2022 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 Proposed Fees & Charges 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 2022 budget includes an increase of \$154K for insurance costs representing a 15.4% increase over the prior year. The increase is shared across tax (\$120K), wastewater (\$24K), and water (\$10K). There are many reasons for the increase, including joint and several liability, increasing awards for damages, and a more litigious society. These increases are consistent with what other municipalities are encountering. Managing the risk and costs associated with this will continue to be one of the priorities for staff in 2022.

The 2022 tax levy includes **realized assessment growth** totaling approximately \$437K which is slightly higher compared to recent years but 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 again postponed the 2020 Assessment update. As a result, property assessments for the 2022 property tax year will still be based on the fully phased-in January 1, 2016 current values. This means property assessments for the 2022 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.

Property tax appeals relating to the old reassessment cycle are winding down, there are no new reassessment appeals. The 2022 one-time provision for **tax write-offs** is decreased by \$200K to reflect this. However, appeals can still occur on growth assessments.

The Provincial government introduced new regulatory requirements regarding **stormwater infrastructure management**. These changes will add a new level of condition assessment, maintenance, repairs as well as reporting requirements which will require additional planning, administration, and labour cost. Existing departmental tools, methodologies and technologies within the Water/Wastewater division can be utilised to keep this cost as low as possible, an estimated additional \$95K as well as a service level change for staffing has been included in the 2022 budget.

One Time

The 2022 operating budget includes budget items resulting in a one-time reduction to the 2022 tax levy of \$267K. One-time items include:

- \$200K reduction to estimated tax write-offs
- \$50K reduction to training, travel, meals, and conferences
- \$31.5K net proceeds from Tall Ships event
- \$6K for tablets to support work-order system
- \$8K training for Fire staff



Financial Overview - Operating & Capital

King Street 2nd tranche debt payments

The 2022 operating budget includes a \$39.6K increase in debt servicing costs relating to the \$900K King Street 2nd tranche debenture that occurred in 2021. \$20.7K of this amount is funded from the tax levy with the remaining \$18.9K funded from Development Charges. The total debt servicing costs associated with King Street 2nd tranche are \$51.4K however the other \$11.8K is budgeted in the water and wastewater user rate budgets.



Service Level Change Requests (SLCF)

The table below presents the Change Requests endorsed by the Senior Leadership Team for Council consideration. Approving the Change Requests will result in a net tax decrease of approximately \$205K, \$13.5K in additional capital cost and the addition of 10 permanent full-time positions (5 of these positions are conversions of contract staff.). The full benefit for some of the items will not be realized in 2022, for these items the tax rate stabilization reserve will be used to achieve the full benefit in 2022.

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

Service Level Change Form Summary

SLCF Description	Complement	Tax	Water	Wastewater	Capital
Sesquicentennial Reserve		\$ 20,000			
Talent & Development Coordinator	1	\$ 99,149			
Buyer/Purchasing Agent	1	\$ 72,692			
Discontinue Floatiefest		\$ (25,000)			
Fire Suppression Staff	1	\$ 26,241			
Cultural Alliance Student		\$ -			
Operations Convert FT Contracts to FT Permanent	5*	\$ 24,635			
Sustainable Capital Reserve 5yr Plan		\$ 180,000			
Single Winter Maintenance Shift		\$ (225,000)			
Re-evaluate Community Grant Program		\$ (110,000)			
Boat Launch Paid Parking and Ramp Fee		\$ (90,000)			\$ 10,000
By-law additional enforcement (MLEO)	1	\$ 60,268			\$ 3,500
Recreational User fee Restructuring		\$ (300,000)			
Stormwater	1	\$ 62,000			
Total	10*	\$ (205,015)			\$ 13,500

*Conversion of contract staff resources to permanent complement. Does not result in additional staff resources



Financial Overview - Operating & Capital

Council & Committee Requests Summary

Council & Committee Requests

Members of Council and Committee Chairs were asked to submit specific requests for the 2022 budget. In some instances, costing was not provided or could not be obtained based on the information provided; these requests were given a \$0 value with explanatory notes.

In addition, some of the requests are already reflected in the 2022 operating budget and/or capital plan; these requests were also given a \$0 value. The table to the right summarizes the requests received. These requests will require a \$309K increase to the tax levy and an additional \$1.2M in capital funding.

The detailed request form for most of the requests can be found in the Council & Committee Request section of the binder.

Council/Committee Requests	From	Tax	Capital	Comments
Advance Splash Pad project	Councillor Gordon	\$170,000	\$ 500,000	Currently included in 2023 Forecast at \$320K (390-7252). Advancing project for approval in 2022 will require updated cost estimated at \$500K. Operating impact includes \$110K MPUC repayment (internal financing) + \$60K annual operating
Paid parking for non-residents (Boat launch + Little Lake)	Councillor Gordon			2022 Budget includes a recommendation to implement paid parking and ramp fee at the boat launch. Staff estimate seven terminals would be required at Little Lake at a cost of \$70K. Additional operating costs for these terminals is approximately \$6K annually. A parking study should be conducted at this site before proceeding as the Town does not have metrics to support the feasibility of paid parking at Little Lake.
Playground equipment	Councillor Gordon		\$ 150,000	Assumed one additional playground structure (2022 Capital Plan includes play structures at two parks). Recommend funding from Federal Gas Tax.
Goose poop sweeper	Councillor Gordon			Capital Plan includes this piece of equipment for 2022
Physical barriers for trails (e-bike mitigation)	Councillor Gordon		\$ 30,000	Assumed 10 barriers (Aberdeen and Bayport area). ~\$3K per installation. Funding from Sustainable Capital Reserve
Reduce MBL Budget	Councillor Gordon			Proposed reduction was not specified
Crypto Intergration, NFT Exploration, VR Tourism	Councillor Oschefski	\$ 25,000		
Community Improvement Plan	Affordable Housing Committee		\$ 90,000	Capital Plan includes this project in 2022 (811-B009 CIP - Downtown & Housing) at a cost of \$60K. Task force estimated is \$150K. \$90K difference would be funded from Planning Reserve
0.75% Annual Levy for Attainable Housing	Affordable Housing Committee	\$180,000		
Penetanguishene Rd Signage Project	Heritage Committee	\$ 12,000		Estimated cost rounded to \$12K
Accessible Little Lake	MAAC	\$ 1,000		
PDX - Elizabeth/William	MATAC			Capital Plan includes request for one PDX in 2022
New Sidewalk Construction - Dominion St (8th to Penetanguishene)	MATAC		\$ 302,000	Funding from Sidewalk Capital Reserve. Ditches between 840 Dominion and 8th Street need to be addressed before sidewalk installation can occur.
Crushed limestone trail (Courthouse to Little Lake Rd)	MATAC		\$ 90,000	Town has submitted a grant application to the Canada Community Revitalization Fund. Town portion is included in the 2022 Capital Plan
Pollinator Pathway at GBDSS (Hugel to Cook)	MATAC			Capital Plan includes this project (51-390-1111-5450). Staff are working on lining up a contractor. Original budget was \$25K, the 2022 capital plan includes a request for an additional \$15K to complete additional works on this project.
LLP Improvements - Painted Crosswalk	MATAC		\$ 2,000	Could include in operating buget as one-time item based on low dollar value
LLP Improvements - New paved ramp connection to road	MATAC		\$ 27,000	Included in CCRF grant application - Crushed limestone trail (Courthouse to Little Lake Rd)
LLP Improvements - Regrading ramp	MATAC		\$ 10,000	Included in CCRF grant application - Crushed limestone trail (Courthouse to Little Lake Rd)
LLP Improvements - Repair stonework on the stairs	MATAC			Capital Plan includes this project in 2023. Currently there are no major safety issues with the stairs, if minor repairs are found to be needed to make them safe they can be completed using operating budget
Park Bench	Seniors Council	\$ 700		
Annual budget for the MSC - Annual Luncheon	Seniors Council	\$ 1,500		
Total		\$390,200	\$ 1,201,000	



Financial Overview - Operating & Capital

Agencies, Boards, and Commissions

The table to the right presents the operating budget component 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 \$31K to the 2022 budget. No changes have been made to these requests. It is at the discretion of Council whether to pursue changes.

The 2022 Budget request from the Library Board is primarily intended to fund ongoing programming. However, projects pertaining to the Library building carried in the Town's capital plan also need to be considered to understand the full cost of the service. The Library building is a large, historical structure with substantial renewal, rehabilitation, and replacement requirements. The Town's capital plan includes more than \$920K in active projects and new requests for 2022.

The table to the right presents the combined operating and capital components of the Library service:

Base Budget Change Report - Agencies, Boards, and Commissions

	Actuals 2020 (\$)	2021 Approved Budget (\$)	2022 Base Budget	2022 Request (\$)	Change in 2022 Requested Budget to 2021 Approved Budget	
					\$	%
EDCNS	168,814	180,314	180,314	180,314	0	0%
Huronia Airport	103,213	86,213	91,100	91,100	4,887	6%
Huronia Museum	84,000	84,000	84,000	84,000	0	0%
Library	1,158,942	1,271,660	1,309,200	1,309,200	37,540	3%
Midland Bay Landing Development Corporation	127,341	276,364	277,443	277,443	1,079	0%
Police Services Board	23,615	35,184	32,377	32,377	(2,807)	-8%
Severn Sound Environmental Association	145,579	165,678	156,319	156,319	(9,359)	-6%
Grand Total	1,811,504	2,099,413	2,130,753	2,130,753	31,340	1%

	\$
Library 2022 Operating Grant	1,309,200
Capital	
Carryforward from 2021 and prior	624,560
2022 new capital requests	296,400
Total Capital	920,960
Library Operating + Capital	2,230,160



Financial Overview - Operating & Capital

Community Support

Town's annual budget provides significant support to community groups amounting to over \$1M in assistance. This assistance comes in several forms such as:

- Direct financial support,
- Below market facility and land lease rates,
- Access to temporary borrowing,
- In-kind services (e.g. Janitorial and administrative assistance),
- Subsidized user fees, and
- Discounts/exemptions on development charges for attainable housing.

The 2022 budget continues to provide support for community groups. However, staff have identified some items for Council's re-evaluation through the 2022 budget process.

Forecasted Tax Rate Increases

The table below shows a high-level estimate of potential tax rate increases resulting from decisions made in prior years and the decisions facing Council in the 2022 Budget. The amounts reflect the Town's portion of the tax levy (i.e. blended rate not presented).

The Forecast assumes Council will adopt some of the key service level changes proposed for 2022.

Estimates such as realized assessment growth, adjustments to current value assessment, inflation, and changes to service demands are assumed to net each other out.

Tax Rate Forecast				
Plans	2023	2024	2025	2026
Sustainable Capital Levy (5yr @ 1.75%)	1.75%	1.75%	1.75%	1.75%
Debt Servicing Costs - New	0.49%	1.10%	0.99%	1.01%
Debt Servicing Costs - Retirements	-0.01%	-0.21%	0.00%	0.00%
Annual Levy for Attainable Housing	0.75%	0.75%	0.75%	0.75%
Police Transition - Draw-down plan to advance savings	0.42%	0.42%	0.42%	0.63%
MPUC Dividend Replacement Reserve draw-down	0.42%	0.00%	0.00%	0.00%
Forecasted Tax Rate Increase	3.82%	3.80%	3.91%	4.13%



Ontario Municipal Partnership Fund (OMPF)

Background

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance to municipalities. For 2022, the government is maintaining the overall structure of the OMPF and the program envelope at the same level as 2021.

The 2022 OMPF will provide a total of \$500 million to 389 municipalities across the province. In addition to ensuring stability, maintaining the program envelope will allow for further support to be targeted to rural farming municipalities.

Specifically, the Rural Communities Grant component will increase to \$154 million to further support rural municipalities with the highest levels of farmland. Midland does not receive an allocation for the Rural Component.

There are five grant components of the 2022 OMPF:

1. Assessment Equalization Grant
2. Northern Communities Grant
3. Rural Communities Grant
4. Northern & Rural Fiscal Circumstances Grant
5. Transitional Assistance

Midland only qualifies for consideration under the Assessment Equalization component. This grant provides funding to municipalities with limited property assessment due to lower property values and limited non-residential assessment.

Impact of Growth & OMPF Funding on Taxes in Midland

As indicated in previous staff reports two significant issues continue to impact the residential tax base:

1. Slow growth in new residents and jobs requires existing property owners to bear the increasing costs of existing services that could serve more people. Based on the demand we are seeing in our planning and building areas we expect Midland to see a marked increase in this growth if we can satisfy the demand with the provincial policies that we are required to adhere to (e.g. Natural Heritage, Official Plan Process, and Municipal Comprehensive Review).
2. Midland continues to receive less government funding than comparable communities through the province's main program for municipalities, the Ontario Municipal Partnership Fund (OMPF) program.

It is this second issue that is the focus of commentary in this section.

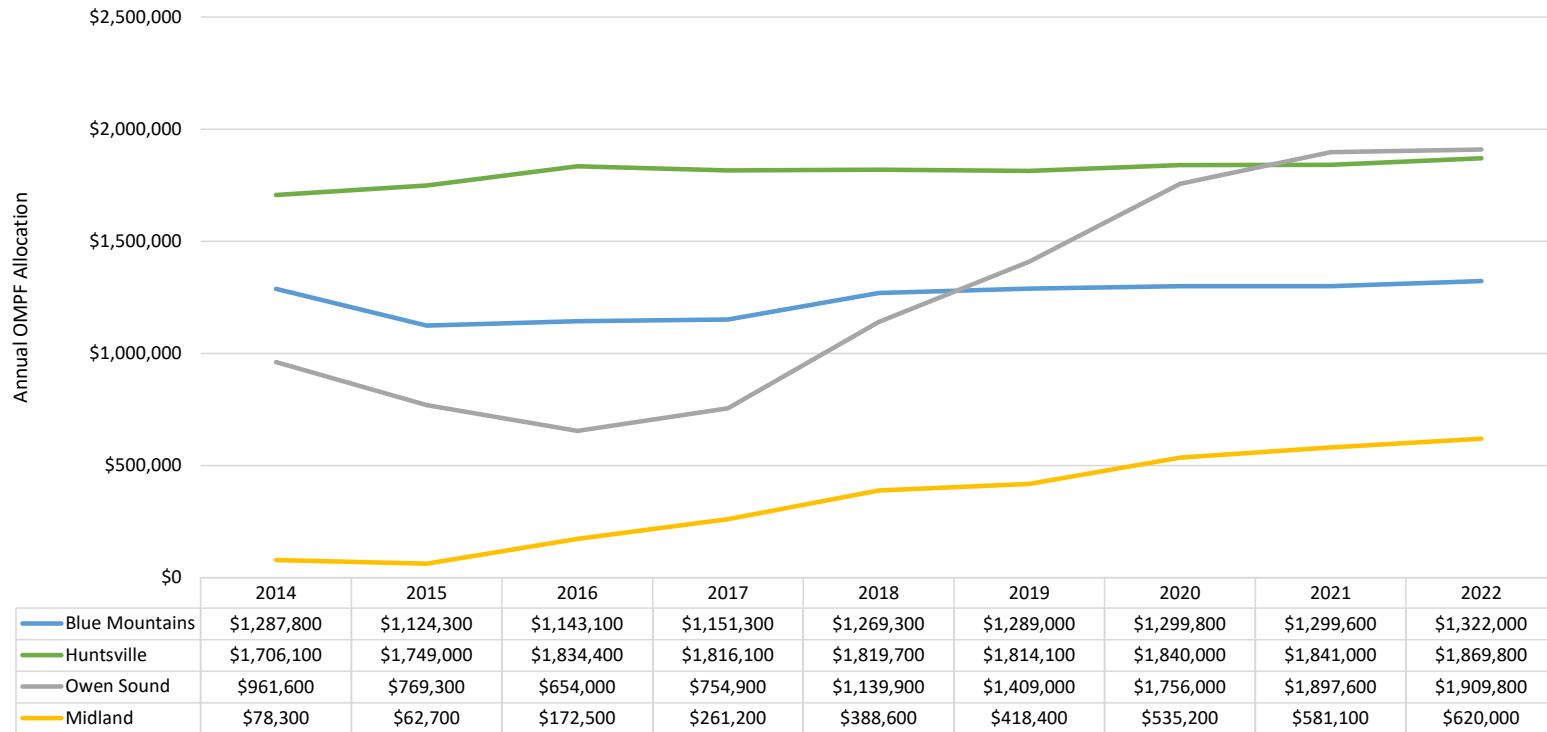


Financial Overview - Operating & Capital

A complex set of indicators and calculations are used by the Province to determine the amount of funds to be granted to each eligible municipality. The methodology is outlined in the OMPF Technical Guide (<https://www.fin.gov.on.ca/en/budget/ompf/2022/techguide.html>). To be clear, there is no assertion the funding model has been applied incorrectly or that other communities are receiving more than their share of funding under the model. The comparators referenced below are merely to highlight potential inherent inequities in the model and raise the question about whether the model should be revisited.

The table below shows the annual OMPF allocations received by the Town of Midland and three other communities that staff believe are reasonably comparable (based on factors such as population, services, proximity to transportation corridors, a geography). Despite the similarities between the communities, the model results in significantly different annual allocations. In this example, increasing the Town's OMPF allocation to match the average of the other three would result in more than 4% benefit to the tax rate.

Comparative Communities OMPF Funding Received



Financial Overview - Operating & Capital

OMPF allocations add up over time providing a significant source of funding for operating and capital needs. The Table below shows the 10-year cumulative OMPF allocation for a representative sample of communities in Simcoe County. Again, Midland finds itself with one of the lowest 10-year cumulative allocations.

Representative Simcoe County OMPF Data

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	10 Yr Total
Adjala-Tosorontio	\$ 985,400	\$ 898,700	\$ 736,900	\$ 611,200	\$ 566,500	\$ 564,900	\$ 560,000	\$ 560,000	\$ 558,100	\$ 559,300	\$ 560,200	\$ 7,161,200
Bradford West Gwillimbury	\$ 25,700	\$ 23,200	\$ 19,800	\$ 15,900	\$ 13,600	\$ 11,600	\$ 9,900	\$ 8,500	\$ 7,300	\$ 6,300	\$ 5,400	\$ 147,200
Clearview	\$ 1,521,600	\$ 1,384,700	\$ 1,189,500	\$ 1,006,500	\$ 1,031,700	\$ 1,024,300	\$ 993,000	\$ 974,000	\$ 971,900	\$ 974,600	\$ 994,200	\$ 12,066,000
Essa	\$ 1,836,200	\$ 1,672,800	\$ 1,421,900	\$ 1,137,600	\$ 1,025,700	\$ 1,031,800	\$ 1,051,200	\$ 1,064,600	\$ 1,084,000	\$ 1,101,400	\$ 1,107,700	\$ 13,534,900
Midland	\$ 102,300	\$ 92,100	\$ 78,300	\$ 62,700	\$ 172,500	\$ 261,200	\$ 388,600	\$ 418,400	\$ 535,200	\$ 581,100	\$ 620,000	\$ 3,312,400
New Tecumseth	\$ 127,800	\$ 124,100	\$ 105,500	\$ 84,400	\$ 71,800	\$ 61,100	\$ 52,000	\$ 44,200	\$ 37,600	\$ 32,000	\$ 27,200	\$ 767,700
Oro-Medonte	\$ 1,941,400	\$ 1,757,000	\$ 1,612,100	\$ 1,289,700	\$ 1,281,500	\$ 1,284,200	\$ 1,266,900	\$ 1,293,000	\$ 1,305,000	\$ 1,314,700	\$ 1,325,100	\$ 15,670,600
Penetanguishene	\$ 127,800	\$ 122,200	\$ 168,000	\$ 246,700	\$ 220,800	\$ 252,500	\$ 236,600	\$ 263,700	\$ 306,400	\$ 296,100	\$ 310,800	\$ 2,551,600
Ramara	\$ 1,578,600	\$ 1,496,600	\$ 1,570,500	\$ 1,278,400	\$ 1,103,900	\$ 1,062,000	\$ 1,103,700	\$ 1,099,900	\$ 1,100,700	\$ 1,109,100	\$ 1,093,800	\$ 13,597,200
Severn	\$ 1,077,900	\$ 989,600	\$ 1,103,000	\$ 1,089,900	\$ 1,103,000	\$ 1,120,300	\$ 1,152,000	\$ 1,114,600	\$ 1,126,200	\$ 1,126,900	\$ 1,142,200	\$ 12,145,600
Springwater	\$ 1,101,400	\$ 991,300	\$ 842,700	\$ 769,600	\$ 777,800	\$ 779,200	\$ 961,000	\$ 980,500	\$ 988,500	\$ 1,005,500	\$ 1,015,900	\$ 10,213,400
Tay	\$ 1,099,800	\$ 1,038,300	\$ 955,300	\$ 1,002,200	\$ 107,800	\$ 1,095,600	\$ 1,191,800	\$ 1,202,400	\$ 1,178,300	\$ 1,104,500	\$ 1,104,500	\$ 11,080,500
Tiny	\$ 1,557,500	\$ 1,426,700	\$ 1,618,600	\$ 1,652,100	\$ 1,699,900	\$ 1,704,400	\$ 1,800,000	\$ 1,817,100	\$ 1,837,600	\$ 1,828,300	\$ 1,838,300	\$ 18,780,500
Wasaga Beach	\$ 2,652,800	\$ 2,525,500	\$ 2,323,500	\$ 2,433,800	\$ 2,581,500	\$ 2,941,200	\$ 2,500,100	\$ 2,125,100	\$ 1,806,400	\$ 1,535,500	\$ 1,305,200	\$ 24,730,600

Source: <https://www.fin.gov.on.ca/en/budget/ompf/2022/munlist.html>

Furthermore, Midland competes with these same municipalities for other sources of funding without consideration for the OMPF received annually or historically. The result is some communities can receive multiple streams of funding for their services and reserves. To be clear Midland does receive funding consistent with all other municipalities for programs such as COVID Relief, Gas Tax and Modernization. We have also been successful in applying for specific programs for events as well. There is however a large disparity in what Midland receives through OMPF today and historically for the last 10 years at least. This has had a profound impact on our ability to reinforce our reserve capacity and to provide relief to our tax base.



Financial Overview - Operating & Capital

We have articulated these facts in previous staff reports and must draw attention to it again for this budget cycle as the conditions remain. The Mayor and members of the senior leadership team have articulated this concern in meetings with the Ministries and to our MPP and the Premier of Ontario.

We will continue to champion the need for revisiting the formula while maintaining the vital funding the program provides to all municipalities. The government has demonstrated it recognizes the importance of the OMPF for many of Ontario's communities. These funds provide a level of stability that is a priority for all municipalities, particularly in these uncertain times however Midland has been less fortunate than many under the current model.



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 kilometers 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 approximately \$7 million and is funded from user rates not property taxes.

The proposed user rate increases for 2022 are 5% for water and 4% for wastewater. 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 2022.

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.

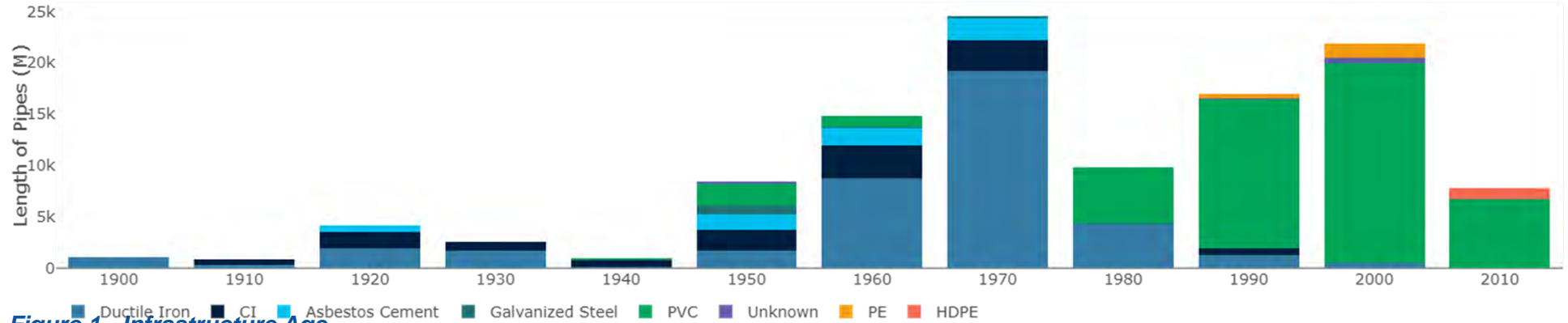


Figure 1 - Infrastructure Age

Figure 2



Financial Overview - Operating & Capital

Future Water Infrastructure Needs

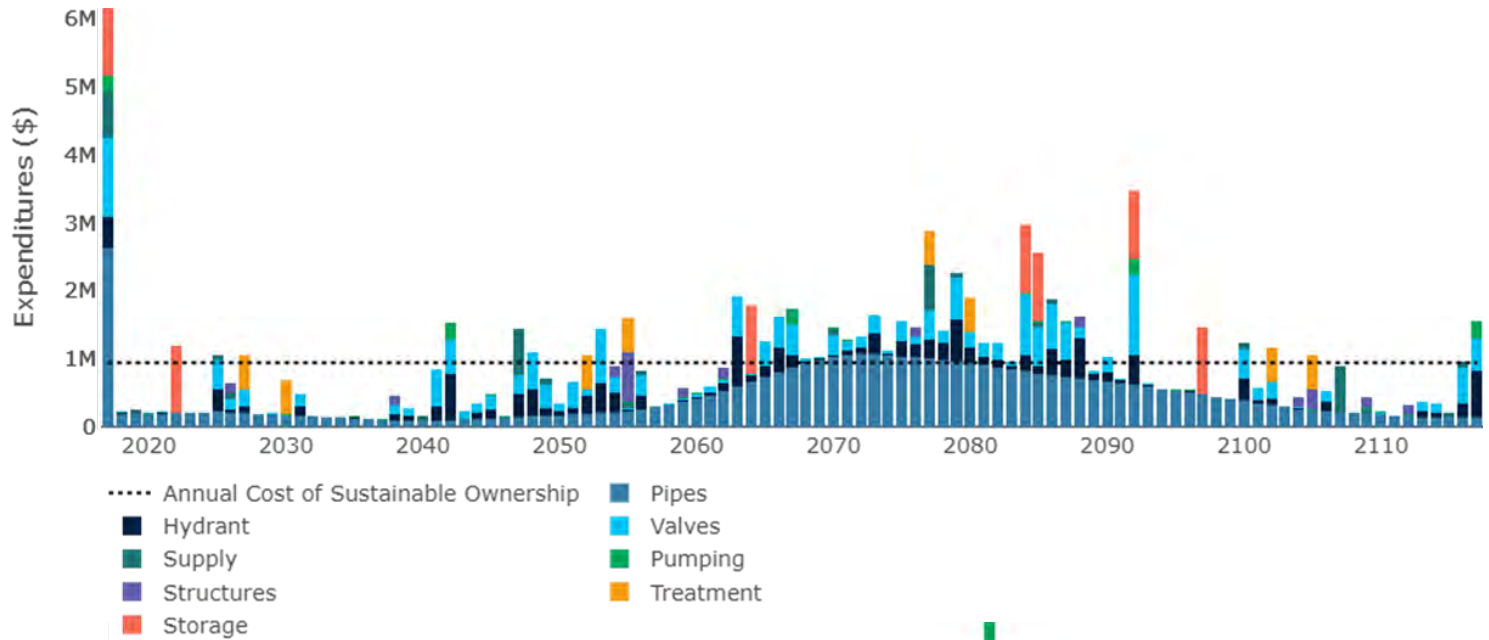
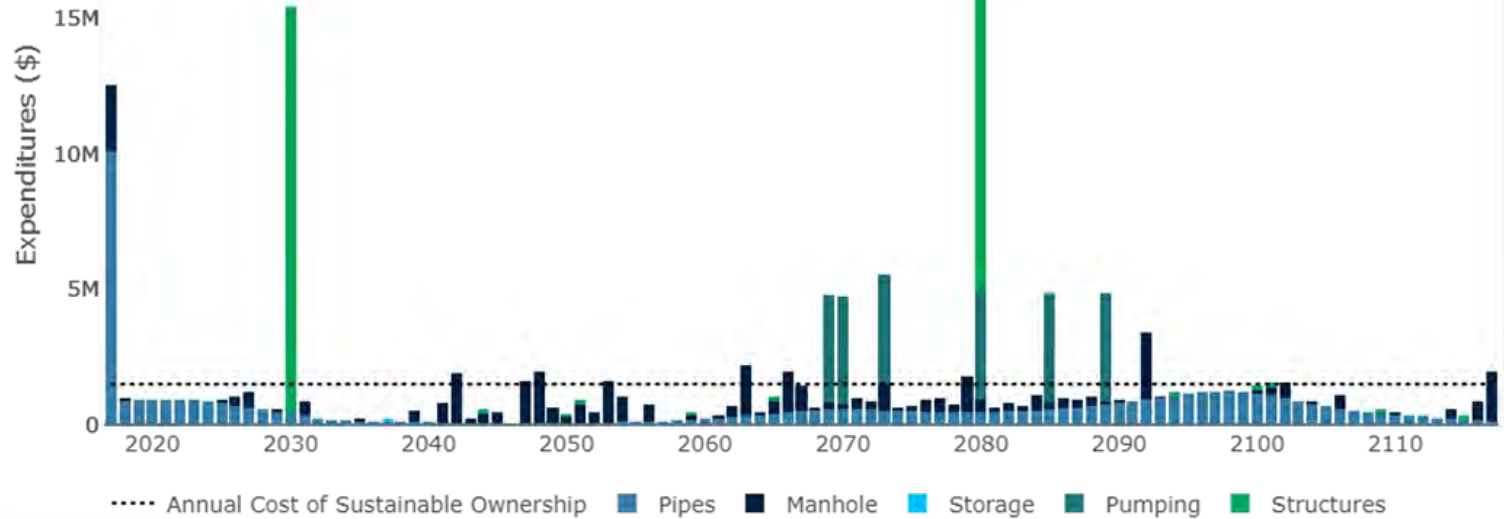


Figure 3
Future Wastewater Infrastructure Needs

To calculate the

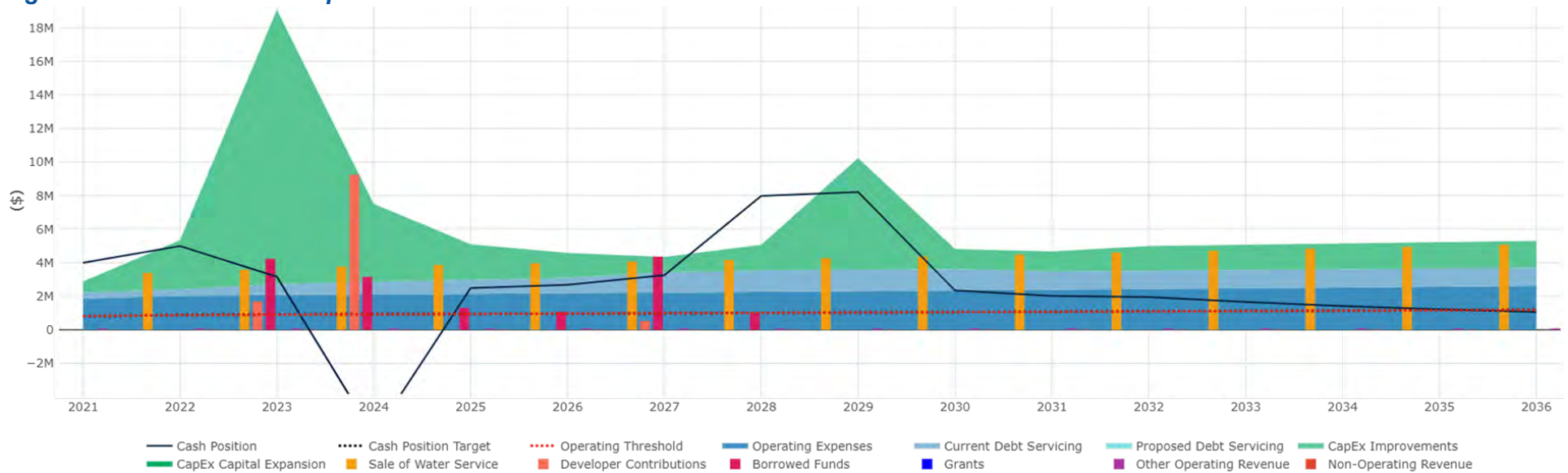


Financial Overview - Operating & Capital

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 and Wastewater Master Plan studies. 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 2022 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



Financial Overview - Operating & Capital

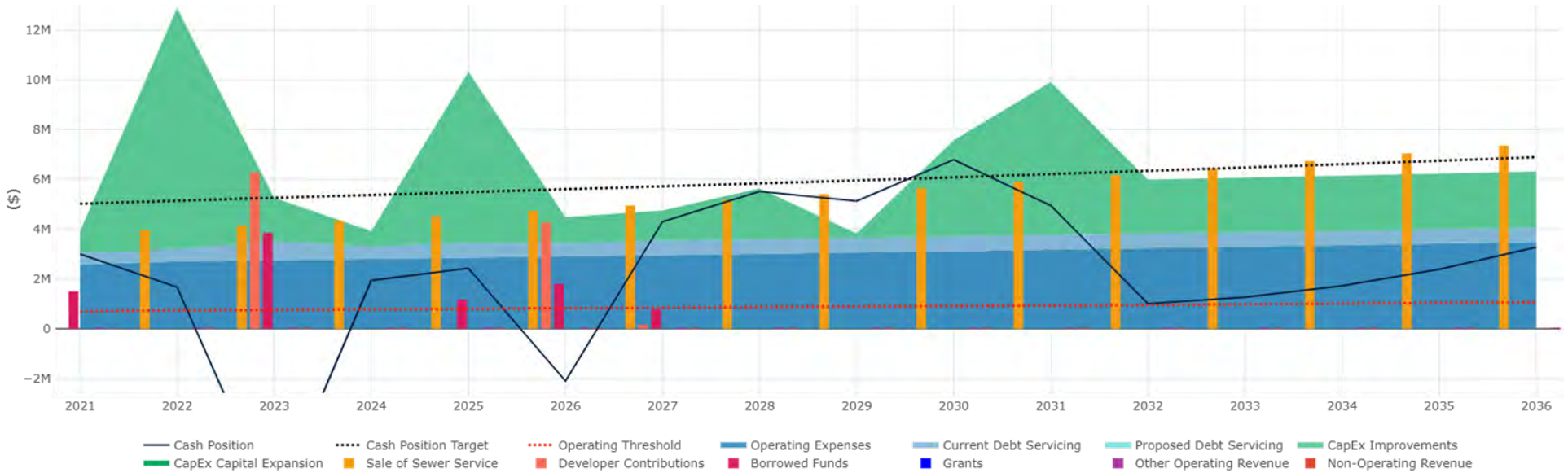


Figure 5 - Potential Wastewater Expenditures

For both cash position lines in the above graphs the large negative cash balances in 2023 and 2024 are the result of projects starting in the prior years and then funded through external debt and development charges in the following year.

In summary the user rates proposed for 2022 are in Figure 6. The increases for a typical user are \$0.41 and \$0.38 per week for water and wastewater respectively.

2022 Proposed Residential Rates						
	Water			Wastewater		
	2021	2022	Increase	2021	2022	Increase
Monthly Fixed Fee	\$12.18	\$12.79	5%	\$14.01	\$14.57	4%
Variable Rate per m3	\$1.63	\$1.71	5%	\$1.89	\$1.97	4%
Typical User - 170 m3/year	\$423.26	\$444.42	5%	\$489.42	\$509.00	4%

Figure 6 - 2022 Proposed Residential Rates



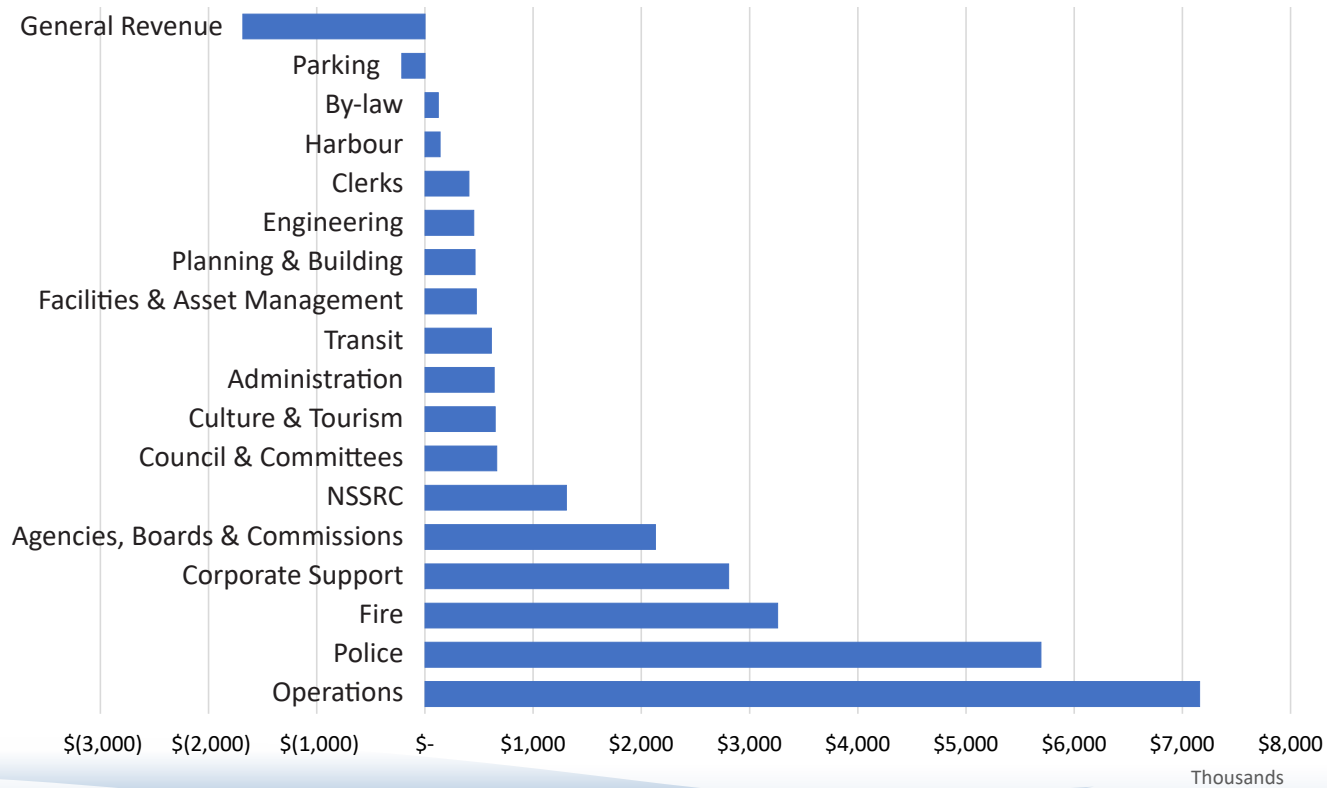
Financial Overview

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; they may go to a local park, or use the skating rink; they make take bus to the library and see a police car or fire truck along the way; their roads and sidewalks will be plowed in the winter; and they can be confident their water is safe to drink and wastewater will be treated effectively. In addition, business owners access the services offered by planning and building divisions and may benefit from tourism resulting 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 \$25M). Details for each service area can be found their respective section of the binder.

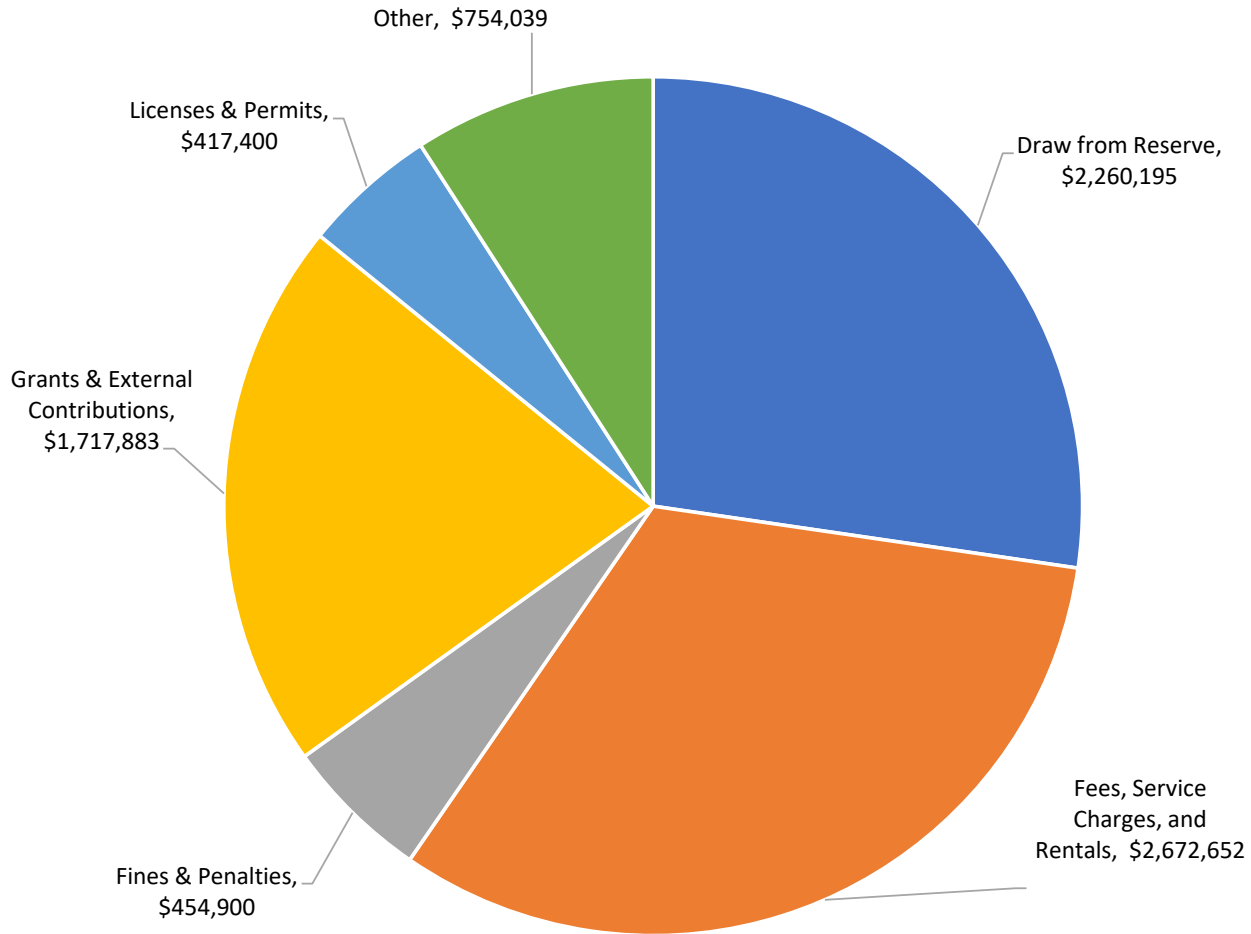
How Town Property Taxes are Spent



Non-Tax Revenue Sources

As noted above, non-tax revenue sources account for approximately 25% of the revenue the Town relies on to help fund services. The chart below provides a breakdown of non-tax revenue sources totaling \$8.3M.

Sources of Non-Tax Operating Revenue

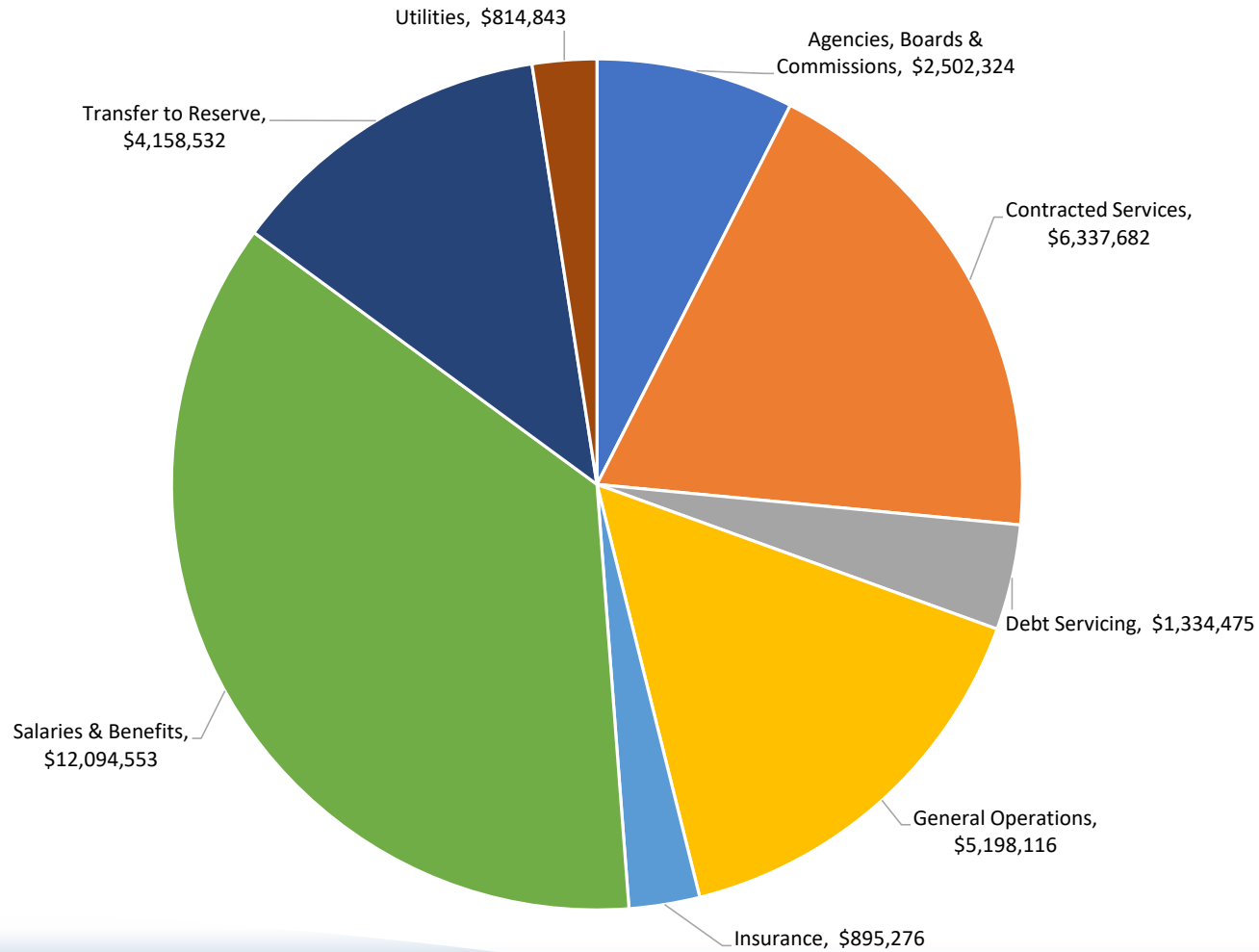


Financial Overview - Operating & Capital

Gross Expenditures by Major Expense Category

The chart below provides a breakdown of gross expenditures in the tax fund totaling \$33.3M 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 2022 to ensure cost recoveries for shared services are reasonable.

Gross Expenditures by Major Expense Category



Financial Overview - Operating & Capital

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 table below presents the current approved full time staffing and requests for additional staff. There is a total of ten additional staff noted in the '2022 Recommended New Investments' column. However, only five of these additions represent additional staff resources. Included in the total is the conversion of five contract positions to full time staff.

The table also provides enhanced transparency regarding staff recovered through shared service agreements. Detailed business cases supporting the 2022 requests for additional staff are found in the Change Request Form section of the binder.

Chart Notes

***Conversion of 5 Temporary Full-time positions to Permanent Full-time.*

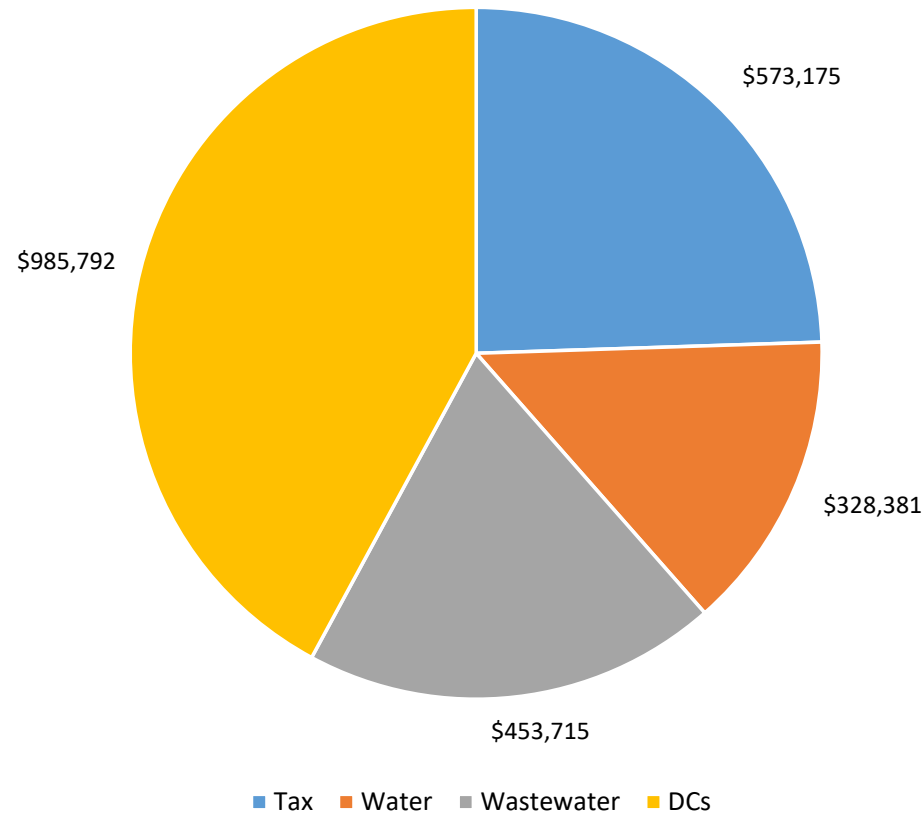
2022 Staffing Department / Division	Total Approved Blended FTE		2022 Recommended New Investments	2022 Recommended New Investment Complement Funding Source					2022 Recommended Complement
	2020	2021	FT	Tax	Non-Tax	Water	Wastewater	Parking	FT
Administration	1.00	1.00	-	-	-	-	-	-	1.00
CXO (including Communications)	2.00	3.00	-	-	-	-	-	-	3.00
Fire*	14.00	15.00	1.00	1.00	-	-	-	-	16.00
HR / H&S	3.00	3.00	1.00	1.00	-	-	-	-	4.00
Department Sub-total	20.00	22.00	2.00	2.00	-	-	-	-	24.00
Planning, Building & By-law	1.00	1.00	-	-	-	-	-	-	1.00
By-law and Parking	2.00	2.00	1.00	1.00	-	-	-	-	3.00
Building*	4.00	4.00	-	-	-	-	-	-	4.00
Planning	2.00	3.00	-	-	-	-	-	-	3.00
Department Sub-total	9.00	10.00	1.00	1.00	-	-	-	-	11.00
Corporate Services	1.00	1.00	-	-	-	-	-	-	1.00
Clerks	3.00	3.00	-	-	-	-	-	-	3.00
Finance	8.00	7.00	-	-	-	-	-	-	7.00
IT	5.00	4.00	-	-	-	-	-	-	4.00
Legal & Risk Management	-	1.00	-	-	-	-	-	-	1.00
Procurement	-	1.00	1.00	1.00	-	-	-	-	2.00
Department Sub-total	17.00	17.00	1.00	1.00	-	-	-	-	18.00
Infrastructure & Environment	1.00	1.00	-	-	-	-	-	-	1.00
Facilities / Asset Management	5.00	2.00	-	-	-	-	-	-	2.00
Culture & Tourism	2.00	3.00	-	-	-	-	-	-	3.00
Engineering	2.00	4.00	-	-	-	-	-	-	4.00
NSSRC	13.00	13.00	-	-	-	-	-	-	13.00
Operations & Harbour**	26.00	27.00	5.00**	5.00**	-	-	-	-	32.00
Water / Wastewater	20.00	20.00	1.00	1.00	-	-	-	-	21.00
Transit*	4.00	4.00	-	-	-	-	-	-	4.00
Department Sub-total	73.00	74.00	6.00	6.00	-	-	-	-	80.00
Total	119.00	123.00	10.00**	10.00**	-	-	-	-	133.00
*Shared Services	4.50	4.50	-	-	-	-	-	-	4.50
Shared Services Recovered	114.50	118.50	-	-	-	-	-	-	128.5



Debt Management

The total 2022 budget for debt servicing costs is \$2.3M. A breakdown of the budgeted debt servicing costs by funding source is presented below.

2022 Debt Servicing Costs by Funding Source



The 2022 budget includes a net increase in debt servicing costs of \$44.7K over 2021. The primary reason for the increase is the \$900K debenture issued in 2021 to finance the 2nd tranche of the King Street project.

The net increase is spread across tax, water, and wastewater funds with the majority increase in the tax funded at \$43K.



Financial Overview - Operating & Capital

Annual Repayment Limit (ARL)

The Town lacks the internal financial resources to fund its capital needs. As a result, the 2022 capital plan includes a significant shift toward the use of external debt financing (almost \$60M over the next ten years).

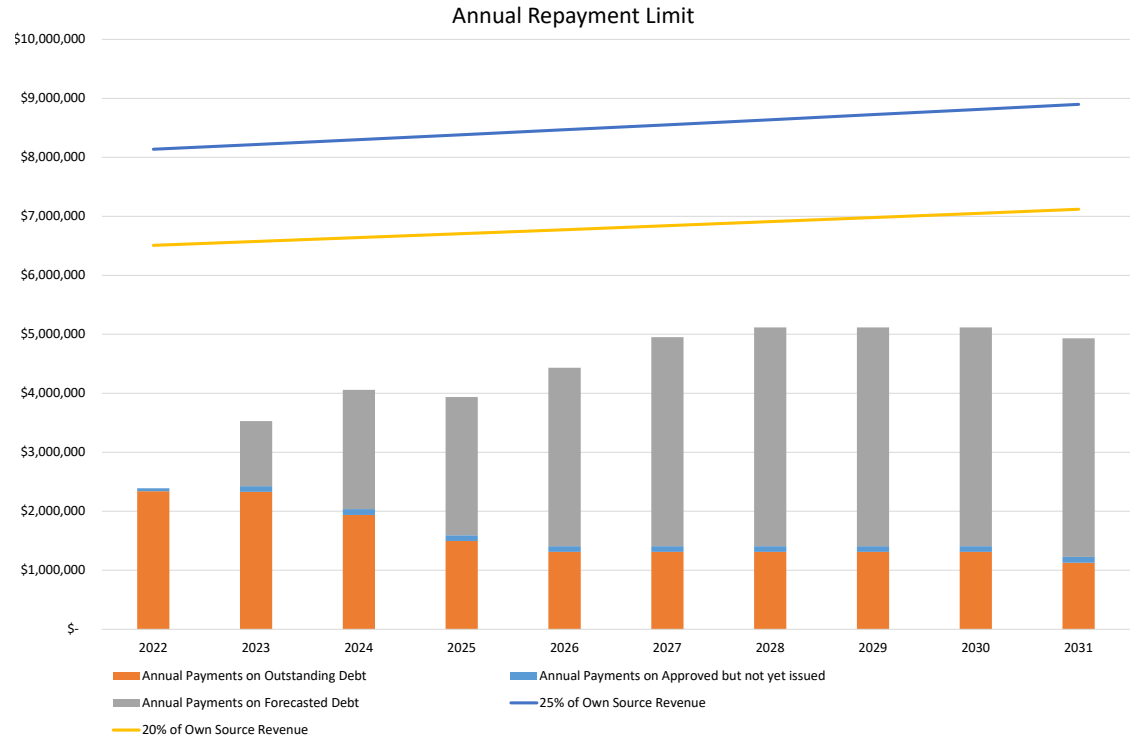
This form of long-term financing is a useful and necessary financial tool that will allow the Town to spread the cost of infrastructure over time, thereby reducing the burden on the Town’s reserves.

High-value, long-lived assets have been targeted for external debt financing over the next ten years. Many of these projects will require multiple years to complete. Where necessary, the Town can access short-term construction financing before issuing long-term debt at project completion.

Municipal borrowing is constrained by the ARL prescribed by the province. The ARL is a measure developed by the province to limit the debt level of municipalities. The chart below presents a ten year forecast of estimated annual debt payments compared to the 25% ARL imposed by the province. Many municipalities 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 included in the capital plan 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.



Financial Overview - Operating & Capital

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

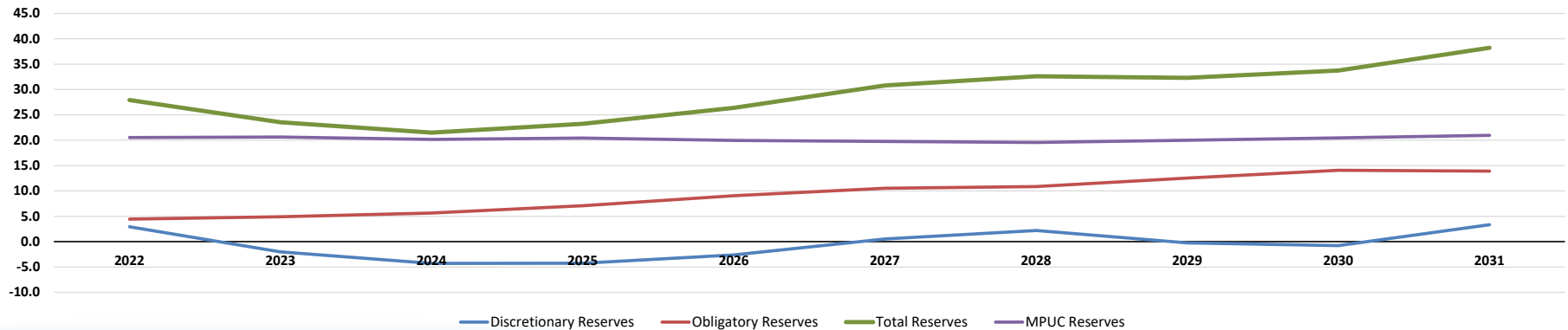
The table below presents a consolidated forecast for the Town's reserves and reserve funds (i.e. includes all reserves and reserve funds). The forecast is based on assumptions for reserve contributions and draws (mostly for the capital plan) and does not differentiate between permitted uses or internally imposed restrictions. Other key assumptions include:

- A minimum 1% Annual Sustainable Capital Levy will be maintained
- External debt financing utilized where necessary and appropriate
- Internal financing will be utilized but constrained by a 1% tax rate increase in any year
- Approximately \$3.9M will be directed to capital reserves from net proceeds on disposition of lands

Three forecast lines are presented. The first (green) presents the consolidated reserve forecast of all reserves available, the second (blue) is the total discretionary reserves and the third line (red) is the total obligatory reserves in the capital plan.

Almost all of the Town's positive reserve balance is comprised of MPUC Reserves and Obligatory Reserves. Both of these categories have use restrictions. As a result, despite the overall positive forecast, the Town has very little flexibility in how these funds can be used. In fact, the Town's discretionary reserves are forecasted to be in deficit. This issue is presented in more detail in the sections following.

Total Reserves (amounts in Millions)



Financial Overview - Operating & Capital

The reserve forecast presents a sustainable path. However, the forecast is highly sensitive to changes in assumptions. Unanticipated challenges such as the availability of external financing, reductions to reserve contributions, economic conditions slowing growth, escalating costs, unforeseen infrastructure emergencies, etc. could result in adverse outcomes and a reversal of the financial outlook.

Specific matters impacting key reserves are discussed in greater detail in the following sections.

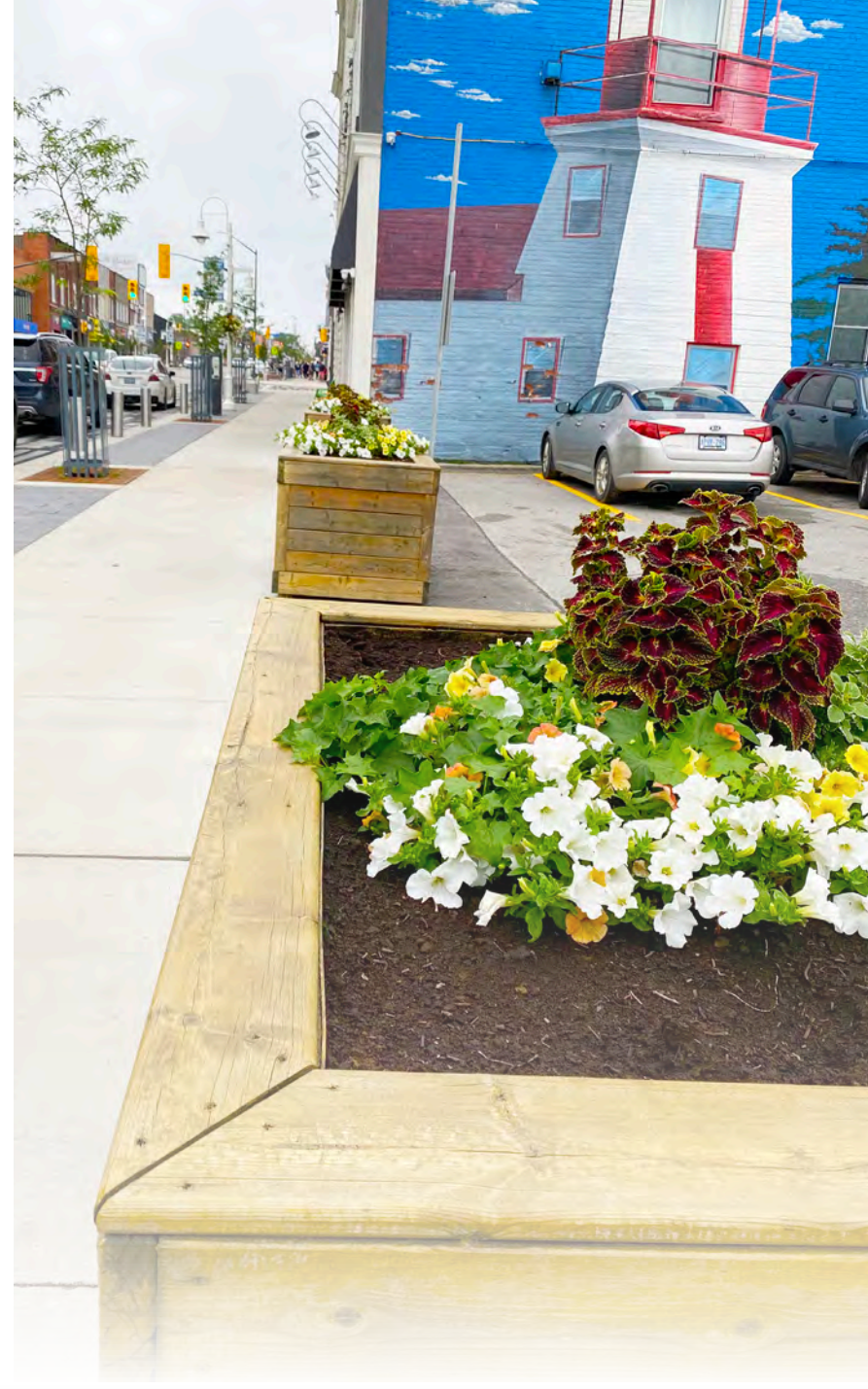
Tax Capital Reserves and Federal Gas Tax

Tax Capital Reserves are composed of twenty separate reserves that serve as the main funding source for all tax-supported, non-growth capital projects in addition to annual Federal Gas Tax funding. Tax Capital Reserve include, but are 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 Town receives annual Federal Gas Tax funding of approximately \$500K. The Town has occasionally received a top-up of Federal Gas Tax funding which has provided additional financial capacity for capital works. Federal Gas Tax 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 following scenarios present a 10-year forecast showing the effect of changing variables such as the annual levy for the sustainable capital reserve and directing net proceeds from the disposition of various properties to reserves.

There is no option for external debt financing to provide relief in any of the scenarios. Regardless of available ARL room, the nature of the projects drawing funds from these reserves cause the projects to be ineligible for external debt financing.



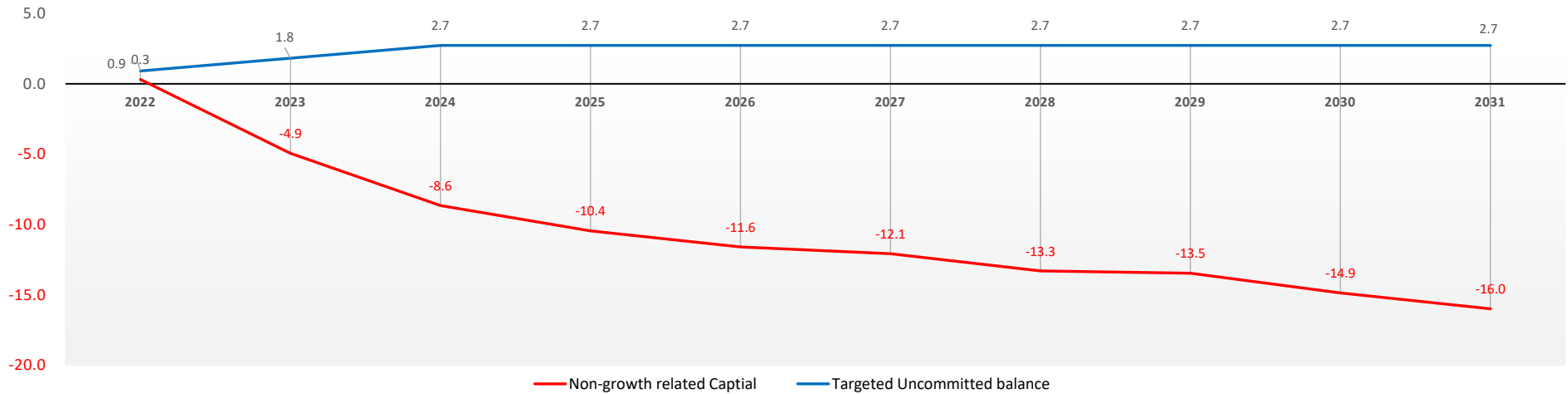
Financial Overview - Operating & Capital

1. First scenario: The status-quo scenario

In this scenario it is assumed the annual sustainable capital levy will be held at the current level for the next ten years and proceeds from disposal of assets will not be available to support the capital plan.

The chart below presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

Non-growth related - Capital Reserves + Federal Gas (amounts in Millions)



Scenario 1 Conclusion: The gap between the targeted balance (the blue line – based on the Town's financial policy) and the expected balance (the red line) shows a consistently growing gap. This scenario results in a financially unsustainable path with a negative balance of \$16M in 2031 versus a target balance of approximately \$3M. This scenario is not recommended.



Financial Overview - Operating & Capital

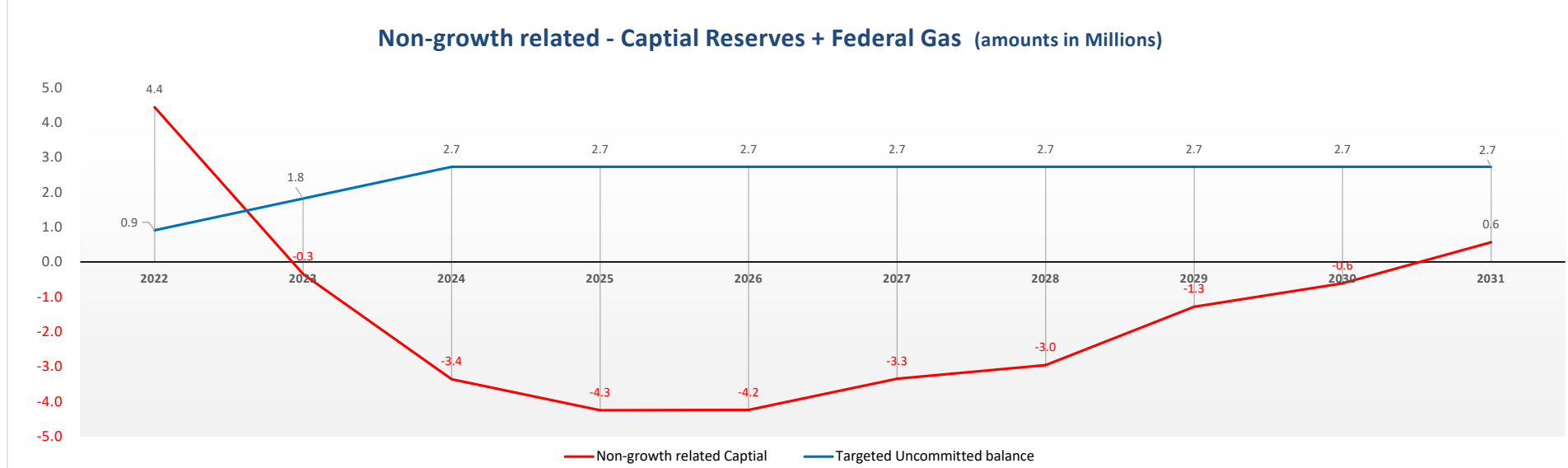
2. Second scenario: The 1% levy + Asset Disposals scenario

In this scenario it is assumed the annual sustainable capital levy will increase by 1% for the next ten years as set out in the 2019 plan. In addition, this scenario assumes \$3.9M in net proceeds from disposition of various properties not required for municipal operations will be used to support the Town's capital plan.

Disposing of assets not required for the provision of municipal services provides relief to the tax rate in two key respects:

1. Immediate non-tax source of financial resources to fund infrastructure supporting core municipal services
2. Infill growth generates permanent new tax revenue to support municipal services

The chart below presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:



Scenario 2 Conclusion: This scenario shows a better financial result than scenario 1. It is also the scenario reflected in the Consolidated Reserve Forecast. However, the gap is still persistent (between red line and blue line) and at risk of not being realized due to the possibility of delays in disposing of properties.



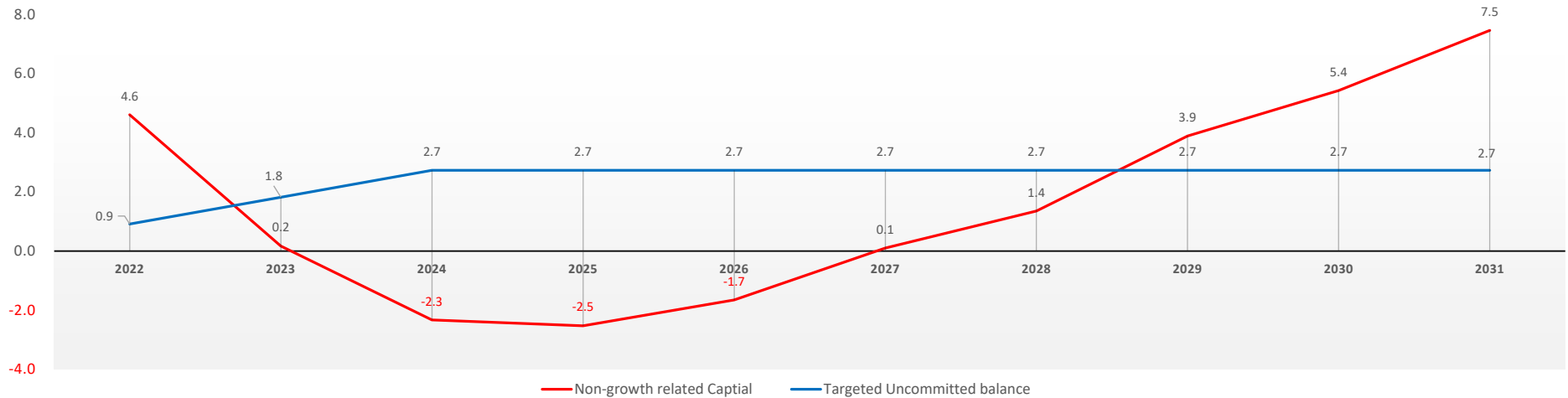
Financial Overview - Operating & Capital

3. Third scenario: The Temporary Catch-up Levy + Asset Disposals scenario

In this scenario it is assumed the annual sustainable capital levy will increase by 1.75% for the next 5 years (from 2022 to 2026) before being rolled back to 1% from 2027 to 2031. In addition, this scenario assumes \$3.9M in net proceeds from disposition of various properties not required for municipal operations will be used to support the Town's capital plan.

The chart below presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

Non-growth related - Capital Reserves + Federal Gas (amounts in Millions)



Scenario 3 Conclusion: This scenario will allow the Town to close the gap between the forecasted tax capital reserves balance and the target balance over the next five years. Staff have prepared a service level change request that provides additional information about this recommendation and some of the other variables that could impact future reserve contributions.



Financial Overview - Operating & Capital

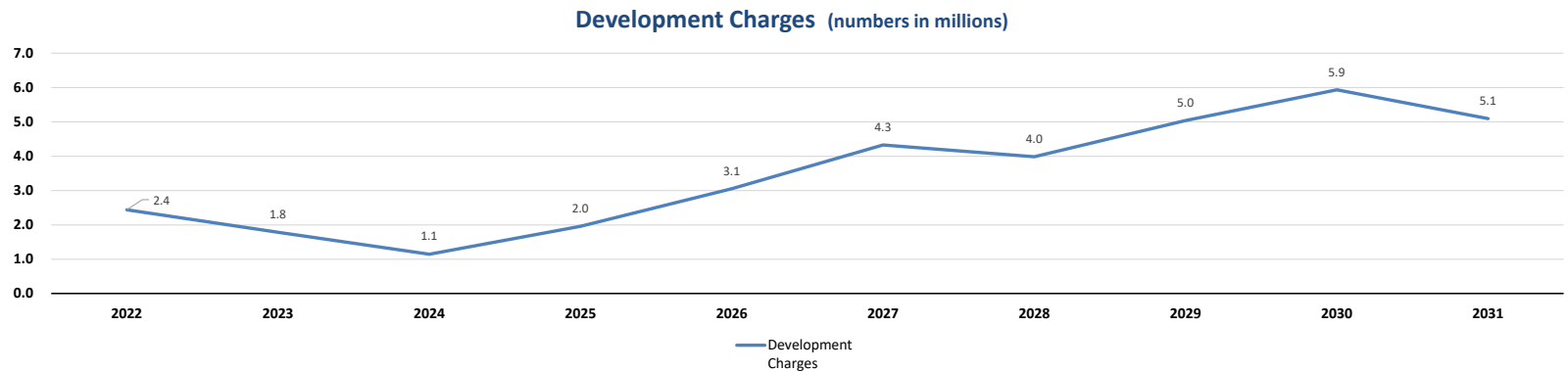
Development Charges Reserve Funds

Development charges are used to pay for growth related infrastructure and any associated debt servicing costs. The Town's 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 10-year forecast for the Town's DC Reserve Funds. The forecast projects a balance of approximately \$2.4M in development charges in 2022 reaching an average of \$3.5M over the 10-year plan.

Approximately \$950K will be drawn from DC reserves to fund growth related debt servicing costs on existing debt until 2025 when the draw will drop to approximately \$500K.

The Town does not have adequate development charge balances to fund projects such as the East Pressure Zone Tank (\$10M by 2023) and Balm Beach Road (\$2.6M in 2022) directly. As a result, the 2022 capital plan, as presented, assumes a significant portion of growth-related capital costs will require external financing to prevent the reserves from going into deficit. This borrowing is expected to add debt servicing costs of \$520K in 2023, \$740K in 2024, \$285K in 2026, and \$87K in 2027.



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).

One of the biggest financial risks facing the Town is the volatile nature of development. A downturn in the economy or a change in growth patterns resulting in developers pausing or canceling growth plans could leave the Town exposed to debt servicing costs without development charges coming in to cover the payments. Conversely, if growth exceeds expectations the Town may be in a financial position to fund growth projects directly without the need for external debt financing.

Careful consideration of growth projections, timing of construction, and the availability of financing options will be required before construction begins on these projects.



Financial Overview - Operating & Capital

Midland Bay Landing Reserve

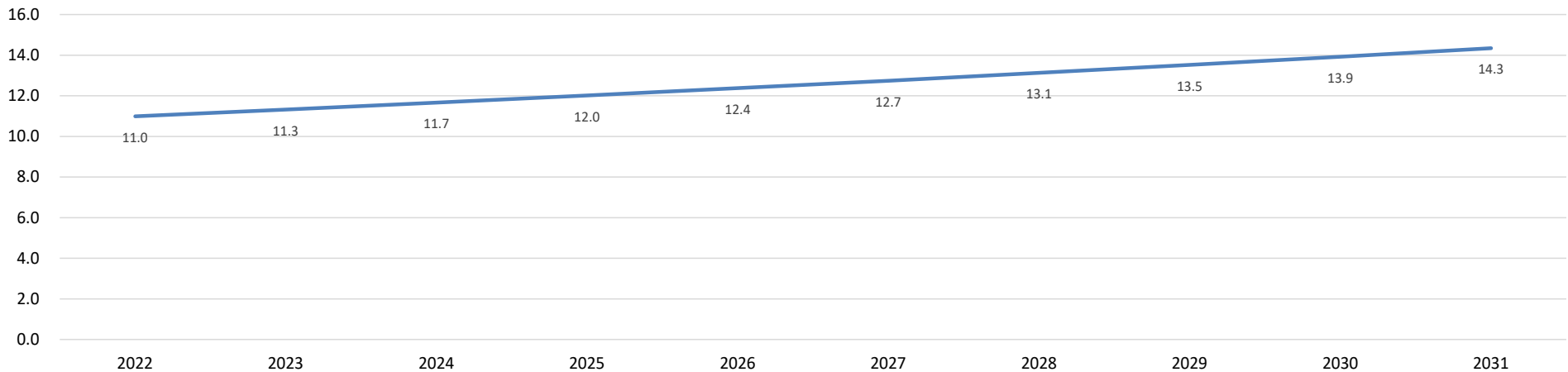
The Midland Bay Landing Reserve was established in 2020 for the purpose of financing the purchase of the Midland Bay Landing property and associated site improvements. The forecasted 2022 reserve balance is a deficit of approximately \$4.6M. Ultimately, the plan is to recover the costs funded from this reserve through the sale of the property.

MPUC Legacy 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 to be held in perpetuity with only the investment income distributed after adjusting for inflation and management costs. The estimated 2022 opening balance in this reserve is \$11M. 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 2020 distribution was used to fund discretionary development charge exemptions for attainable housing.

MPUC Legacy Reserve (amounts in Million)



Financial Overview - Operating & Capital

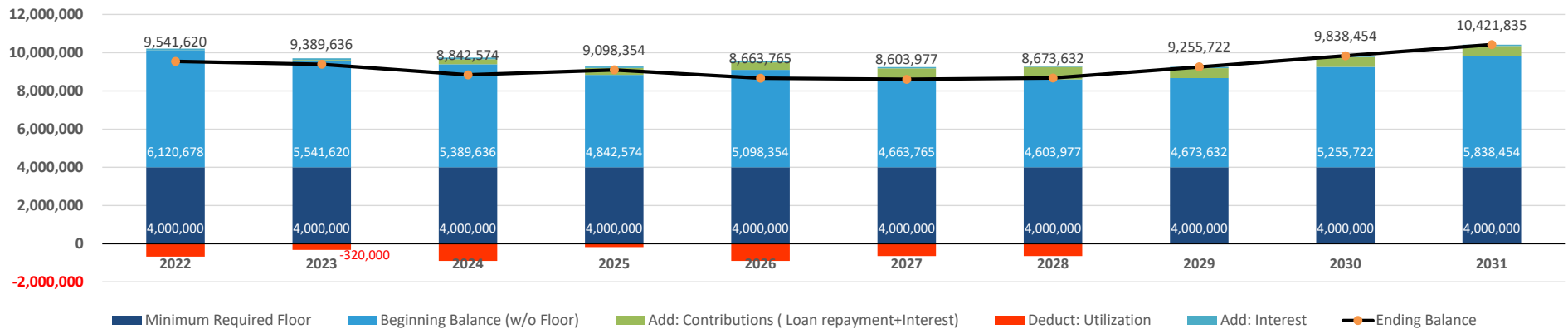
Community Wide Initiative Reserve

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 from which \$4M will be maintained as minimum balance to offset the negative balance of Midland Bay Landing Reserve. The remaining \$6M will be a key short-term internal 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.

The 2022 capital plan currently includes approximately \$4.3M in draws from this reserve over the next seven years. The Community Wide Initiatives Reserve policy requires that any amounts drawn from the reserve must be repaid with interest set at the prevailing rate of borrowing. This repayment policy, while necessary to ensure funds are available in the future, also introduces an affordability constraint affecting how much can be borrowed from the reserve. For example: A \$500K loan for a fire truck repaid over 5 years at 2% interest would result in a tax rate increase of just under 0.5%. When developing the funding plan for the 2022 capital plan, staff attempted to limit the tax rate increase resulting from new debt servicing costs (internal or external) to no more than 1% in any year.

The table below shows the anticipated reserve balance over the next 10 years. The table also shows the planned draws and contributions to the reserve over the same period.

Community Wide Initiatives Reserve Composition (Internal Bank)



Financial Overview - Operating & Capital

Police Transition Reserve

The Police Transition 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 2022 reserve balance is a deficit of approximately \$3.2M.

The 2022 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 2022 is \$450K. The Town will transition to the OPP standard billing model in 2022 resulting in a savings for approximately \$455K relative to 2021. The realized savings under this model has been re-allocated to the reserve according to the same established plan. Total contributions to the Police Transition Reserve in 2022 are approximately \$858K.

Provincial Gas Tax

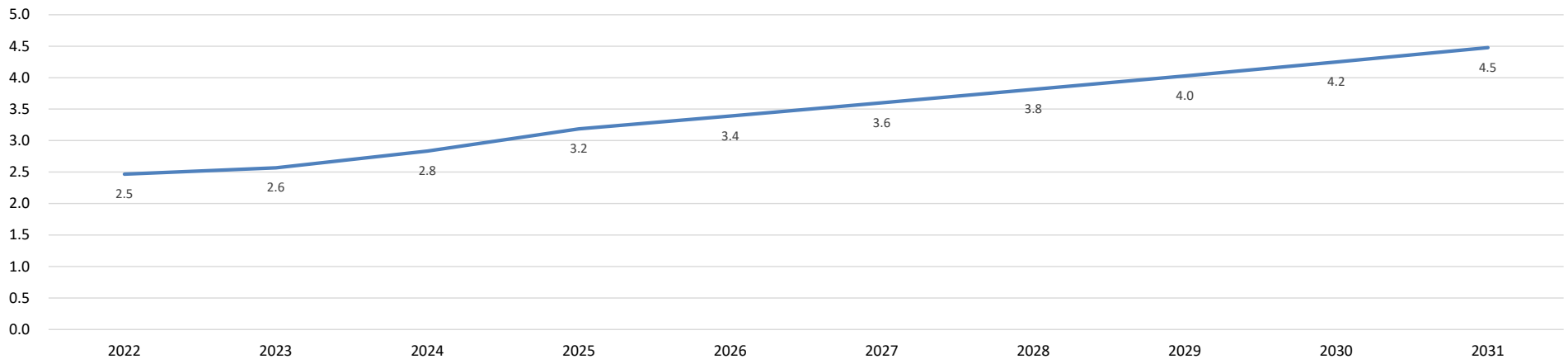
The Town receives annual Provincial Gas Tax funding of approximately \$175K. These funds can only be used for capital projects (e.g. buses, transit shelters) and operating costs relating to transit.

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.

The chart below presents a 10-year forecast for Other Operating Reserves. Excluded from the chart are draws from the Tax Rate Stabilization Reserve totaling \$303K in 2022 to fully realize the tax levy benefit of proposed 2022 service level changes. 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 long term forecasting difficult.

Other Operating Reserves (amounts in Millions)



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.

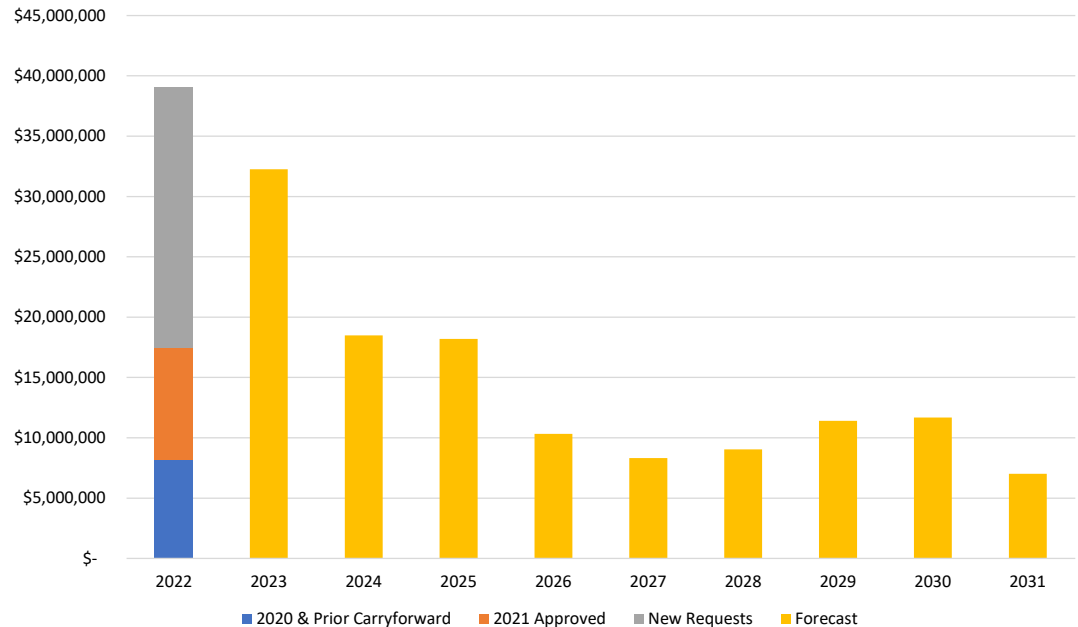
In addition to the need for growth related infrastructure, the Town must continue to renew, rehabilitate, and replace existing infrastructure and capital assets as they age.

Significant time was invested in developing the 2022 Capital plan. Similar to last year, expertise of staff in key areas was leveraged to compile the 10-year capital plan. The 2022 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 and 2021 due to COVID-19.

Staff use the approved 10-year capital plan as a baseline for refining the process 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 right presents the total recommended 2022 capital budget and forecast. The proposed capital budget will have a total value of approximately \$39M including \$21.8M of new requests, \$8.2M carried forward from 2020 and prior, and \$9.2M approved budget from 2021. Amounts for 2020 and prior carryforward and 2021 approved were adjusted through the reprioritization process to reflect new information gained through developing the capital plan. Projects beyond 2022 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 is available.

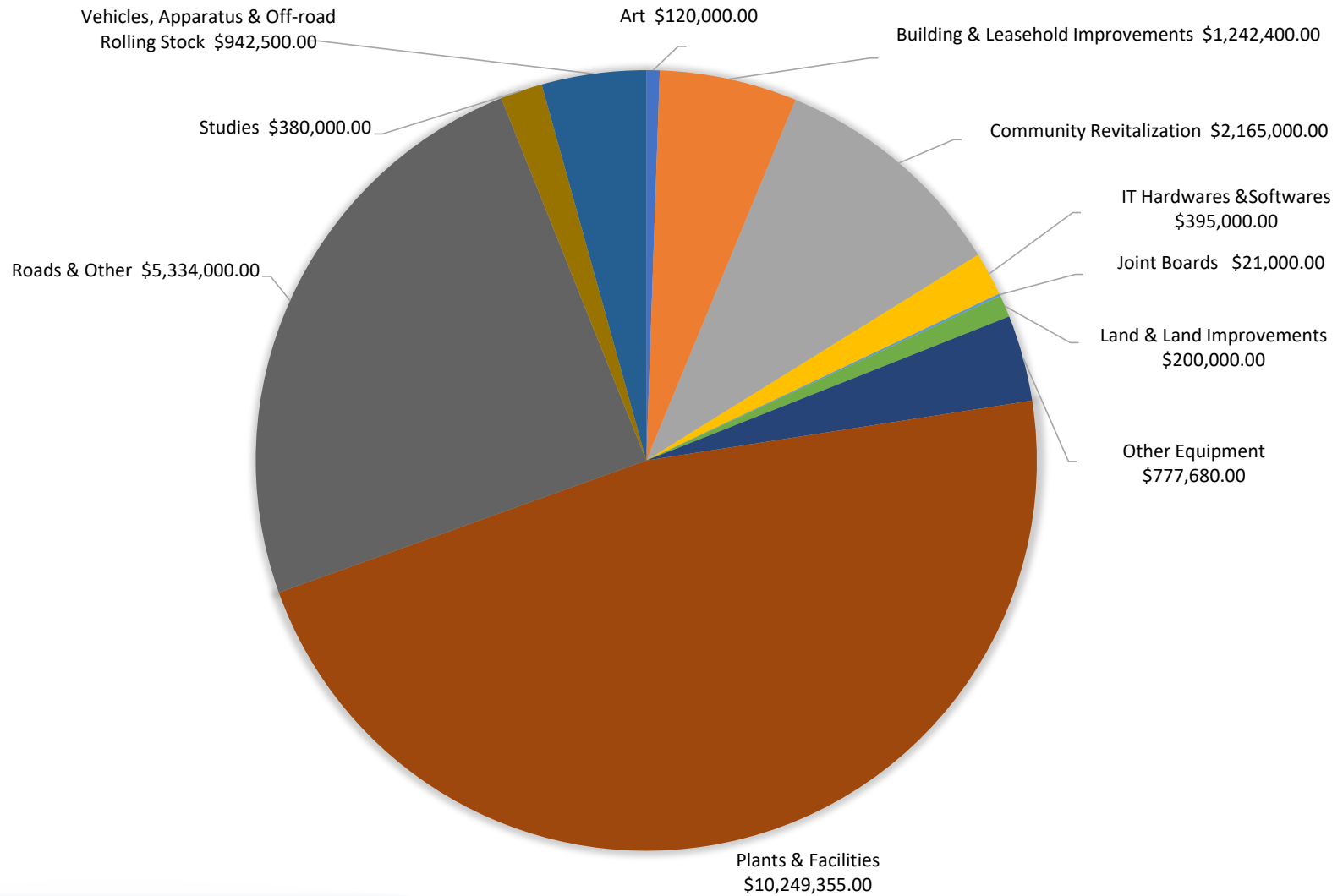
2021 Capital Budget & Forecast



Financial Overview - Operating & Capital

The chart below presents the 2022 capital budget broken out by major asset type. A full listing of projects can be found in the Capital Plan 2022-2031 section of the binder.

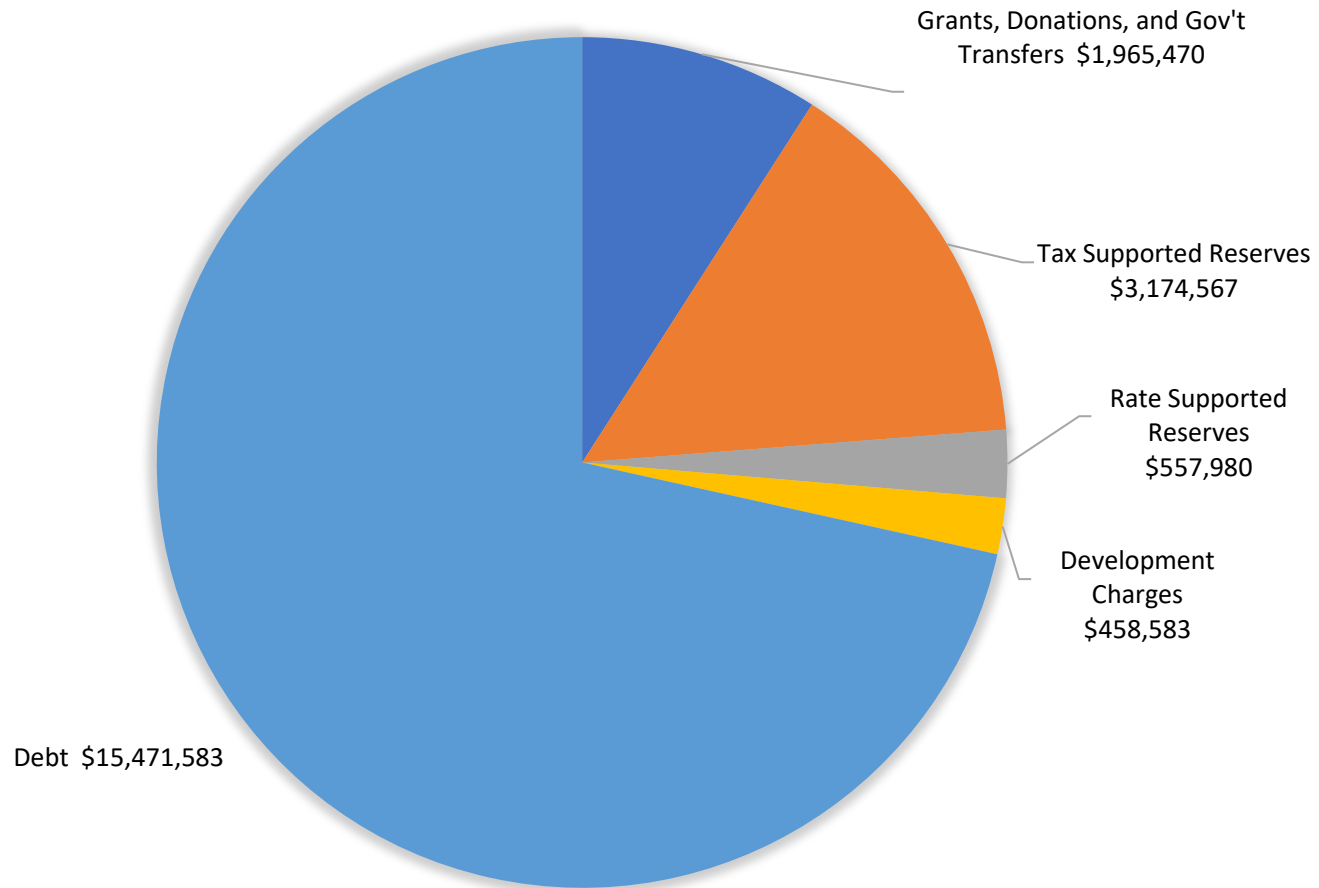
2022 Capital Budget by Asset Type(\$21.6M)



Financial Overview - Operating & Capital

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 2022 capital budget broken down by major funding source. Debt (external and internal) financing makes up \$15M of the total \$21.8M budget.

2022 Capital Budget by funding source (\$21.6M)





The table below presents some of the key project funding approval requests for 2022 (budgeted cost exceeding \$250K) the full listing of projects is found in the 'Capital Plan 2022-2031' section of the budget binder.

2022 Capital Requests, projects > \$250K

2022 Capital Requests, projects > \$250K					Forecast				
Project #	Service Category	Project Name	2021 Total Approved	2022 Budget	2023	2024	2025	2026	2027
325-B007	Operations	Midland Point Rd Fuller-Portage Park	-	\$1,000,000	-	-	-	-	-
345-1111-5600	Operations	New Bus 30 Ft.	\$495,000	\$420,000	-	\$440,000	-	-	\$450,000
390-1111-5520	Operations	CSA playground improvements	\$427,288	\$300,000	-	\$125,000	-	\$140,000	-
390-7221-5450	Operations	CCRF Match Funds- LLP Accessibility Project	-	\$265,000	\$65,000	-	-	-	-
411-4524-2220	Wastewater	New Fine Bubble Aeration	\$103,000	\$3,708,000	-	-	-	-	-
411-4529-2220	Wastewater	Headworks Upgrade	\$100,000	\$4,500,000	-	-	-	-	-
431-4530-2220	Water	Upgrade Pump Capacity	\$154,500	\$647,185	\$3,208,810	-	-	-	-
431-4531-2220	Water	East Pressure Zone Tank	\$154,500	\$1,177,870	\$8,740,000	-	-	-	-
505-3516-2210	Engineering	Balm Beach Construction Phase 1 2022	\$125,820	\$2,600,000	-	-	-	-	-
505-3520-2220	Engineering	Seventh St Reconstruction	\$290,705	\$2,000,000	-	-	-	-	-
505-B001	Engineering	CR93 Trail Project	-	\$600,000	\$600,000	\$600,000	-	-	-



Financial Overview - Operating & Capital

The table below presents some of the key projects currently forecasted for 2023 (budgeted cost exceeding \$250K).

2023 Capital Forecast, projects > \$250K

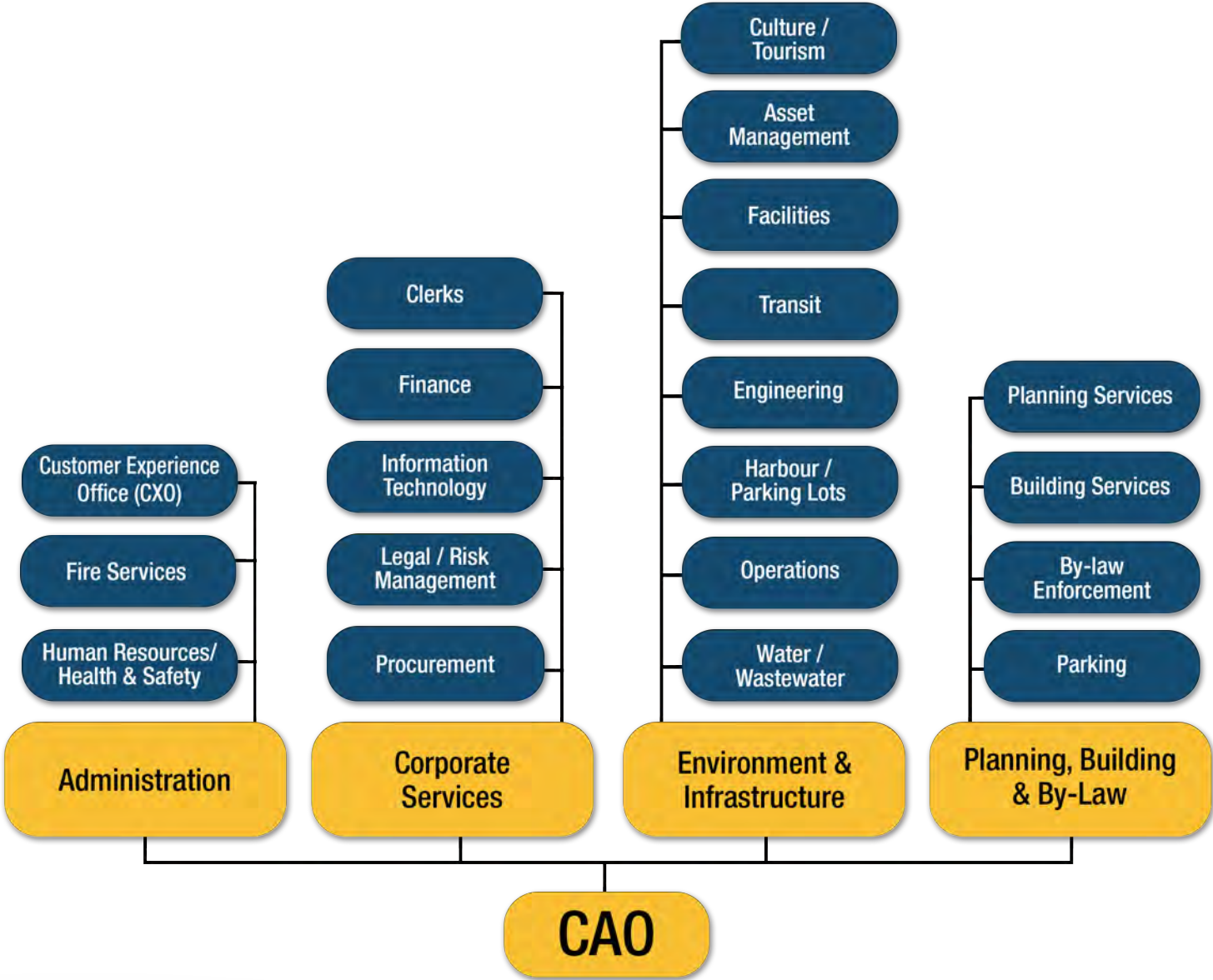
2023 Capital Forecast, projects > \$250K					Forecast				
Project #	Service Category	Project Name	2021 Total Approved	2022 Budget	2023	2024	2025	2026	2027
211-1111-5600	Fire Services	Pump 1 Replacement	-	-	\$650,000	-	-	-	-
315-1111-5520	Operations	#7928 Volvo Loader	-	-	\$320,000	-	-	-	-
315-1111-5520	Operations	#7825 Sweeper Elgan/Pelican	-	-	\$265,000	-	-	-	-
325-3245-2220	Operations	Dominion Ave 4Th St- 8Th St	\$120,000	-	\$325,000	\$325,000	-	-	-
325-B017	Operations	Colborne St (Irwin-Johnson)-Construction	-	\$25,000	\$315,000	-	-	-	-
325-B018	Operations	Yonge St From Midland Ave-King St-Construction	-	-	\$275,000	-	-	-	-
335-1111-2220	Operations	Various Locations 2023	-	-	\$320,000	-	-	-	-
390-7252-2220	Operations	Splash Pad	-	-	\$320,000	-	-	-	-
390-B001	Operations	Parks Master Plan-Variou	-	-	\$263,000	\$263,000	\$185,000	\$185,000	-
399-1111-5410	Operations	Two New Dressing Rooms	-	\$50,000	\$600,000	-	-	-	-
431-4530-2220	Water	Upgrade Pump Capacity	\$154,500	\$647,185	\$3,208,810	-	-	-	-
431-4531-2220	Water	East Pressure Zone Tank	\$154,500	\$1,177,870	\$8,740,000	-	-	-	-
431-4532-2220	Water	Twin Harbourview Drive	\$154,500	-	\$2,388,570	-	-	-	-
431-B032	Water	Hanly Tower Interior Painting	-	-	\$257,500	-	-	-	-
431-B052	Water	Water Meter Upgrade Program	-	-	\$257,500	\$257,500	\$257,500	-	-
505-3523-2220	Engineering	Vindin & Harbourview Intersection Improvements	\$250,000	-	\$1,870,00	-	-	-	-
505-3524-2220	Engineering	Fuller Ave - Construction	\$250,000	-	\$2,430,000	-	-	-	-
505-B001	Engineering	CR93 Trail Project	-	\$600,000	\$600,000	\$600,000	-	-	-
505-B007	Engineering	Queen St Reconstruction - Elizabeth To Hugel	-	\$165,000	\$1,265,000	-	-	-	-





**Section 3
Organizational
Chart**

Organizational Chart





Section 4 Administration

Department Performance Plan

Department:	Administration
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Department Overview:

Led by the Town’s Chief Administrative Officer, the Administration Department includes the Office of the CAO, Customer Experience Office, Human Resources, and Fire Services.

The CAO’s office is responsible for the work of all municipal departments to ensure policies and direction from Council are carried out. The CAO is the principal advisor on matters of policy and is responsible for the implementation of policies, budget and financial control.

The Customer Experience Office is a new division in 2021 as part of the CAO’s office that collaborates with all Town departments to provide effective processes and programs that deliver our front-line customer service experience and corporate communications.

The Human Resources division provides all manner of municipal employee programs including payroll & benefits, accessibility & diversity, employee health & safety, employee service & recognition, labour relations and recruitment.

The Fire Services division provides fire protection & firefighting, fire prevention & public education, basic medical assistance and rescue.

Key Department Objectives:

- Provide overall administration support to Town divisions, Council and staff.
- Foster and provide centralized customer service excellence and provide consistent, clear communications to the public and stakeholders.
- Provide fire and emergency services to the Town of Midland in an efficient and safe manner.
- Provide human resources strategies and programs that help build a municipality of resilient and responsible staff.

Key successes from the prior budget year:

- Provided ongoing leadership to the organization to manage the Town’s ongoing pandemic recovery plan and implementation of vaccination policies for both staff and Council, Boards and Committees.
- Creation of Customer Experience Office
- Implementation of the ADP payroll program corporate-wide
- Provided safe and efficient emergency services on budget throughout the year.

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.
- Continue to strive for customer service excellence and provide timely, effective communications to stakeholders and the public.

Department Performance Plan

Department:	Administration
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- Continue to support the corporation in the delivery of Human Resources services including health and safety, performance management program, talent attraction and retention and labour relations. Conduct a market job evaluation assessment for consideration.
- Continue to enhance and provide safe and efficient Fire & Emergency Services and complete the Fire Master Plan. Bargain with our union in good faith during for the renewal of the collective agreement for the year 2022 and beyond.
- Support the organization in the delivery of the 2022 municipal election.

Base Budget Change Report Administration							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-107,347						0	N/A
Fees, Service Charges, and Rentals	-3,949	-29,200	-29,200	0	0	-29,200	0	0%
Gain/Loss on Sale of Assets	26,907						0	N/A
Grants & External Contributions	-83,887						0	N/A
Licenses and permits	-4,875	-20,000	-20,000	0	0	-20,000	0	0%
Revenue Total	-173,151	-49,200	-49,200	0	0	-49,200	0	0%
Expense								
Consultants	175,044	15,500	26,500	0	0	26,500	11,000	71%
Contracted Services		20,500	20,500	0	0	20,500	0	0%
Fees expense	48,760	45,000	49,750	0	0	49,750	4,750	11%
Fuel	12,504	12,500	12,000	0	0	12,000	-500	-4%
Insurance	44,103	51,600	62,565	0	0	62,565	10,965	21%
Interdepartment Transfers	-143,541	-74,918	-66,122	0	0	-66,122	8,796	-12%
Labour Relations	15,491	53,000	67,500	0	0	67,500	14,500	27%
Licenses expense	408	1,000	500	0	0	500	-500	-50%
Materials & Supplies	33,476	34,675	31,975	0	0	31,975	-2,700	-8%
Printing, Advertising & Public Notices	9,970	6,700	41,400	0	0	41,400	34,700	518%
Professional Services	7,197	8,500	8,500	0	0	8,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	44,866	40,950	57,030	0	0	57,030	16,080	39%
Repairs & Maintenance	143,006	136,500	142,500	0	0	142,500	6,000	4%
Salaries & Benefits	2,874,580	3,123,621	3,631,263	0	0	3,631,263	507,642	16%
Software Support & Licensing	12,886	52,200	85,000	0	0	85,000	32,800	63%
Sundry Expense	13,452	16,000	21,600	0	0	21,600	5,600	35%
Telecommunications	4,249	3,700	5,100	0	0	5,100	1,400	38%

Base Budget Change Report Administration							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Training, travel, meetings, and conferences	50,182	154,234	150,000	8,000	0	158,000	3,766	2%
Transfer to Reserve	379,500	383,000	394,230	0	0	394,230	11,230	3%
Utilities	18,652	17,760	22,105	0	0	22,105	4,345	24%
Expense Total	3,744,785	4,102,022	4,763,896	8,000	0	4,771,896	669,874	16%
Grand Total	3,571,633	4,052,822	4,714,696	8,000	0	4,722,696	669,874	17%

Division Performance Plan

Division:	Office of the Chief Administrative Officer
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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 Town's budget, and exercising general financial control over all Town departments in terms of approved appropriations.

The CAO's office also works closely with local boards and agencies such as the EDCNS, Police Services Board, Huronia Airport and Midland Bay Landing Development Corporation to carry out Council's mandate for a safe and economically vibrant community with public spaces.

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 – Provided ongoing key municipal leadership and worked closely with County and Health Unit partners to manage the Town's ongoing pandemic recovery plan and implementation of vaccination policies for both staff and Council, Boards and Committees.
- Continued strong working relationships with Council, municipal partners, staff, and key stakeholders.
- Managed effective recruitment of high-quality candidates in a highly competitive talent market for key roles in planning and corporate services and town solicitor. Sponsored the creation of a collaborative, customer focussed, leadership governance model with Town staff and Senior Leadership Team.
- As part of building momentum on the Town's commitment to excellence in customer service and communications, the Customer Experience Office was formed, bringing together staff from other departments to focus on improving the customer experience and recognizing excellence.
- Continued the advancement of the goals and objectives of the Midland Bay Landing Development Corporation Board with focus on environmental approvals,

Division Performance Plan

Division:	Office of the Chief Administrative Officer
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appropriate zoning and transparent procurement of consultants, and successfully supported and encouraged the Board’s UNESCO Global Geopark Feasibility Study funded through a County Grant.

- Completed the North Simcoe Services Review with the 4 NS municipal CAOs, and areas identified for improvement that will support all of North Simcoe effectively will be brought forward in Q1 2022.
- Successful implementation of a number of technology enhancements to ensure a secure platform for our services and self service for employees.
- New technology also implemented in building and bylaw to provide customer flexibility in services. Encouraged the use of data for decision making and the application of technology tools for testing and efficiency. A number of enhancements utilized by our water and operations crews.
- Reported to Council in Q4 of 2021 on the highlights and successes in 2021 under the “Finding our Way” Report Back.

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, continue to build on the recommendations contained in the “CAO 100 Day” report back, Service Delivery Review and Customer Service Review.
- 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.
- Continue to build a sustainable organization structure utilizing empowerment, engagement and a teamwork philosophy.
- Provide oversight of processes and initiatives across the corporation with a focus on transparency, leadership, customer service, accountability, collaboration, innovation, communications, and continuous improvement.
- Continue building on the strong collaboration established with the County and North Simcoe municipalities.
- Continue to focus on Council’s strategic priorities.
- Prepare the organization to support the 2022 Municipal election.

Division Performance Plan

Division:	Customer Experience Office (CXO)
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Division Overview:

The Customer Experience Office (CXO) was formed in March 2021 as a new division within the Office of the CAO as a key priority of the Administration to reinforce a strong customer service culture within the entire Town of Midland (TOM) organization. Drawing staff from other departments together, the CXO team targets two key areas of focus: Customer Service and Communications.

The CXO team collaborates closely with all Town departments to improve processes and programs while providing front-line, first point of contact customer service and informative, timely communications to our residents, visitors, and community partners. The team uses numerous channels to provide these services including in-person, telephone, email, the online customer service portal and our various social media platforms as well as our website.

Key Division Objectives:

- Provide a centralized, single and first point of contact resolution for customer inquiries received through our various channels, whether in person or digital.
- Alleviate pressures and decrease demands on various departments by increasing responsiveness and efficiency by answering and resolving initial, general inquiries.
- Strive to ensure any inquiry or request is handled only one, enhancing the customer experience and reducing time spent on solving basic inquiries.
- Track, monitor and follow up on inquiries to provide the quickest resolution possible from initial contact to inquiry resolution.
- Be the definitive source for information about the Town by providing accurate, timely and meaningful communications to our residents, businesses, and stakeholders.
- Increase ease of access to Town services by continuing to enhance our online and traditional communications platforms.
- Enhance the Town’s profile and corporate identity within the community by profiling successful Town initiatives.
- Be the voice of the customer in reviewing processes and programs to ensure we are providing services that are accessible, responsive, and valuable to our staff and residents.

Key successes from the prior budget year:

- Streamlined the majority of the Town’s inbound calls to the new centralized customer service team.
- Enhanced CXO staff complement by adding part-time staff to the customer service roster.
- Delivered increased capacity to internal organizations that were previously handling the customer service role part-time.

Division Performance Plan

Division:	Customer Experience Office (CXO)
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- Improved our AODA compliance and Quality Assurance rating of the Town’s website.
- Successfully applied for a Municipal Modernization Program grant for the creation of a new website for 2022.
- Realized 45% growth in registered users on the Engaging Midland site.
- Realized 21% growth in the Town’s other social media platform followers.
- Recognized 4 staff members for outstanding customer service with 27 staff nominated under our new Customer Impact Awards program which began in July 2021.

Major Initiatives for the coming budget year:

- Continue to build on collection and analysis of customer service interaction data through the new telephony system and customer service web portal for continuous improvement on response times and first contact resolution of inquiries.
- Work with the Customer Service Committee to develop a Customer Service & Communications Strategy for the Town.
- Develop and Launch the Town’s new website with our successful MMP grant funding for Q4 2022.
- Continue to be the definitive source for information about the Town by building on our reach with our current social media and Engaging Midland platforms.
- Build on increasing ease of access for our residents by enhancing our non-digital, traditional communications and connecting with local user groups.
- Recognize and promote customer excellence everywhere.

Base Budget Change Report CAO & CXO							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-107,347						0	N/A
Grants & External Contributions	-25,796						0	N/A
Revenue Total	-133,143						0	N/A
Expense								
Consultants	135,191	15,000	15,000	0	0	15,000	0	0%
Insurance	9,666	11,309	12,870	0	0	12,870	1,561	14%
Interdepartment Transfers	-64,966	3,256	10,916	0	0	10,916	7,660	235%
Materials & Supplies	730	1,125	3,575	0	0	3,575	2,450	218%
Printing, Advertising & Public Notices	97	400	35,100	0	0	35,100	34,700	8675%
Protective clothing, uniforms, subscriptions, and memberships	876	4,000	18,330	0	0	18,330	14,330	358%
Salaries & Benefits	301,665	295,519	515,490	0	0	515,490	219,971	74%
Telecommunications	757	1,200	1,600	0	0	1,600	400	33%
Training, travel, meetings, and conferences	1,857	10,484	15,650	0	0	15,650	5,166	49%
Transfer to Reserve	3,500	7,000	10,710	0	0	10,710	3,710	53%
Expense Total	389,372	349,293	639,241	0	0	639,241	289,948	83%
Grand Total	256,229	349,293	639,241	0	0	639,241	289,948	83%

CAO & CXO

Notes to Base Budget Change Report (BBCR):

With the creation of CXO as a new division within the CAO office, budget items were transferred to the CXO office for 2022 from Corporate Services and NSSRC.

Interdepartmental Transfers

Staff resources were transferred to the CXO office for 2022 from Corporate Services and NSSRC.

Printing, Advertising & Public Notices

The majority of the Town's advertising budget (e.g. Town Page, notices) was previously housed in the Clerk's office budget and has now moved over to CXO. Some increase to accommodate additional traditional communications in 2022.

Protective clothing, uniforms, subscriptions, and memberships

Communications subscriptions (e.g. Engaging Midland) previously housed in the Clerk's office budget has now moved over to CXO.

Training, travel, meetings, and conferences

Additional customer service and communications training for 2022. Some training funds transferred with staff moving from other departments.

Division Performance Plan

Division:	Midland Fire Department
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Division Overview:

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

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

The fire department responded to 1,542 calls for service in 2019, 1,442 calls in 2020, and 629 to date in 2021. 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 2020 the fire department trained for a total of 1,950 hours. In 2021, the department trained for a total of 1875. 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 have been postponed. The Fire Prevention Officer provides education through messages, emails, and phone conversations. Midland Fire Department only performs legislated and requested inspections, and do not perform routine inspections. In 2020, 61 inspections were completed, and year to date in 2021 41 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

Division:	Midland Fire Department
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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 2021 budget is on target except for unforeseen staff leaves. 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 Service Level Change Request was prepared to be included in the 2022 Budget document.
- Continue to monitor and amend the mutual 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.
- Completion of the Fire Master Plan.
- Contract negotiations.

Base Budget Change Report Fire							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Fees, Service Charges, and Rentals	-3,949	-29,200	-29,200	0	0	-29,200	0	0%
Gain/Loss on Sale of Assets	26,907						0	N/A
Grants & External Contributions	-58,091						0	N/A
Licenses and permits	-4,875	-20,000	-20,000	0	0	-20,000	0	0%
Revenue Total	-40,008	-49,200	-49,200	0	0	-49,200	0	0%
Expense								
Consultants		500	500	0	0	500	0	0%
Contracted Services		500	500	0	0	500	0	0%
Fees expense	48,760	45,000	49,750	0	0	49,750	4,750	11%
Fuel	12,504	12,500	12,000	0	0	12,000	-500	-4%
Insurance	29,604	34,637	43,260	0	0	43,260	8,623	25%
Interdepartment Transfers	-106	430	430	0	0	430	0	0%
Labour Relations	5,881	20,000	27,500	0	0	27,500	7,500	38%
Licenses expense	408	1,000	500	0	0	500	-500	-50%
Materials & Supplies	30,390	27,700	27,200	0	0	27,200	-500	-2%
Printing, Advertising & Public Notices	509	900	900	0	0	900	0	0%
Professional Services	6,495	7,500	7,500	0	0	7,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	40,584	33,750	35,300	0	0	35,300	1,550	5%
Repairs & Maintenance	143,006	136,500	142,500	0	0	142,500	6,000	4%
Salaries & Benefits	2,151,682	2,450,220	2,525,892	0	0	2,525,892	75,672	3%
Software Support & Licensing	3,925	4,000	4,000	0	0	4,000	0	0%
Sundry Expense	2,355	1,000	1,000	0	0	1,000	0	0%
Telecommunications	2,550	1,500	2,500	0	0	2,500	1,000	67%
Training, travel, meetings, and conferences	19,639	30,250	32,350	8,000	0	40,350	10,100	33%

Base Budget Change Report Fire							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Transfer to Reserve	358,500	358,500	365,670	0	0	365,670	7,170	2%
Utilities	18,652	17,760	22,105	0	0	22,105	4,345	24%
Expense Total	2,875,337	3,184,147	3,301,357	8,000	0	3,309,357	125,210	4%
Grand Total	2,835,328	3,134,947	3,252,157	8,000	0	3,260,157	125,210	4%

Fire

Notes to Base Budget Change Report (BBCR):

Fees expense

Increased cost for dispatching services.

Labour Relations

Cost associated with negotiating labour agreements with MPFFA.

Salaries & Benefits

The increase in salaries and benefits is primarily the result of the annualized impact of the mid-year rate increase from 2021.

Training, travel, meetings, and conferences

\$8K one-time training for drone operation. Joint program with Penetanguishene.

Division Performance Plan

Division:	Human Resources
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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.

Division Performance Plan

Division:	Human Resources
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- Investigates and/or assists in the coordination of investigations under the Violence in the Workplace Program.
- 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.

Division Performance Plan

Division:	Human Resources
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- 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
- 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.

Division Performance Plan

Division:	Human Resources
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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.

Workforce Planning

- Provides expert guidance, advice and leadership on all matters related to organizational design.
- Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.

Key Division Objectives:

Provide the Town's Departments with the business infrastructure to:

- Develop an energetic and inspiring leadership group
- Attract and retain top talent
- Ensure employee well-being
- Invest in staff to improve workforce effectiveness
- Claims Management for work and non-work-related injuries
- Ensure employees are paid and all source deductions

Key successes from the prior budget year:

- Recipients of the 2021 Trailblazer Award for the smooth transition to ADP HR, Time & Attendance and Payroll following the “Go-live” on January 14, 2021 with training videos, and the addition of activity-codes for hours worked. Special thanks to Claire Pike and Shannon-Tomkinson-Kerr for their dedication to the project. Employees now have live data and are able to see in real time their payroll information.
- Recruitment of the following positions in 2021: Executive Director of Planning, Building and By-Law, Budget & Financial Analyst, Deputy Fire Chief, Career Firefighter, Customer Experience Representative(s), and Manager of Planning.
- COVID-19- regular communications with employees on updates on 2nd Emergency Declaration – Jan 2021, COVID Safety Plans, Stay@Home Order April, 2021, claims management for employees in self-isolation and/or

Division Performance Plan

Division:	Human Resources
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requiring accommodation, employee survey in preparation for returning to the workplace August 2021 and the implementation of a COVID Vaccination Procedure October 2021.

- Emergency Management (Town) – Following the retirement of the Deputy Fire Chief, under the direction of the Fire Chief, the H&S Coordinator took on the responsibility to ensure the annual compliance were met, updated the EOC boxes, prepared documentation and coordinated training to transition Midland to IMS, chaired the weekly CCG meetings.
- Worked in collaborations with Managers and Supervisors to develop SOP’s for each of the Health & Safety – High Risk Hazard Assessments.

Major Initiatives for the coming budget year:

- ADP – Q1-2022
 - Complete the next phase of ADP for all Departments and facilitate the process of recruitment, job descriptions, and compensation management.
- Performance Management Plan - Q2-2022
 - Present an annual Town wide Performance Management Plan to be completed in Q3 each year in preparation for the annual budget.
- Health & Safety
 - Implementation of a Safety Management software to streamline, create efficiencies and manage the data of incident and accident reports, workplace inspections, a central repository for Health & Safety Policies, Procedures and Training.
 - Safety Data Sheet program realization and auditing
- Learning and Development
 - Collaborate with the County and other Municipalities for leadership development training opportunities.
- Labour Relations
 - CLAC (volunteer firefighters) Collective Agreement Negotiations to commence December 2020 and continue into Q1-2022
 - Midland Professional Firefighters Association (MPFFA), Collective Agreement negotiations by December 31, 2021.

Base Budget Change Report Human Resources, Health & Safety							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Expense								
Consultants	39,853		11,000	0	0	11,000	11,000	N/A
Contracted Services		20,000	20,000	0	0	20,000	0	0%
Insurance	4,833	5,654	6,435	0	0	6,435	781	14%
Interdepartment Transfers	-78,469	-78,604	-77,468	0	0	-77,468	1,136	-1%
Labour Relations	9,610	33,000	40,000	0	0	40,000	7,000	21%
Materials & Supplies	2,357	5,850	1,200	0	0	1,200	-4,650	-79%
Printing, Advertising & Public Notices	9,365	5,400	5,400	0	0	5,400	0	0%
Professional Services	702	1,000	1,000	0	0	1,000	0	0%
Protective clothing, uniforms, subscriptions, and memberships	3,407	3,200	3,400	0	0	3,400	200	6%
Salaries & Benefits	421,233	377,882	589,881	0	0	589,881	211,999	56%
Software Support & Licensing	8,961	48,200	81,000	0	0	81,000	32,800	68%
Sundry Expense	11,097	15,000	20,600	0	0	20,600	5,600	37%
Telecommunications	941	1,000	1,000	0	0	1,000	0	0%
Training, travel, meetings, and conferences	28,687	113,500	102,000	0	0	102,000	-11,500	-10%
Transfer to Reserve	17,500	17,500	17,850	0	0	17,850	350	2%
Expense Total	480,076	568,582	823,298	0	0	823,298	254,716	45%
Grand Total	480,076	568,582	823,298	0	0	823,298	254,716	45%

Human Resources, Health & Safety

Notes to Base Budget Change Report (BBCR):

The increase in salaries and benefits is due to the re-allocation of resources from the IT division and revised accounting for retired employee benefits.

The increase in software licensing is for the ADP system modules for job and pay equity management.



Section 5 Planning, Building & By-law

Department Performance Plan

Department:	Planning, Building and By-law
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Department Overview:

Purpose:
The Department provides, under one roof and across three Divisions several integrated community development functions.

The Planning division provides

- recommendations, advice and administration on a wide range of projects to fulfill Council’s community development vision:
- long term planning to meet Council’s community development objectives and the legislative requirements of the Province of Ontario,
- development review/approvals for applications filed under the Planning Act
- project management services for development projects involving multiple departments and agencies and engages the public on community planning matters.

The Building Division provides building permit review/issuance and inspection services in accordance with Town community development goals and the Ontario Building Code Act.

The combined effect of these services is to provide a “gateway to exit” development approvals service that is intended to create a healthy, safe, sustainable and attractive place that people choose to as their preferred place to live, work, visit and play.

By-law Services delivers services, facilitates and implements the fabric of standards that maintain and reflect community values and keep people safe through the preparation, maintenance, implementation and enforcement of various By-laws and delivery of the Town Parking program.

All three divisions are committed to continuous improvement in service delivery with the intent of providing contemporary solutions and approaches to both proactively prepare for and meet the evolving needs of the community.

Key Department Objectives:

Goals of Service

- Provide By-law enforcement and develop, design, consult on and implement various by-law initiatives
- 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, develop and implement locally, 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

Department Performance Plan

Department:	Planning, Building and By-law
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- 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
- Design and implement By-laws that generally protect and reflect community standards while employing up-to-date best practices.
- Deliver the Town's parking program

Key successes from the prior budget year:

Despite the challenging conditions brought about by the pandemic, the Planning, Building and By-law divisions were able to conduct business effectively in a modified service delivery model.

The Town endured a period of service disruption in the Planning division during which remaining staff, supported the Engineering division and interim planning consultants, provided ongoing planning services. The Town was then able to recruit for various positions within the division to fulfill planning responsibilities.

Building has advanced a customer friendly electronic applications process.

By-law services has been at the forefront of both the municipal response to pandemic related Provincial orders and also to accompanying increased service demands and has also continued to meet ongoing demands and service improvements. In particular, Bylaw delivered a program to update parking meters in the Downtown.

Major Initiatives for the coming budget year:

- Represent the Town's position on appeals to the Official Plan and development applications
- Implement technology to enable on-line submission of building permits, as well as request for inspection
- Recruit and onboard a new Chief Building Official following retirement of current CBO
- Complete Planning and Building Fee review
- Commence a comprehensive review of the Zoning By-law
- Support initiatives that bring affordable housing options to Midland
- Review and update the Town's CIP program
- Build the foundations to manage the expected increased rate of growth
- Continued monitoring of and adjustments to the implemented new parking solution.
- In a joint effort with the Legal, Clerks, Operations and other Divisions, participate in a review and updating of corporate Bylaws, including Composite Fees and Charges Bylaw.

Base Budget Change Report Planning, Building, and By-law							Change in 2022 Requested Budget to	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue	-10,161	-28,500	-28,500	0	0	-28,500	0	0%
Draw from Reserve	-506,154	-703,246	-678,362	0	0	-678,362	24,884	-4%
Fees, Service Charges, and Rentals	-852,074	-1,664,334	-1,560,171	0	0	-1,560,171	104,163	-6%
Fines and penalties	-6,690	-42,500	-52,500	0	0	-52,500	-10,000	24%
Grants & External Contributions	-265,063	-116,725	-127,000	0	0	-127,000	-10,275	9%
Interest and Investment Income		-200	-200	0	0	-200	0	0%
Licenses and permits	-207,622	-362,400	-362,400	0	0	-362,400	0	0%
Sales	-4,152	-30,250	-16,144	0	0	-16,144	14,106	-47%
Sundry Revenue	-985	-3,000	-4,000	0	0	-4,000	-1,000	33%
Revenue Total	-1,852,901	-2,951,155	-2,829,277	0	0	-2,829,277	121,878	-4%
Expense								
Consultants	94,163	15,000	15,000	0	0	15,000	0	0%
Contracted Services	16,097	63,500	68,500	0	0	68,500	5,000	8%
Debt Servicing	433,871	438,246	443,246	0	0	443,246	5,000	1%
Fees expense	8,334	9,300	9,300	0	0	9,300	0	0%
Fuel	2,286	2,568	4,000	0	0	4,000	1,432	56%
Grants & Donations	64,790	64,790	64,790	0	0	64,790	0	0%
Grounds Maintenance	73,017	69,500	69,500	0	0	69,500	0	0%
Insurance	135,832	165,669	194,114	0	0	194,114	28,445	17%
Interdepartment Transfers	35,156	90,576	94,161	0	0	94,161	3,585	4%
Labour Relations		500	500	0	0	500	0	0%
Licenses expense	581	770	1,020	0	0	1,020	250	32%
Materials & Supplies	33,601	38,860	40,860	0	0	40,860	2,000	5%
Printing, Advertising & Public Notices	4,960	9,090	10,090	0	0	10,090	1,000	11%
Professional Services	51,597	61,450	91,450	0	0	91,450	30,000	49%
Program costs	54,732	101,600	51,600	0	0	51,600	-50,000	-49%

Base Budget Change Report Planning, Building, and By-law							Change in 2022 Requested Budget to	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Protective clothing, uniforms, subscriptions, and memberships	8,157	13,829	14,891	0	0	14,891	1,062	8%
Purchases for resale	1,636	12,120	12,120	0	0	12,120	0	0%
Repairs & Maintenance	152,562	149,325	173,875	0	0	173,875	24,550	16%
Salaries & Benefits	1,761,985	2,008,345	2,237,523	0	0	2,237,523	229,178	11%
Security	657	900	900	0	0	900	0	0%
Software Support & Licensing	6,832	37,500	30,000	0	0	30,000	-7,500	-20%
Sundry Expense	5,998	6,000	6,000	0	0	6,000	0	0%
Taxes	51,547	52,300	52,300	0	0	52,300	0	0%
Telecommunications	10,267	9,800	9,800	0	0	9,800	0	0%
Training, travel, meetings, and conferences	12,702	31,950	39,700	0	0	39,700	7,750	24%
Transfer to Reserve	435,905	476,750	381,650	0	0	381,650	-95,100	-20%
Utilities	229,138	301,410	329,690	0	0	329,690	28,280	9%
Vehicle, Equipment, and Facility Rentals	66,097	60,808	60,808	0	0	60,808	0	0%
Expense Total	3,752,500	4,292,456	4,507,388	0	0	4,507,388	214,932	5%
Grand Total	1,899,599	1,341,301	1,678,111	0	0	1,678,111	336,810	25%

Division Performance Plan

Division:	Planning
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Division Overview:

The Planning Division’s purpose is to provide strategic, long term planning, project management, processing of development applications and related recommendations and advice to fulfill Council’s community planning vision and meet legislated requirements.

Services provided by Planning include:

- 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 related matters.
- Provide planning opinions and customer information.
- Review and approve development applications.
- Engage with the community in strategic and land use planning processes.

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 to provide project management services, professional planning advice and balanced recommendations to Council with regard to all Planning Act applications and various matters related to the strategic community vision.

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.

Key successes from the prior budget year:

Although the Planning division experienced disruption as a result of staffing issues, remaining staff and consulting planners provided a base level of interim service on behalf of the Town. The Town has now successfully recruited for and filled Manager and Senior Planner positions in the Division.

Major Initiatives for the coming budget year:

- Conclude matters on legacy files.
- Provide project management oversight and professional planning advice on all Planning Act applications.
- Provide oversight and contract administration on consulting contracts for related projects.

Division Performance Plan

Division:	Planning
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- Represent Council's position on existing appeals to the Ontario Land Tribunal of 2019 Official Plan, and
- Various development applications.
- Modernize processes and standards.
- Stabilize and organize planning division team staffing and service delivery model.
- Provide professional planning advice and represent Council's position on the Simcoe County Municipal Comprehensive Review.
- Initiate Zoning Bylaw Update.
- Complete full cost recovery fee and process review and update.

Base Budget Change Report Planning							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-54,684	-100,000	-50,000	0	0	-50,000	50,000	-50%
Fees, Service Charges, and Rentals	-170,843	-159,800	-234,750	0	0	-234,750	-74,950	47%
Sales	-255	-1,000	-1,000	0	0	-1,000	0	0%
Revenue Total	-225,782	-260,800	-285,750	0	0	-285,750	-24,950	10%
Expense								
Consultants	94,163	10,000	10,000	0	0	10,000	0	0%
Insurance	4,833	5,654	6,435	0	0	6,435	781	14%
Interdepartment Transfers	6,860	15,804	17,289	0	0	17,289	1,485	9%
Materials & Supplies	4,214	6,200	6,200	0	0	6,200	0	0%
Printing, Advertising & Public Notices	4,960	6,550	7,550	0	0	7,550	1,000	15%
Professional Services	42,777	20,000	50,000	0	0	50,000	30,000	150%
Program costs	54,732	101,600	51,600	0	0	51,600	-50,000	-49%
Protective clothing, uniforms, subscriptions, and memberships	3,004	5,250	5,812	0	0	5,812	562	11%
Salaries & Benefits	299,452	476,960	521,570	0	0	521,570	44,610	9%
Telecommunications	2,381	1,700	1,700	0	0	1,700	0	0%
Training, travel, meetings, and conferences	131	10,150	16,400	0	0	16,400	6,250	62%
Transfer to Reserve	181,155	187,000	40,885	0	0	40,885	-146,115	-78%
Expense Total	698,661	846,868	735,441	0	0	735,441	-111,427	-13%
Grand Total	472,879	586,068	449,691	0	0	449,691	-136,377	-23%

Planning

Notes to Base Budget Change Report (BBCR):

Draw from Reserve

Reduction in CIP program costs due end of current CIP programs in 2021 and review of CIP programs in 2022. Remaining funding is to cover outstanding funding commitments made under the CIP program.

Fees, Service Charges and Rentals

Increase in projected revenues is related to interim introduction of a number of fee categories and fee increases pending detailed fee review.

Professional Services

Increase in professional services to cover legal costs associated with active and potential development application appeals.

Program Costs

Reduction in CIP program costs due end of current CIP programs in 2021 and review of CIP programs in 2022. Remaining funding is to cover outstanding funding commitments made under the CIP program.

Salaries and Benefits

Increase resulting from cost of living increases and stabilization of current divisional staffing structure.

Transfer to Reserves

Reduction results from the end of the CIP program at the end of 2021.

Division Performance Plan

Division:	Building
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Division Overview:

The Building division oversees and administers the Town’s building permit application review and inspections program and provides administrative oversight of related matters within the division’s area of responsibility. As part of a “gateway to exit” approach the Building division works as part of a larger team with other divisions across the corporation to advance development reflective of Council’s community vision and to implement the Ontario Building Code.

Key Division Objectives:

- Protect public health and safety.
- Administer, interpret, and enforce the Ontario Building Code.
- Provide high quality customer service.

Key successes from the prior budget year:

Throughout continuing pandemic related business and social disruption Building division staff 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 (2020)
- \$24,275,082 value in construction (2020)

- 219 Building permits (to Aug 2021)
- \$44,292,195 Value of construction (to Aug 2021)

- Maintained a service level standard of same-day inspections for calls received prior to 11 AM.

Major Initiatives for the coming budget year:

- Complete full cost recovery fee update and process review.
- Implement technology to enable on-line submission of building permits, as well as request for inspection.
- Recruit and onboard new Chief Building Official.
- Review shared services model contract with Penetanguishene.

Base Budget Change Report Building							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-8,224	-165,000	-185,116	0	0	-185,116	-20,116	12%
Fees, Service Charges, and Rentals	59,365	-11,101	-11,101	0	0	-11,101	0	0%
Grants & External Contributions	-123,935	-116,725	-127,000	0	0	-127,000	-10,275	9%
Licenses and permits	-205,107	-345,000	-345,000	0	0	-345,000	0	0%
Revenue Total	-277,901	-637,826	-668,217	0	0	-668,217	-30,391	5%
Expense								
Consultants		5,000	5,000	0	0	5,000	0	0%
Contracted Services		30,000	30,000	0	0	30,000	0	0%
Insurance	16,915	21,891	22,523	0	0	22,523	632	3%
Interdepartment Transfers	54,409	64,678	66,163	0	0	66,163	1,485	2%
Materials & Supplies	3,766	3,260	3,260	0	0	3,260	0	0%
Printing, Advertising & Public Notices		1,040	1,040	0	0	1,040	0	0%
Professional Services	8,783	40,000	40,000	0	0	40,000	0	0%
Protective clothing, uniforms, subscriptions, and memberships	2,161	2,200	2,700	0	0	2,700	500	23%
Repairs & Maintenance		3,225	3,225	0	0	3,225	0	0%
Salaries & Benefits	348,579	381,452	412,481	0	0	412,481	31,029	8%
Software Support & Licensing		35,000	30,000	0	0	30,000	-5,000	-14%
Telecommunications	2,827	3,000	3,000	0	0	3,000	0	0%
Training, travel, meetings, and conferences	10,116	12,200	13,700	0	0	13,700	1,500	12%
Transfer to Reserve	12,250	47,250	47,495	0	0	47,495	245	1%
Expense Total	459,806	650,196	680,587	0	0	680,587	30,391	5%
Grand Total	181,905	12,370	12,370	0	0	12,370	0	0%

Building

Notes to Base Budget Change Report (BBCR):

Draw from Reserves

The Building Department is generally intended to operate as a self-sustaining operation with minimal impact to the tax levy. The 2022 Building Division budget has been balanced (on a net basis) to the 2021 Budget with the year-over-year change budgeted as a draw from the Building Reserve.

Salaries & Benefits

A portion of the salaries and benefits for the Executive Director of Planning, Building, and By-law was allocated to the Building Division starting in 2022.

Division Performance Plan

Division:	By-Law & Parking
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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 2021-2022 this continues to include COVID-19 related enforcement and education where applicable.

Key successes from the prior budget year:

- Installation of 69 payment terminals in all 10 Municipal parking lots, the Harbour lot, and all streets, which previously had single space coin meters. This new parking system now provides payment options: coin, credit, debit and mobile. This system has increased efficiencies, as well as increasing revenues to assist with the maintenance of the Town’s parking and downtown infrastructure.

Major Initiatives for the coming budget year:

- Continued monitoring of and adjustments to the implemented new parking solution.
- Recruit and onboard new Supervisor of Bylaw and Parking

Base Budget Change Report By-law							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Fees, Service Charges, and Rentals	-4,282	-500	-32,500	0	0	-32,500	-32,000	6400%
Fines and penalties		-2,500	-2,500	0	0	-2,500	0	0%
Grants & External Contributions	-13,584						0	N/A
Licenses and permits	-2,515	-17,400	-17,400	0	0	-17,400	0	0%
Sundry Revenue	-985	-2,500	-3,500	0	0	-3,500	-1,000	40%
Revenue Total	-21,366	-22,900	-55,900	0	0	-55,900	-33,000	144%
Expense								
Contracted Services	5,208	1,500	23,500	0	0	23,500	22,000	1467%
Fees expense	221	850	850	0	0	850	0	0%
Fuel	2,286	1,450	2,000	0	0	2,000	550	38%
Insurance	5,531	6,471	8,443	0	0	8,443	1,972	30%
Interdepartment Transfers	1,052	-3,017	-2,617	0	0	-2,617	400	-13%
Licenses expense	241	270	270	0	0	270	0	0%
Materials & Supplies	1,382	1,900	1,900	0	0	1,900	0	0%
Professional Services	37	750	750	0	0	750	0	0%
Protective clothing, uniforms, subscriptions, and memberships	506	620	620	0	0	620	0	0%
Repairs & Maintenance	1,116	1,000	1,750	0	0	1,750	750	75%
Salaries & Benefits	95,050	94,677	132,984	0	0	132,984	38,307	40%
Telecommunications	1,440	1,000	1,000	0	0	1,000	0	0%
Training, travel, meetings, and conferences	345	2,400	2,400	0	0	2,400	0	0%
Transfer to Reserve	5,250	5,250	5,355	0	0	5,355	105	2%
Expense Total	119,666	115,121	179,205	0	0	179,205	64,084	56%
Grand Total	98,300	92,221	123,305	0	0	123,305	31,084	34%

By-Law

Notes to Base Budget Change Report (BBCR):

Revenue increase account for Cost Recovery actuals. Historically they were pulled from and added to an expense line (2225, contracted maintenance).

Base Budget Change Report Parking							Change in 2022 Requested Budget to	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Fees, Service Charges, and Rentals	-60,305	-730,250	-530,250	0	0	-530,250	200,000	-27%
Fines and penalties	-6,690	-40,000	-50,000	0	0	-50,000	-10,000	25%
Grants & External Contributions	-42,745						0	N/A
Revenue Total	-109,741	-770,250	-580,250	0	0	-580,250	190,000	-25%
Expense								
Contracted Services	328	2,500	2,500	0	0	2,500	0	0%
Fees expense		250	250	0	0	250	0	0%
Grounds Maintenance	68,036	67,500	67,500	0	0	67,500	0	0%
Insurance	4,833	5,654	6,435	0	0	6,435	781	14%
Interdepartment Transfers	1,874	2,086	2,301	0	0	2,301	215	10%
Materials & Supplies	776	1,000	1,000	0	0	1,000	0	0%
Printing, Advertising & Public Notices		1,500	1,500	0	0	1,500	0	0%
Professional Services		200	200	0	0	200	0	0%
Protective clothing, uniforms, subscriptions, and memberships		500	500	0	0	500	0	0%
Repairs & Maintenance		2,500	2,500	0	0	2,500	0	0%
Salaries & Benefits	63,807	80,563	122,736	0	0	122,736	42,173	52%
Software Support & Licensing	6,802	2,500					-2,500	-100%
Taxes	51,547	52,300	52,300	0	0	52,300	0	0%
Telecommunications	717	600	600	0	0	600	0	0%
Training, travel, meetings, and conferences		1,200	1,200	0	0	1,200	0	0%
Transfer to Reserve	55,250	55,250	105,355	0	0	105,355	50,105	91%
Expense Total	253,970	276,103	366,877	0	0	366,877	90,774	33%
Grand Total	144,229	-494,147	-213,373	0	0	-213,373	280,774	-57%

Parking

Notes to Base Budget Change Report (BBCR):

Fines and penalty projected reviews projected to start coming back up to pre pandemic amounts.

Street revenue adjusted to projected amount.



Section 6
Corporate Services

Department Performance Plan

Department:	Corporate Services
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Department Overview:

The Corporate Services Department 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, and Procurement Divisions.

Key Department Objectives:

- Ensuring the safe, efficient, and timely delivery of support services
- Managing claims, litigation, procurements, 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, Procurement, IT and Finance expertise.
- Supporting a corporate-wide review 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 2022 include:

- Continuing to support 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.
- Ongoing management of legacy litigation.
- Improving efficiency and finding new revenue streams.
- Review shared service agreements and change or implement accordingly for currency and market adjustments
- Centralizing the management and delivery of IT, Legal, Risk Management and Procurement functions and services.
- Continuing to streamline 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.
- New Procedural Bylaw implementation and review of Committees and Boards Terms of Reference (TOR).
- Conduct the municipal election.

Base Budget Change Report Corporate Services							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-1,095,191	-1,383,051	-795,191	-131,806	0	-926,997	456,054	-33%
Fees, Service Charges, and Rentals	-48,685	-36,200	-37,200	0	0	-37,200	-1,000	3%
Fines and penalties	-341,292	-387,400	-387,400	0	0	-387,400	0	0%
Grants & External Contributions	-899,980	-581,100	-620,000	0	0	-620,000	-38,900	7%
Interest and Investment Income	-484,307	-156,000	-206,000	0	0	-206,000	-50,000	32%
Licenses and permits	-33,241	-35,000	-35,000	0	0	-35,000	0	0%
Sundry Revenue	-225,146		-45,000	0	0	-45,000	-45,000	N/A
Taxation	-22,965,348	-23,736,077	-24,172,717	0	0	-24,172,717	-436,640	2%
Revenue Total	-26,093,190	-26,314,828	-26,298,508	-131,806	0	-26,430,314	-115,486	0%
Expense								
Consultants	28,466	161,200	60,000	0	0	60,000	-101,200	-63%
Contracted Services	110,279	70,705	70,705	34,500	0	105,205	34,500	49%
Fees expense	2,536	4,000	4,000	0	0	4,000	0	0%
Fines and penalties	8,078						0	N/A
Grants & Donations	87,263	135,500	135,500	0	0	135,500	0	0%
Insurance	166,697	187,094	137,847	0	0	137,847	-49,247	-26%
Interdepartment Transfers	82,370	43,719	85,657	0	0	85,657	41,938	96%
Licenses expense	567	200	200	0	0	200	0	0%
Materials & Supplies	168,691	45,450	45,850	29,606	0	75,456	30,006	66%
Printing, Advertising & Public Notices	61,875	83,500	47,500	2,200	0	49,700	-33,800	-40%
Professional Services	62,245	83,574	83,500	0	0	83,500	-74	0%
Program costs	5,430	5,500	5,500	0	0	5,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	13,800	20,325	27,745	0	0	27,745	7,420	37%
Purchases for resale	1,316						0	N/A

Base Budget Change Report Corporate Services							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Rebates	13,283	18,000	18,000	0	0	18,000	0	0%
Repairs & Maintenance	36,547	33,250	37,000	0	0	37,000	3,750	11%
Salaries & Benefits	1,713,402	1,929,689	1,698,335	14,500	0	1,712,835	-216,854	-11%
Software Support & Licensing	183,176	214,000	244,200	0	0	244,200	30,200	14%
Sundry Expense	1,088	5,000	5,000	45,000	0	50,000	45,000	900%
Support to BIA	110,000	110,000	110,000	0	0	110,000	0	0%
Telecommunications	59,190	88,225	89,625	0	0	89,625	1,400	2%
Training, travel, meetings, and conferences	11,432	100,250	91,050	-45,300	0	45,750	-54,500	-54%
Transfer to Reserve	892,809	546,135	810,515	0	0	810,515	264,380	48%
Vehicle, Equipment, and Facility Rentals			0	1,300	0	1,300	1,300	N/A
Write-offs	476,119	300,000	300,000	-200,000	0	100,000	-200,000	-67%
Expense Total	4,296,659	4,185,316	4,107,729	-118,194	0	3,989,535	-195,781	-5%
Grand Total	-21,796,532	-22,129,512	-22,190,779	-250,000	0	-22,440,779	-311,267	1%

Division Performance Plan

Division:

Clerks

Division Overview:

The Office of the Clerk consists of a Municipal Clerk and Committee Coordinator/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 division 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

Division:	Clerks
<ul style="list-style-type: none">• Process <i>Municipal Freedom of Information and Protection of Privacy Act</i> requests• Records Management for former Midland Police Services.	
Key Division Objectives:	
<ul style="list-style-type: none">• 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:	
<ul style="list-style-type: none">• Transitioned Boards and Committees to CivicWeb and implemented additional functions within CivicWeb to further streamline Council/Committee processes.• Comprehensive Review and of the Town's Procedure By-law and drafted a new Procedure By-law for presentation to Council.• Hiring of new Municipal Clerk due to the former Clerk's retirement.• Commenced 2022 Election process and retained part time Elections Assistant.• Improved electronic Council Meeting processes to increase efficiency and enhance the opportunity for public participation.	
Major Initiatives for the coming budget year:	
<ul style="list-style-type: none">• Conduct 2022 Municipal Election• With the Town Solicitor, complete a comprehensive review of the efficacy and Terms of Reference for all Committees.• Comprehensive review of Delegation of Authority By-law.• Review current practices for public notices for statutory/other public meetings to determine more impactful and effective alternatives.	

Base Budget Change Report Clerks							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve		-50,000	0	-131,806	0	-131,806	-81,806	164%
Fees, Service Charges, and Rentals	-1,331	-1,200	-1,200	0	0	-1,200	0	0%
Grants & External Contributions	-2,688						0	N/A
Licenses and permits	-33,241	-35,000	-35,000	0	0	-35,000	0	0%
Revenue Total	-37,260	-86,200	-36,200	-131,806	0	-168,006	-81,806	95%
Expense								
Consultants	5,785	10,000	10,000	0	0	10,000	0	0%
Contracted Services			0	34,500	0	34,500	34,500	N/A
Insurance	130,730	145,013					-145,013	-100%
Interdepartment Transfers	11,177	11,739	6,708	0	0	6,708	-5,031	-43%
Materials & Supplies	3,219	4,500	4,500	29,606	0	34,106	29,606	658%
Printing, Advertising & Public Notices	33,246	45,000	9,000	2,200	0	11,200	-33,800	-75%
Professional Services	14,252	50,074					-50,074	-100%
Protective clothing, uniforms, subscriptions, and memberships	5,158	8,030	5,900	0	0	5,900	-2,130	-27%
Salaries & Benefits	515,305	629,582	336,714	14,500	0	351,214	-278,368	-44%
Software Support & Licensing	6,869						0	N/A
Sundry Expense			0	45,000	0	45,000	45,000	N/A
Telecommunications	1,723	1,500	1,500	0	0	1,500	0	0%
Training, travel, meetings, and conferences	1,404	26,400	13,400	4,700	0	18,100	-8,300	-31%
Transfer to Reserve	29,500	39,500	54,990	0	0	54,990	15,490	39%
Vehicle, Equipment, and Facility Rentals			0	1,300	0	1,300	1,300	N/A
Expense Total	758,369	971,338	442,712	131,806	0	574,518	-396,820	-41%
Grand Total	721,109	885,138	406,512	0	0	406,512	-478,626	-54%

Clerks

Notes to Base Budget Change Report (BBCR):

All of the "One Time" increases noted are related to the preparation and execution of the 2020 Municipal Election.

The reduction in salaries and benefits is due to the re-allocation of staff resources to customer service and risk management.

Division Performance Plan

Division:	Finance
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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.
- Provide 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.
- Provide financial support to divisions in the areas of financial management, performance management, budget development, and special projects,
- Provide periodic performance reporting based on the annual budget and capital plan.

Division Performance Plan

Division:	Finance
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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:

- Obtained final round of debenture financing for King Street project.
- Implemented e-signatures process for internal document approvals (e.g. invoices).
- Key role in design/implementation of Virtual City Hall.
- Delivered enhanced budget reporting package.
- Funded/Financed long-range financial plan.
- Managed increased reporting requirements under the various phases and streams of COVID relief funding.
- Completed the process to engage new auditors.
- Key role in supporting ADP implementation.
- Transitioned staff to BMO P-Cards and online reporting platform.
- Worked with Investment Committee to setup MPUC investment portfolio.
- 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 2022:

- General Ledger restructuring and implementation.
- Financial systems review.
- Continued refinement of long-range financial plan and adoption of analytical tools (e.g. Muniworth).
- Planning for Development Charges update.

Division Performance Plan

Division:	Finance
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- Financial Policy update including a review and recommendations for reserves and reserve funds.
 - Continue transitioning vendors to EFT.
- It is anticipated that COVID-19 will continue to impact the Finance division's workplan into 2022. Beyond the additional reporting requirements of the Safe Restart Program, it is not known at this time what those impacts will be.

Base Budget Change Report Finance							Change in 2022 Requested Budget to 2021	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve		-125,000					125,000	-100%
Fees, Service Charges, and Rentals	-28,414	-28,000	-29,000	0	0	-29,000	-1,000	4%
Interest and Investment Income	5,553	-6,000	-6,000	0	0	-6,000	0	0%
Sundry Revenue	-3,283		-45,000	0	0	-45,000	-45,000	N/A
Revenue Total	-26,144	-159,000	-80,000	0	0	-80,000	79,000	-50%
Expense								
Consultants	1,237	16,200	15,000	0	0	15,000	-1,200	-7%
Fees expense	767	4,000	4,000	0	0	4,000	0	0%
Fines and penalties	91						0	N/A
Insurance	7,156	8,372	8,404	0	0	8,404	32	0%
Interdepartment Transfers	30,668	-15,968	13,839	0	0	13,839	29,807	-187%
Materials & Supplies	21,827	38,500	38,500	0	0	38,500	0	0%
Printing, Advertising & Public Notices	7,008	7,500	7,500	0	0	7,500	0	0%
Professional Services	33,058	31,000	31,000	0	0	31,000	0	0%
Protective clothing, uniforms, subscriptions, and memberships	2,344	6,595	7,445	0	0	7,445	850	13%
Purchases for resale	1,316						0	N/A
Repairs & Maintenance		1,250					-1,250	-100%
Salaries & Benefits	562,595	899,209	757,327	0	0	757,327	-141,882	-16%
Sundry Expense	-62						0	N/A
Telecommunications	2,491	2,000	2,000	0	0	2,000	0	0%
Training, travel, meetings, and conferences	717	16,100	14,900	0	0	14,900	-1,200	-7%
Transfer to Reserve	42,000	35,000	35,700	0	0	35,700	700	2%
Expense Total	713,213	1,049,758	935,615	0	0	935,615	-114,143	-11%
Grand Total	687,069	890,758	855,615	0	0	855,615	-35,143	-4%

Finance

Notes to Base Budget Change Report (BBCR):

Draw from Reserves:

2021 included a non-recurring \$125K draw from the Municipal Modernization Fund for temporary resources. There is an equal and offsetting reduction on the Salaries & Benefits line in 2022.

Sundry Revenue:

\$45K increase to revenue expectations results from a new Mortgage Company admin fee.

Interdepartment Transfers:

Staff resources were transferred to the CXO office for 2022. These resources also provide support to Water/Wastewater. The interfund recovery associated with the staff resources was also transferred to CXO.

Salaries & Benefits:

2022 reduction results from the elimination of \$125K in non-recurring temporary resources budgeted in 2021 and the transfer of staff resources to the CXO office. The reduction is mitigated by the planned COLA increases in accordance with collective agreements.

Division Performance Plan

Division:	Information Technology
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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.

IT works closely with trusted external partners and 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 the team provides a modern, reliable and secure technology infrastructure that creates the best environment to accommodate departmental 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 a complete telephony migration to VoIP.
- Onboarding a Managed Service Provider.
- 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 2022.

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 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).

Division Performance Plan

Division:	Information Technology
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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.
- Migrating on premises installation to Software as a Service offerings (Cloud).
- eServices, Virtual City Hall.
- Great Plains update and migration to the Cloud.

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

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

Base Budget Change Report Information Technology							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-195,191	-195,191	-195,191	0	0	-195,191	0	0%
Fees, Service Charges, and Rentals	-4,022						0	N/A
Sundry Revenue	-221,863						0	N/A
Revenue Total	-421,076	-195,191	-195,191	0	0	-195,191	0	0%
Expense								
Consultants	11,663	35,000	35,000	0	0	35,000	0	0%
Fines and penalties	18						0	N/A
Insurance	16,729	19,573	25,485	0	0	25,485	5,912	30%
Interdepartment Transfers	17,463	18,274	20,893	0	0	20,893	2,619	14%
Materials & Supplies	750	1,100	1,100	0	0	1,100	0	0%
Printing, Advertising & Public Notices	20,784	30,000	30,000	0	0	30,000	0	0%
Repairs & Maintenance	21,916	32,000	37,000	0	0	37,000	5,000	16%
Salaries & Benefits	288,469	457,489	344,361	0	0	344,361	-113,128	-25%
Software Support & Licensing	169,062	214,000	244,200	0	0	244,200	30,200	14%
Telecommunications	46,516	78,500	78,500	0	0	78,500	0	0%
Training, travel, meetings, and conferences	4,270	25,500	15,500	0	0	15,500	-10,000	-39%
Transfer to Reserve	14,000	21,000	21,420	0	0	21,420	420	2%
Expense Total	611,641	932,436	853,459	0	0	853,459	-78,977	-8%
Grand Total	190,564	737,245	658,268	0	0	658,268	-78,977	-11%

Information Technology

Notes to Base Budget Change Report (BBCR):

The reduction in salaries and benefits is due to a re-allocation of staff resources to other departments.

\$30,000 added to Software Support & Licensing to accommodate new Managed Service Agreement.

Division Performance Plan

Division:	Legal & Risk Management
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Division Overview:

Staffing of the legal and risk management division was approved in the 2021 budget and recruitment is underway at Q4 2021.

The division's responsibilities are broadly categorized as follows:

Legal

- Advice and opinions on routine legal matters, including but not limited to: Municipal Law, Planning and Development Law, Real Property Law, and Procurement.
- Legal representation and strategic advice to departments and Council as required.
- Legal representation on behalf of the Corporation at proceedings and hearings before related Tribunals, Courts, Boards and Committees, including all related preparation.
- Preparing by-laws, policies, contracts, and other related documents to ensure legal validity and protect the Corporation. Providing a full review of legal documents as assigned for execution by the Corporation
- Participate on inter-departmental and corporate teams reviewing issues of legal and corporate interest.

Risk Management

- Development and ongoing administration of an Enterprise Risk Management System to identify risks to the Corporation, measuring the impact of such risks and implements processes, procedures, and policies to minimize those risks.
- Administration of the Corporation's insurance program, including claims review and tracking, premium cost analysis, self-insurance programs, and recommendations for insurance alternatives.
- Coordinate the exchange of claims and litigation information internally with affected Divisions and externally with adjusters, insurers, and external legal counsel.
- Review contracts and procurement documentation to ensure appropriate and current insurance and liability terms are included.

Key Division Objectives:

- Provide timely and comprehensive legal advice to Town Council, the CAO and Town staff, and the full range of legal services to the corporation.
- Provide insurance administration and risk management.
- Management of the Town's real estate portfolio including acquisition, disposition, leasing and encroachment agreements.
- Lead the implementation of an Enterprise Risk Management System

Division Performance Plan

Division:	Legal & Risk Management
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Key successes from the prior budget year:
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As this is a new division not previously staffed this will be reported as part of the 2023 budget cycle once staffing of the department has been completed in Q4 2021.

Major Initiatives for the coming budget year:
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As this is a new division not previously staffed this will be reported as part of the 2023 budget cycle once staffing of the department has been completed in Q4 2021

Base Budget Change Report Legal & Risk Management							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve			-50,000	0	0	-50,000	-50,000	N/A
Revenue Total			-50,000	0	0	-50,000	-50,000	N/A
Expense								
Insurance			87,870	0	0	87,870	87,870	N/A
Interdepartment Transfers			7,127	0	0	7,127	7,127	N/A
Professional Services			50,000	0	0	50,000	50,000	N/A
Protective clothing, uniforms, subscriptions, and memberships			7,500	0	0	7,500	7,500	N/A
Salaries & Benefits			203,614	0	0	203,614	203,614	N/A
Training, travel, meetings, and conferences			8,000	0	0	8,000	8,000	N/A
Transfer to Reserve			3,570	0	0	3,570	3,570	N/A
Expense Total			367,681	0	0	367,681	367,681	N/A
Grand Total			317,681	0	0	317,681	317,681	N/A

Legal & Risk Management

Notes to Base Budget Change Report (BBCR):

Legal and risk management is a new cost centre for 2022 and all expenses are transfers from other departments and divisions. there are no increases in staffing in the creation of this new Division.



Section 7 Environment & Infrastructure

Department Performance Plan

Department:	Environment & Infrastructure
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Department Overview:

The Environment and Infrastructure Department is made up of the following Divisions:

- Engineering
- Operations (Roads & Parks)
- Harbour
- Facilities & Asset Management
- North Simcoe Sports & Recreation Centre (NSSRC)
- Transit and Accessible Transit
- Tourism & Culture
- Water & Wastewater Services

Major responsibilities of the Department includes:

- 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
- Facility management
- North Simcoe Sports and Recreation Centre
- Tourism and Culture
- Conventional transit
- Specialized transit
- Corporate asset planning and management
- Property lease management

Department Performance Plan

Department:	Environment & Infrastructure
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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 cultural initiatives and support to the community
- To provide a safe, relaxing and enjoyable experience for visitors to our parks
- To provide a public transportation system that is a viable alternative in the Town of Midland

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 the King Street revitalization project under budget
- Completed Hanna St reconstruction
- Completed the Wastewater Master Plan setting out the capital needs for the coming 20 years
- Implemented required maintenance 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
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Major Initiatives for the coming budget year:

- Implement a fleet management preventative maintenance program
- Staff development and integration of newly expanded department

Base Budget Change Report Environment & Infrastructure							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue	-1,350	-8,700	-8,700	0	0	-8,700	0	0%
Draw from Reserve	-203,296	-460,519	-473,117	-105,000	0	-578,117	-117,598	26%
Fees, Service Charges, and Rentals	-938,411	-973,483	-1,091,343	0	0	-1,091,343	-117,860	12%
Fines and penalties	-12,147	-28,340	-28,340	0	0	-28,340	0	0%
Grants & External Contributions	-647,707	-340,919	-369,219	-204,000	0	-573,219	-232,300	68%
Interdepartment Transfers	-175						0	N/A
Interest and Investment Income		-25,530	-25,530	0	0	-25,530	0	0%
Rate Revenue	-7,506,964	-6,769,395	-7,363,850	0	0	-7,363,850	-594,455	9%
Repairs & Maintenance	-73,000	-73,000	-73,000	0	0	-73,000	0	0%
Sales	-5,507	-13,500	-13,500	-40,000	0	-53,500	-40,000	296%
Sundry Revenue	-4,224	-995	-995	0	0	-995	0	0%
Revenue Total	-9,392,782	-8,694,381	-9,447,594	-349,000	0	-9,796,594	-1,102,213	13%
Expense								
Chemicals	145,638	150,106	166,729	0	0	166,729	16,623	11%
Consultants	60,531	159,800	160,300	0	0	160,300	500	0%
Contracted Services	927,699	1,347,469	1,698,280	0	0	1,698,280	350,811	26%
Debt Servicing	1,247,779	1,723,271	1,762,988	0	0	1,762,988	39,717	2%
Fees expense	123,026	52,900	57,812	0	0	57,812	4,912	9%
Fees, Service Charges, and Rentals	19,438		20,000	0	0	20,000	20,000	N/A
Fines and penalties	618						0	N/A
Fuel	226,193	292,906	331,110	0	0	331,110	38,204	13%
Grants & Donations	179,853	70,100	60,100	0	0	60,100	-10,000	-14%
Grounds Maintenance	55,524	93,828	97,828	0	0	97,828	4,000	4%
Insurance	541,818	624,866	774,234	0	0	774,234	149,368	24%
Interdepartment Transfers	-51,708	-68,949	-128,401	3,650	0	-124,751	-55,802	81%
Labour Relations		750	750	0	0	750	0	0%
Licenses expense	29,983	39,788	52,586	0	0	52,586	12,798	32%

Base Budget Change Report Environment & Infrastructure							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level	2022 Request (\$)	\$	%
Materials & Supplies	543,481	753,593	761,956	6,000	0	767,956	14,363	2%
Printing, Advertising & Public Notices	18,807	68,549	69,930	40,000	0	109,930	41,381	60%
Professional Services	63,089	83,378	82,172	25,000	0	107,172	23,794	29%
Program costs	53,478	159,360	198,360	249,000	-25,000	422,360	263,000	165%
Protective clothing, uniforms, subscriptions, and memberships	74,182	71,885	103,715	0	0	103,715	31,830	44%
Purchases for resale	1,161	1,000	1,000	0	0	1,000	0	0%
Repairs & Maintenance	811,909	689,400	836,703	0	0	836,703	147,303	21%
Salaries & Benefits	5,355,600	6,455,305	6,617,290	0	0	6,617,290	161,985	3%
Security	17,312	30,152	30,700	0	0	30,700	548	2%
Software Support & Licensing	100,109	116,525	116,525	0	0	116,525	0	0%
Sundry Expense	20,122	11,290	11,290	0	0	11,290	0	0%
Taxes	159,284	152,000	152,000	0	0	152,000	0	0%
Telecommunications	21,713	22,994	25,693	0	0	25,693	2,699	12%
Town Equipment Rental	81,365						0	N/A
Training, travel, meetings, and conferences	33,558	104,179	118,800	0	0	118,800	14,621	14%
Transfer to Reserve	3,183,102	3,341,072	3,756,354	0	0	3,756,354	415,282	12%
Utilities	872,495	969,513	1,011,626	0	0	1,011,626	42,113	4%
Vehicle, Equipment, and Facility Rentals	7,274	39,042	38,100	0	0	38,100	-942	-2%
Write-offs	2,721						0	N/A
Expense Total	14,927,154	17,556,072	18,986,530	323,650	-25,000	19,285,180	1,729,108	10%
Grand Total	5,534,373	8,861,691	9,538,936	-25,350	-25,000	9,488,586	626,895	7%

Division Performance Plan

Division:	Engineering
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Division Overview:

The Engineering Division engages 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 – Senior Project Manger
- 1 – GIS Technician
- 1 – Executive Assistant

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.
- Manages and Maintains GIS Mapping to help efficiency of many departments.
- 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:

- Completion of the King St. rejuvenation project and completion of final deficiencies. Monitored and implemented minor changes where required. Completed on time and on budget during the Covid-19 pandemic.
- Completed Construction of the Hannah St. reconstruction project under budget.

Division Performance Plan

Division:	Engineering
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- Completed installation of the Rainbow Crosswalk.
- Completed the Traffic Calming Policy.
- Facilitated the construction of multiple active developments both commercial and residential.
- Ongoing review of multiple residential subdivisions.
- Complete pre-servicing agreements to facilitate development.
- Completed the review of multiple site plan applications.
- Assisted the Planning Department during their staffing shortages to keep development moving in 2021.

Major Initiatives for the coming budget year:

- Complete the design, tender and reconstruction of Seventh St. Reconstruction. 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 Design process for the Queen St. Reconstruction project.
- Begin the design process for 4 new major construction projects.
- Begin the Design process of 2 new major wastewater project.
- Implement Traffic Calming measures as required under the Policy.
- 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.

Base Budget Change Report Engineering							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Fees, Service Charges, and Rentals	-91,009	-120,000	-120,000	0	0	-120,000	0	0%
Grants & External Contributions	-24,183						0	N/A
Revenue Total	-115,192	-120,000	-120,000	0	0	-120,000	0	0%
Expense								
Consultants	29,557	20,000	20,000	0	0	20,000	0	0%
Grants & Donations		11,000	11,000	0	0	11,000	0	0%
Insurance	20,030	23,435	25,740	0	0	25,740	2,305	10%
Interdepartment Transfers	10,147	10,731	12,388	0	0	12,388	1,657	15%
Materials & Supplies	3,850	5,900	6,450	0	0	6,450	550	9%
Protective clothing, uniforms, subscriptions, and memberships	487	2,115	23,915	0	0	23,915	21,800	1031%
Salaries & Benefits	327,319	355,912	428,544	0	0	428,544	72,632	20%
Telecommunications	4,241	4,400	4,400	0	0	4,400	0	0%
Training, travel, meetings, and conferences	2,265	13,900	17,900	0	0	17,900	4,000	29%
Transfer to Reserve	124,573	40,190	20,494	0	0	20,494	-19,696	-49%
Expense Total	522,467	487,583	570,831	0	0	570,831	83,248	17%
Grand Total	407,275	367,583	450,831	0	0	450,831	83,248	23%

Engineering

Notes to Base Budget Change Report (BBCR):

Salaries & Benefit:

2022 Budget appears increased due to staff being reallocated back to Engineering from the IT Department. This is not an increase in staff, there is an equivalent reduction within the IT Departments budget.

Protective clothing, uniforms, subscriptions, and memberships:

2022 Budget includes the costs of the StreetLight Data software (\$18,500) that is proposed to support traffic analysis and Traffic Calming requests. The budget has also been increased to account for memberships and training of the staff that has be reallocated back to the Engineering Department.

Division Performance Plan

Division:	Harbour
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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:

The harbour was very busy all summer and a number of transient and seasonal users seemed not to be impacted by the Covid-19 pandemic.

Asset renewal activities included:

- Replaced seasonal dock slips - 5 finger docks.
- Parking lot asphalt repairs due to storm damage.
- Replaced 100 feet of sidewalk to eliminate trip hazards.
- Replaced one dock and repaved the access ramp at the Pete Petterson boat launch.
- Renovated one boater shower rooms.
- Installed two new electrical pedestals for transient boats.

Major Initiatives for the coming budget year:

- Asset renewal:
- Complete the replacement of the seasonal docks.
 - Continue to eliminate trip hazards in brick areas along sea wall.
 - Commence public accessibility washroom renovations.

Base Budget Change Report Harbour							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue		-750	-750	0	0	-750	0	0%
Fees, Service Charges, and Rentals	-160,882	-174,600	-177,180	0	0	-177,180	-2,580	1%
Grants & External Contributions	-9,441						0	N/A
Sales	-1,954	-3,500	-3,500	0	0	-3,500	0	0%
Revenue Total	-172,277	-178,850	-181,430	0	0	-181,430	-2,580	1%
Expense								
Contracted Services	16,061	3,000	3,000	0	0	3,000	0	0%
Fees expense	1,883	3,000	3,100	0	0	3,100	100	3%
Fuel			500	0	0	500	500	N/A
Grounds Maintenance	7,159	7,500	7,500	0	0	7,500	0	0%
Insurance	19,344	22,633	37,040	0	0	37,040	14,407	64%
Interdepartment Transfers	19,052	19,277	19,277	0	0	19,277	0	0%
Licenses expense	42	260	260	0	0	260	0	0%
Materials & Supplies	4,988	2,800	3,000	0	0	3,000	200	7%
Printing, Advertising & Public Notices	1,033	2,000	2,400	0	0	2,400	400	20%
Protective clothing, uniforms, subscriptions, and memberships	1,261	1,100	1,600	0	0	1,600	500	45%
Purchases for resale	1,161	1,000	1,000	0	0	1,000	0	0%
Repairs & Maintenance	32,833	13,300	13,300	0	0	13,300	0	0%
Salaries & Benefits	88,930	122,472	123,316	0	0	123,316	844	1%
Security	452	500	500	0	0	500	0	0%
Sundry Expense	10						0	N/A
Telecommunications	690	1,100	1,200	0	0	1,200	100	9%
Training, travel, meetings, and conferences		200	200	0	0	200	0	0%
Transfer to Reserve	91,500	91,500	91,570	0	0	91,570	70	0%

Base Budget Change Report Harbour							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Utilities	7,936	15,470	12,354	0	0	12,354	-3,116	-20%
Write-offs	2,721						0	N/A
Expense Total	297,056	307,112	321,117	0	0	321,117	14,005	5%
Grand Total	124,779	128,262	139,687	0	0	139,687	11,425	9%

Division Performance Plan

Division:	Operations
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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.
- Conducted rejuvenation on five (5) Town playgrounds to meet safety requirements per relevant regulations.

Division Performance Plan

Division:	Operations
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- Awarded contract to install three (3) new playground structures in 2022.
- Successfully replaced and resurfaced 720 linear meters of sidewalks and 300 linear meters of asphalt.
- Operations Centre upgrades including asphalt surfacing, fence installation, and automated gate enhancements increasing site security.
- Completed required trail, playground, sidewalk, and storm pond inspections.
- 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.
- Planted fifty-five (55) park trees exceeding annual goal.
- Expanded equipment training and certifications for staff contributing to departmental skill development.
- Designated seven (7) no-mow, Bee City zones; worked with SSEA for site monitoring and management plan development.
- Awarded contract for signalized pedestrian walk to be installed at Yonge Street and Sixth Street in Spring of 2022.
- Developed and implemented beach rejuvenation and maintenance program.

Major Initiatives for the coming budget year:

- Replace playgrounds at Bayview Park, Pete Pettersen Park and Little Lake Park East according to contracts initiated in 2021.
- Replace one additional large playground and one additional small playground.
- Ditch rejuvenation as part of 7-year plan.
- Implement a fleet management preventative maintenance program.
- Continue removal of outdated playground structures as replacements occur
- Install 1-2 crosswalks.
- Complete road and sidewalk needs study.
- Conduct storm infrastructure repairs and improvements.
- Midland Point Road reconstruction.
- Execute site management approaches at two (2) Bee City no-mow zones.
- Implement new grass maintenance program.
- Expand beach maintenance program.

Division Performance Plan

Division: Operations

Indicator	2021 Plan	2021 Projected	2022 Plan
Unsafe and Outdated Playground Structures Removed	5	3	4
Parks Trees Planted	36	55	36
Street Trees Planted	25	16	25
Playground Structure Rejuvenation	3	5	N/A
Playground Replacement	2	Contract awarded for installation of three playgrounds in 2022	2
Ditching Rejuvenation	14500 linear meters	2450 linear metres	10357 linear meters
Maintain and Manage Operational Fleet and Equipment (accidents/incidents per year involving Town equipment)	11	16	11
Concrete Sidewalk Replacement	N/A	720 linear metres	2500 linear metres
Asphalt Resurfacing	N/A	300 linear metres	6000 linear metres

Base Budget Change Report Operations							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue		-750	-750	0	0	-750	0	0%
Draw from Reserve		-228,523	-247,386	0	0	-247,386	-18,863	8%
Fees, Service Charges, and Rentals	-250,863	-176,405	-253,458	0	0	-253,458	-77,053	44%
Grants & External Contributions	-41,539	-45,000	-41,000	0	0	-41,000	4,000	-9%
Revenue Total	-292,401	-450,678	-542,594	0	0	-542,594	-91,916	20%
Expense								
Consultants	1,526	43,000	46,000	0	0	46,000	3,000	7%
Contracted Services	203,206	438,610	690,887	0	0	690,887	252,277	58%
Debt Servicing	98,287	533,864	571,942	0	0	571,942	38,078	7%
Fees expense	36,194	36,663	41,475	0	0	41,475	4,812	13%
Fines and penalties	40						0	N/A
Fuel	145,541	159,029	199,029	0	0	199,029	40,000	25%
Grants & Donations	11,347	11,600	11,600	0	0	11,600	0	0%
Grounds Maintenance	44,083	81,150	85,150	0	0	85,150	4,000	5%
Insurance	228,174	240,000	309,543	0	0	309,543	69,543	29%
Interdepartment Transfers	41,484	9,656	-9,614	0	0	-9,614	-19,270	-200%
Licenses expense	19,280	28,800	40,300	0	0	40,300	11,500	40%
Materials & Supplies	310,001	454,343	467,093	6,000	0	473,093	18,750	4%
Printing, Advertising & Public Notices	117	1,050	1,050	0	0	1,050	0	0%
Professional Services		12,500	12,500	0	0	12,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	26,240	22,000	30,850	0	0	30,850	8,850	40%
Repairs & Maintenance	321,764	286,227	314,727	0	0	314,727	28,500	10%
Salaries & Benefits	2,426,120	3,078,360	3,155,449	0	0	3,155,449	77,089	3%
Security	3,316	3,400	3,900	0	0	3,900	500	15%
Software Support & Licensing	14,930	14,500	14,500	0	0	14,500	0	0%

Base Budget Change Report Operations							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Telecommunications	4,126	5,300	5,300	0	0	5,300	0	0%
Town Equipment Rental	73,146						0	N/A
Training, travel, meetings, and conferences	5,973	15,668	21,900	0	0	21,900	6,232	40%
Transfer to Reserve	1,039,655	1,359,655	1,360,658	0	0	1,360,658	1,003	0%
Utilities	214,653	302,130	299,510	0	0	299,510	-2,620	-1%
Vehicle, Equipment, and Facility Rentals	67	25,000	22,500	0	0	22,500	-2,500	-10%
Expense Total	5,269,271	7,162,505	7,696,249	6,000	0	7,702,249	539,744	8%
Grand Total	4,976,869	6,711,827	7,153,655	6,000	0	7,159,655	447,828	7%

Operations

Notes to Base Budget Change Report (BBCR):

Revenue:

Changes reflect reduction in private and other municipal servicing. Also, development of service fees results in increased anticipated revenues.

Contracted Services:

Reallocation of traffic signal and street light repair services from capital to operating as new contract now in place. Also, reallocation of arboriculture contracted expenses within department. And additional funding allocated for storm sewer and catch basin maintenance to meet new regulatory requirements.

Fuel:

Increasing fuel costs per current market.

Interdepartment Transfers:

Increase observed due to new service rates.

License Expenses:

Not previously accounted for sufficiently, items including CVOR, MVIS, staff licensing renewals.

Materials & Supplies:

Current market producing rising costs and one-time cost for tablet purchases for work order system.

Protective Clothing, uniforms, subscriptions, and memberships:

Collective agreement requirements.

Repairs & Maintenance:

Vehicle and equipment repair costs increasing per current market.

Salaries & Benefits:

Collective agreement annual increase as well as reallocation of managerial costs per activity based costing.

Division Performance Plan

Division:	Fleet, Facilities & Asset Management
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Division Overview:

The recent restructuring divisions in the Environment and Infrastructure Department has grouped Transit, Facilities, Fleet and Asset Management together under one supervisor. This performance plan describes Facilities and Asset Management objectives for 2022.

Facility Management

Current buildings: (major facilities)

- NSSRC
- Midland Public Library
- Midland OPP Detachment
- Municipal office
- Fire Hall
- MPUC compound
- WWTC and outbuildings
- Park washrooms etc., and various small buildings
- Old OPS and Parks depot properties
- Operations Center

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 as well as other day to day items
- Bar code all existing assets, key management system/inventory
- AODA compliance

Lease Administration

Major areas of responsibility:

- Currently there are 30 plus property and building rental leases to be managed
- 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
- Financial management of leases including monthly billings, cost recoveries for utilities. Ensuring all expenses are being captured while looking for efficiencies and revenue opportunities.

Division Performance Plan

Division:	Fleet, Facilities & Asset Management
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Asset Management

Major areas of responsibility:

- Asset Management Plan coordination for all corporate assets such as roads, sanitary sewer, storm sewers, water, 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 municipality's energy portfolio and corporate response to climate change.
- Manage grant applications for major asset repairs.

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 ensuring fair use of all properties.
- Develop monthly and annual building maintenance plans.

Asset Management

- Implement CityWide computer database/application which is a comprehensive asset repository for all municipally owned assets.
- Implement a comprehensive workorder management system for the Department
- Ensure asset repository accurately represents Municipal Asset Portfolio.
- Meet new Provincial Regulation O.Reg. 588/17.
- Review, plan and implement asset management and maintenance strategies and levels of service to reduce costs.
- Implement processes to meet Corporate Asset Management & Capital Planning needs.

Base Budget Change Report Facilities & Asset Management							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-70,669	-70,658	-70,669	0	0	-70,669	-11	0%
Fees, Service Charges, and Rentals	-282,766	-243,870	-304,543	0	0	-304,543	-60,673	25%
Grants & External Contributions	-5,377						0	N/A
Revenue Total	-358,811	-314,528	-375,212	0	0	-375,212	-60,684	19%
Expense								
Consultants			50,000	0	0	50,000	50,000	N/A
Contracted Services	80,215	82,500	151,170	0	0	151,170	68,670	83%
Debt Servicing	317,265	319,288	319,287	0	0	319,287	-1	0%
Fees expense		250	250	0	0	250	0	0%
Grounds Maintenance	4,281	5,178	5,178	0	0	5,178	0	0%
Insurance	16,872	19,463	26,317	0	0	26,317	6,854	35%
Interdepartment Transfers	-151,651	-162,711	-192,016	0	0	-192,016	-29,305	18%
Materials & Supplies	4,767	1,300	5,000	0	0	5,000	3,700	285%
Protective clothing, uniforms, subscriptions, and memberships	1,915	3,820	1,000	0	0	1,000	-2,820	-74%
Repairs & Maintenance	51,189	65,250	97,850	0	0	97,850	32,600	50%
Salaries & Benefits	409,118	385,132	113,526	0	0	113,526	-271,606	-71%
Security	4,040	6,650	7,550	0	0	7,550	900	14%
Taxes	30,939	32,000	32,000	0	0	32,000	0	0%
Telecommunications	851	2,700	1,300	0	0	1,300	-1,400	-52%
Training, travel, meetings, and conferences	635	7,750	5,350	0	0	5,350	-2,400	-31%
Transfer to Reserve	107,500	110,500	107,140	0	0	107,140	-3,360	-3%
Utilities	93,556	115,566	119,766	0	0	119,766	4,200	4%
Expense Total	971,490	994,636	850,668	0	0	850,668	-143,968	-14%
Grand Total	612,679	680,108	475,456	0	0	475,456	-204,652	-30%

Facilities & Asset Management

Notes to Base Budget Change Report (BBCR):

Fees, Service Charges, and Rentals:

Centralizing lease revenues previously in other departmental budgets.

Consultants:

The addition of annual Building Condition Assessments and Appraisals for town facilities.

Contracted Services:

Increased cleaning costs.

Repairs & Maintenance:

Aggregation of general repair and maintenance costs for various town facilities with creation of new department.

Salaries & Benefits:

Reallocation of managerial and administrative labour costs, redistributed to other departments per activity-based costing.

Division Performance Plan

Division:	North Simcoe Sports and Recreation Complex (NSSRC)
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Division Overview: NSSRC

The NSSRC is a 120,000 square foot multi-use facility operated by 13 full-time staff. The facility has two ice pads, full double gym, and a 560-capacity community hall. The facility is also home to several major user groups including; Askenonia 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, a 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 which remains closed at this time. Under normal operating conditions the facility sees approximately 332,000 patrons per year.

Key Division Objectives:

- 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 groups to continue with providing the services they require.

Key successes from the prior budget year:

Since the beginning of the pandemic, staff have ensured that the services the facility provides continue to the best of our ability, while 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. Accessibility expansions included sliding doors for main Centennial entrance, Midland Minor Hockey entrance, and dressing room hallway entrance. Replacement of floor in Bill Thompson room (Hall of Fame room) with higher grade rubber-based materials expanding the usability of the space. Converted storage room into a top-shelf hockey room creating a new rental space now being used for hockey training sessions and increasing revenues. Facility successfully hosted a vaccination clinic operated by SMDHU for over half of the year seeing over 44,000 Ontarians receive a vaccination.

Major Initiatives for the coming budget year:

- Ensure a friendly and helpful customer experience while using the facility.
- Maximize the use of the facility as allowed under current pandemic regulations.
- Maximize rentals in the facility as allowed under current pandemic regulations.
- Ensure a clean, safe, and accessible facility for all users.
- Compressor, restroom, and shower facility upgrades.
- Host youth vaccination clinic operated by SMDHU for 5-11 year old's.
- Conduct study regarding dressing room additions and necessary accessibility improvements.
- Hosting provincial minor ball hockey association (OBHA) championships.

Base Budget Change Report NSSRC							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue	-10,161	-28,500	-28,500	0	0	-28,500	0	0%
Draw from Reserve	-443,246	-438,246	-443,246	0	0	-443,246	-5,000	1%
Fees, Service Charges, and Rentals	-676,008	-762,683	-751,570	0	0	-751,570	11,113	-1%
Grants & External Contributions	-84,799						0	N/A
Interest and Investment Income		-200	-200	0	0	-200	0	0%
Sales	-3,897	-29,250	-15,144	0	0	-15,144	14,106	-48%
Sundry Revenue		-500	-500	0	0	-500	0	0%
Revenue Total	-1,218,111	-1,259,379	-1,239,160	0	0	-1,239,160	20,219	-2%
Expense								
Contracted Services	10,561	29,500	12,500	0	0	12,500	-17,000	-58%
Debt Servicing	433,871	438,246	443,246	0	0	443,246	5,000	1%
Fees expense	8,113	8,200	8,200	0	0	8,200	0	0%
Fuel		1,118	2,000	0	0	2,000	882	79%
Grants & Donations	64,790	64,790	64,790	0	0	64,790	0	0%
Grounds Maintenance	4,981	2,000	2,000	0	0	2,000	0	0%
Insurance	103,720	125,999	150,278	0	0	150,278	24,279	19%
Interdepartment Transfers	-29,039	11,025	11,025	0	0	11,025	0	0%
Labour Relations		500	500	0	0	500	0	0%
Licenses expense	340	500	750	0	0	750	250	50%
Materials & Supplies	23,463	26,500	28,500	0	0	28,500	2,000	8%
Professional Services		500	500	0	0	500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	2,485	5,259	5,259	0	0	5,259	0	0%
Purchases for resale	1,636	12,120	12,120	0	0	12,120	0	0%
Repairs & Maintenance	151,445	142,600	166,400	0	0	166,400	23,800	17%
Salaries & Benefits	955,097	974,693	1,047,752	0	0	1,047,752	73,059	7%

Base Budget Change Report NSSRC							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Security	657	900	900	0	0	900	0	0%
Software Support & Licensing	30						0	N/A
Sundry Expense	5,998	6,000	6,000	0	0	6,000	0	0%
Telecommunications	2,903	3,500	3,500	0	0	3,500	0	0%
Training, travel, meetings, and conferences	2,110	6,000	6,000	0	0	6,000	0	0%
Transfer to Reserve	182,000	182,000	182,560	0	0	182,560	560	0%
Utilities	229,138	301,410	329,690	0	0	329,690	28,280	9%
Vehicle, Equipment, and Facility Rentals	66,097	60,808	60,808	0	0	60,808	0	0%
Expense Total	2,220,397	2,404,168	2,545,278	0	0	2,545,278	141,110	6%
Grand Total	1,002,286	1,144,789	1,306,118	0	0	1,306,118	161,329	14%

NSSRC

Notes to Base Budget Change Report (BBCR):

Revenue:

Reduction in previous years regarding office and storage space rentals reflected here as well as loss of seniors lease. Ice rentals revenue distribution realignment, reflects pre-COVID anticipated revenue rates.

Contracted Services:

Reduction in janitorial services for Askennonnia Center.

Repairs & Maintenance:

Increasing vehicle repair, ice plant, and general maintenance costs as Building Condition Assessment findings indicate maintenance needs. Additionally, material costs continue to rise.

Salaries & Benefits:

Reallocation of managerial and administrative labour costs, redistributed per activity based costing.

Division Performance Plan

Division:	Transit
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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 Operations Division. In addition, Midland Transit acts as a contractor for the Penetanguishene transit service, which involves the operations, staffing and maintenance of their vehicle. 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 for the Towns of Midland and Penetanguishene.
- 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:

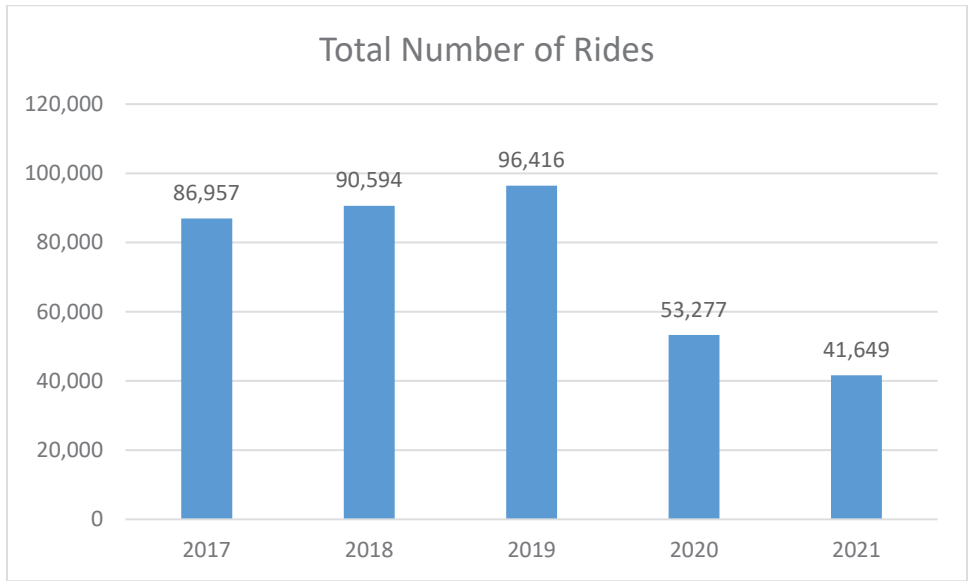
- Transit continued to operate during the pandemic despite challenges around staffing and safety protocols.
- Negotiated a contract with a third-party vendor to provide benches at bus stops and to maintain the existing bus shelters, therefore cutting maintenance cost.
- Successful installation of GPS system, now live on transit fare and through third party Transit app.

Major Initiatives for the coming budget year:

- Increase grant revenues for the service and better utilization of the provincial and federal gas tax.
- More promotion of the system as a viable option in Midland.
- Potential pilot program for Share a Ride to help service the Sunnyside, Midland Point and Aberdeen areas of town.
- Investigate increasing fare box revenue to ensure the sustainability of the system.
- Investigate the requirements and options for alternative specialized transit services to reduce overall costs.

Division Performance Plan

Division:	Transit
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2021 Numbers are year to date as of October 19, 2021

Base Budget Change Report Transit							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Advertising Revenue	-1,350	-7,200	-7,200	0	0	-7,200	0	0%
Draw from Reserve		-30,000	-25,000	0	0	-25,000	5,000	-17%
Fees, Service Charges, and Rentals	-80,243	-122,900	-99,400	0	0	-99,400	23,500	-19%
Grants & External Contributions	-308,590	-188,900	-254,700	0	0	-254,700	-65,800	35%
Revenue Total	-390,183	-349,000	-386,300	0	0	-386,300	-37,300	11%
Expense								
Contracted Services		2,450	20,950	0	0	20,950	18,500	755%
Fees expense	62						0	N/A
Fees, Service Charges, and Rentals	19,438		20,000	0	0	20,000	20,000	N/A
Fuel	42,543	84,000	89,000	0	0	89,000	5,000	6%
Insurance	37,980	44,436	62,892	0	0	62,892	18,456	42%
Interdepartment Transfers	3,292	-239	-239	0	0	-239	0	0%
Labour Relations		750	750	0	0	750	0	0%
Licenses expense	2,602	2,800	2,800	0	0	2,800	0	0%
Materials & Supplies	10,230						0	N/A
Printing, Advertising & Public Notices	5,135	1,500	1,750	0	0	1,750	250	17%
Protective clothing, uniforms, subscriptions, and memberships	1,410	1,450	2,450	0	0	2,450	1,000	69%
Repairs & Maintenance	115,927	67,500	135,500	0	0	135,500	68,000	101%
Salaries & Benefits	280,785	271,028	371,162	0	0	371,162	100,134	37%
Software Support & Licensing	5,150	4,000	4,000	0	0	4,000	0	0%
Sundry Expense	4,820	4,820	4,820	0	0	4,820	0	0%
Telecommunications	663	150	150	0	0	150	0	0%
Training, travel, meetings, and conferences	66	3,000	3,000	0	0	3,000	0	0%
Transfer to Reserve	50,000	50,000	50,000	0	0	50,000	0	0%

Base Budget Change Report Transit							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Utilities	4,949	4,998	4,998	0	0	4,998	0	0%
Expense Total	585,052	542,643	773,983	0	0	773,983	231,340	43%
Grand Total	194,869	193,643	387,683	0	0	387,683	194,040	100%

Transit

Notes to Base Budget Change Report (BBCR):

Fees, Service Charges, and Rentals:

Ontario Works reduction as program has changed as well as reduction in annual ridership over past two years resulted in less revenue.

Grants & External Contributions:

Increasing labour, maintenance, and fuel costs result in larger anticipated contribution through external partnership.

Contracted Services:

Development of contingency plan during emergency situations when buses unavailable.

Repairs & Maintenance:

Due to increasing maintenance costs that more accurately reflect recent actuals.

Salaries & Benefits:

Reallocation of managerial and administrative labour costs per activity based costing.

Base Budget Change Report Accessible Transit							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-40,400	-40,400	-40,400	0	0	-40,400	0	0%
Fees, Service Charges, and Rentals	-6,717	-13,000	-13,000	0	0	-13,000	0	0%
Revenue Total	-47,117	-53,400	-53,400	0	0	-53,400	0	0%
Expense								
Contracted Services	227,513	233,000	233,000	0	0	233,000	0	0%
Fuel	16,971	20,000	20,000	0	0	20,000	0	0%
Insurance	3,930	4,777	5,649	0	0	5,649	872	18%
Interdepartment Transfers	91	2,935	2,935	0	0	2,935	0	0%
Licenses expense	240	500	500	0	0	500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	61						0	N/A
Repairs & Maintenance	10,523	5,000	9,000	0	0	9,000	4,000	80%
Salaries & Benefits	3,000	3,403	3,403	0	0	3,403	0	0%
Sundry Expense	15,000	4,820	4,820	0	0	4,820	0	0%
Telecommunications		743	743	0	0	743	0	0%
Training, travel, meetings, and conferences		100	100	0	0	100	0	0%
Expense Total	277,328	275,278	280,150	0	0	280,150	4,872	2%
Grand Total	230,211	221,878	226,750	0	0	226,750	4,872	2%

Accessible Transit

Notes to Base Budget Change Report (BBCR):

Repairs & Maintenance:

Increased maintenance costs, budget projection increased aligning with previous actuals.

Division Performance Plan

Division:	Culture and Tourism
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Division Overview:

The recent reorganization in the Environment and Infrastructure Department has aligned tourism, culture, harbour and events management under one group and manager. 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. The Harbour Master ensures a safe and friendly waterfront experience for boaters and visitors.

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
- Tugboat Festival
- Busker Festival
- Silver Goose Cyclocross
- Tree Lighting Ceremony
- 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 works with the Culture Alliance, its subcommittees and their many projects and programs and serves as the Town's representative on the Midland Cultural Centre's Board of Directors and is a member of the Steering Committee for their new Gallery of Indigenous Art. The Cultural Development Coordinator also manages/oversees the grant procurement process for the Town.

The Tourism and Special Events Department:

- 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

Division Performance Plan

Division:	Culture and Tourism
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- successful event (ie. Ribfest, Remembrance Day parade, Santa Claus Parade, BIA movies, Dockside Tuesdays, Christmas on King, etc.).
- Works closely with the cruise ships visiting our port, setting a schedule for them to visit our local attractions, arrange tour guides and plan small welcomes.
 - Organizes and runs, in partnership with RT07, Experience Development workshops with our local operators to continue to develop new shore excursions for the cruise ships.
 - Applies for funding for tourism initiatives and special events.
 - Works closely with Simcoe County Tourism, RT07 and our DMO (Destination Marketing Organization).
 - Produces and implements high quality festivals and events that will showcase our beautiful Town and bring people from all over Ontario to visit.

Key successes from the prior budget year:

- Completion of Public Art Policy and installation of public art piece, Sown.
- Commissioning of two Bee City Murals with support received through the County of Simcoe’s Tourism, Culture and Sport grant. Completion of the murals involves community participation.
- Burial of Time Capsule that will be unearthed in 2071.
- Issued call for Simcoe County artists to create small murals for installation in 2022.
- Commissioned evaluation of current downtown murals with estimate for costs for restoration and repairs.
- Organized respectful observance for the National Day for Truth and Reconciliation/Orange Shirt Day.
- With Culture Alliance, implemented a new cultural asset map/database which is being populated with support from Stantec Consulting Inc. and the community.
- Facilitated training and learning opportunities for the Culture Alliance, including *A Historical Perspective on Indigenous Awareness, Exploring the History of the Anishinaabek in Southern Georgian Bay, and Jumping into Video Production for Small Business and Creatives.*
- Assembled local organizations with a goal to host the inaugural Festival of Indigenous Art and Culture in September 2022.
- Received funds through the Tourism Product Development grant through the Ministry. With this grant we were able to upgrade the following at the harbour, including the addition of art pieces that were made by local artists, purchase additional fencing, add new signage and banners.
- Engaged a consultant to develop marketing brochures and reach out to new cruise lines not currently visiting the Great Lakes.
- Developed new exclusive shore excursions and complimentary marketing video.

Division Performance Plan

Division:	Culture and Tourism
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- Worked with our local operators.
- Successfully secured \$10,000 through the Province’s Heritage Funds to facilitate the 2021 Virtual Canada Day celebrations.
- Held and hosted TugFest in line with public health guidelines.
- Organized and promoted virtual weekly events, including Kids Fishing Derby.
- Partnered with Cycle Simcoe to host a weekend Butter Tart Trail through North Simcoe.

Major Initiatives for the coming budget year:
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- Due to COVID-19 pandemic, may need to continue to pivot or re-imagine how events will be held and presented.
- Upgrade the coal dock to accommodate two (2) new very large ships (over 600 ft) for the 2022/2023 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.
- Apply for funding to incorporate Theo the Tug as part of TugFest weekend.
- Work with Tall Ships America on Tall Ships Tour, Tall Ships visiting in Midland in July.
- Continue to 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 the community. Investment in the arts strengthens the local economy and is a reflective of a progressive municipality.
- Public art installations and beautification of the waterfront, pending receipt of grants, in preparation for the return of, and increase in, cruise ship visits, to attract international, national, and regional visitors to enhance community events, and to highlight the connection between downtown to Midland Bay Landing.
- Completion of some of the public art components of the Love Your Laneways proposal, including murals and wrapping utility boxes with art, with support received by grants.
- Investigate funding opportunities to restore and repair murals.
- Continue to work with Culture Alliance, Midland Cultural Centre, and other community partners on initiatives of significant cultural importance to our area.
- Host, in partnership with community organizations, the Festival of Indigenous Art and Culture.

Base Budget Change Report Culture & Tourism							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve			0	-105,000	0	-105,000	-105,000	N/A
Fees, Service Charges, and Rentals	-2,211	-59,000	-59,000	0	0	-59,000	0	0%
Grants & External Contributions	-248,522	-107,019	-73,519	-204,000	0	-277,519	-170,500	159%
Sales	-3,553	-10,000	-10,000	-40,000	0	-50,000	-40,000	400%
Sundry Revenue	-4,224	-995	-995	0	0	-995	0	0%
Revenue Total	-258,510	-177,014	-143,514	-349,000	0	-492,514	-315,500	178%
Expense								
Consultants	20,352	40,000					-40,000	-100%
Contracted Services		24,300	26,800	0	0	26,800	2,500	10%
Fees expense	2,813	1,000	1,000	0	0	1,000	0	0%
Grants & Donations	168,506	47,500	37,500	0	0	37,500	-10,000	-21%
Insurance	26,220	30,678	33,230	0	0	33,230	2,552	8%
Interdepartment Transfers	10,101	8,949	26,415	3,650	0	30,065	21,116	236%
Materials & Supplies	2,351	12,670	12,615	0	0	12,615	-55	0%
Printing, Advertising & Public Notices	11,866	62,830	64,150	40,000	0	104,150	41,320	66%
Professional Services			0	25,000	0	25,000	25,000	N/A
Program costs	53,478	159,360	198,360	249,000	-25,000	422,360	263,000	165%
Protective clothing, uniforms, subscriptions, and memberships	5,469	5,800	5,800	0	0	5,800	0	0%
Salaries & Benefits	193,734	219,731	317,532	0	0	317,532	97,801	45%
Security	150	8,000	8,000	0	0	8,000	0	0%
Sundry Expense		1,500	1,500	0	0	1,500	0	0%
Telecommunications	1,403	2,600	2,600	0	0	2,600	0	0%
Training, travel, meetings, and conferences	1,835	13,250	13,250	0	0	13,250	0	0%
Transfer to Reserve	84,155	84,155	84,435	0	0	84,435	280	0%

Base Budget Change Report Culture & Tourism							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Utilities	206	681	300	0	0	300	-381	-56%
Vehicle, Equipment, and Facility Rentals		12,400	14,900	0	0	14,900	2,500	20%
Expense Total	582,637	735,404	848,387	317,650	-25,000	1,141,037	405,633	55%
Grand Total	324,127	558,390	704,873	-31,350	-25,000	648,523	90,133	16%

Culture & Tourism

Notes to Base Budget Change Report (BBCR):

Revenue

Draw from Reserves for Tall Ships - \$35,000 is contributed annually to the Tall Ships reserve and withdrawn every three years. 2022 is a Tall Ships year.

Grant - pending successful application for funds to support Tall Ships program costs.

Sales - ticket sales for Tall Ships.

Expenses

Consultants - In 2021 had one-time grant from Ministry to hire consultant to work with cruising industry.

Contracted Services - costs for additional security and handwashing/sanitizing stations at Ontario's Best Butter Tart Festival.

Grants and Donation - removal of \$10,000 of Town sponsorship of Ontario's Best Butter Tart Festival.

Interdepartmental Transfers - Allocation to Operation Staff Costs related to special events.

Printing, Advertising and Public Notices - promotions related to Tall Ships

Professional Services - fee to Tall Ships America

Program Costs - Tall Ships

Salaries and benefits - no additional staff, reallocation from NSSRC budget

Division Performance Plan

Division:	Water and Wastewater Services
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Division Overview:

Wastewater Services perform the following services:

- Collection and treatment of wastewater.
- Operation and maintenance of the Wastewater Treatment Centre (WWTC).
- Operation and maintenance of 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.
- Inspection of water mains and services.
- Installation of Industrial / Commercial / Institutional water services and meters, new home meters and hydrant metered gate valves.
- Backflow Prevention Program.
- Resolution of water quality or water pressure issues/complaints.
- 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 Based Epidemiology Study.
- U of T Electrical Power Usage Strategy Study.
- Reduction in Wastewater By-passes.
- Implementation of Sanitary Sewer Condition Assessment using SL-RAT.
- Advanced use of microbial maturity index as process control.
- Chemical addition optimization using jar testing methods.
- Septage Receiving Odour Control.
- Completion of Water and Wastewater Master Plans.

Division Performance Plan

Division:	Water and Wastewater Services
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- Wastewater Sanitary Relining Inflow & Infiltration (I&I).
- Use of information technology.

Major Initiatives for the coming budget year:

- Detailed linear pipe condition assessment.
- Further reduction in I&I and prioritization of combined sewers.
- Asset management / predictive maintenance.
- Aeration and Headworks design.
- East Water Storage and Hanly/Lescout Design.
- Sundowner well water quality assessment.
- Training – CEUs, Health & Safety and team development.

Key Performance Indicators:

Indicator	2020 Actual	2021 Projected	2022 Plan
Energy Cost / m3 Water	0.136	0.138	0.144
Energy Cost / m3 Wastewater	0.064	0.055	0.065
Number of Bypass per year	2	1	1
Number of Sewer Mainline Backups	0	0	0
Number of Main Breaks per year	6	6	5

Base Budget Change Report Water							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-45,855	-45,855	-45,855	0	0	-45,855	0	0%
Fees, Service Charges, and Rentals	-68	-20,227	-20,227	0	0	-20,227	0	0%
Fines and penalties	-6,074	-13,000	-13,000	0	0	-13,000	0	0%
Grants & External Contributions	-4,961						0	N/A
Interdepartment Transfers	-175						0	N/A
Interest and Investment Income		-7,350	-7,350	0	0	-7,350	0	0%
Rate Revenue	-3,444,900	-3,197,905	-3,391,722	0	0	-3,391,722	-193,817	6%
Repairs & Maintenance	-73,000	-73,000	-73,000	0	0	-73,000	0	0%
Revenue Total	-3,575,032	-3,357,337	-3,551,154	0	0	-3,551,154	-193,817	6%
Expense								
Chemicals	8,452	3,000	4,000	0	0	4,000	1,000	33%
Consultants	1,982	41,800	34,300	0	0	34,300	-7,500	-18%
Contracted Services	65,664	103,180	105,500	0	0	105,500	2,320	2%
Debt Servicing	297,309	371,148	374,236	0	0	374,236	3,088	1%
Fees expense	11,314	5,627	5,627	0	0	5,627	0	0%
Fines and penalties	48						0	N/A
Fuel	10,615	13,282	10,736	0	0	10,736	-2,546	-19%
Insurance	72,062	91,312	101,455	0	0	101,455	10,143	11%
Interdepartment Transfers	-68,332	31,772	16,772	0	0	16,772	-15,000	-47%
Licenses expense	6,181	4,500	5,740	0	0	5,740	1,240	28%
Materials & Supplies	119,039	131,299	122,974	0	0	122,974	-8,325	-6%
Printing, Advertising & Public Notices	328	500	250	0	0	250	-250	-50%
Professional Services	25,590	25,878	27,172	0	0	27,172	1,294	5%
Protective clothing, uniforms, subscriptions, and memberships	27,506	25,300	28,300	0	0	28,300	3,000	12%
Repairs & Maintenance	86,064	79,166	91,397	0	0	91,397	12,231	15%
Salaries & Benefits	714,692	990,277	1,029,606	0	0	1,029,606	39,329	4%

Base Budget Change Report Water							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Security	4,683	5,000	5,000	0	0	5,000	0	0%
Software Support & Licensing	40,014	60,000	60,000	0	0	60,000	0	0%
Sundry Expense	149	150	150	0	0	150	0	0%
Taxes	79,412	75,000	75,000	0	0	75,000	0	0%
Telecommunications	4,210	2,316	4,300	0	0	4,300	1,984	86%
Town Equipment Rental	460						0	N/A
Training, travel, meetings, and conferences	12,405	26,500	29,800	0	0	29,800	3,300	12%
Transfer to Reserve	1,130,338	1,015,333	1,157,189	0	0	1,157,189	141,856	14%
Utilities	252,039	254,997	261,649	0	0	261,649	6,652	3%
Vehicle, Equipment, and Facility Rentals	3,201						0	N/A
Expense Total	2,905,426	3,357,337	3,551,153	0	0	3,551,153	193,816	6%
Grand Total	-669,606	0	-1	0	0	-1	-1	N/A

Water

Notes to Base Budget Change Report (BBCR):

Repairs and Maintenance:

Repairs and maintenance associated with pumping and treatment equipment continue to rise due to the age of the equipment and general inflation of materials.

Base Budget Change Report Wastewater							Change in 2022 Requested Budget to 2021 Approved Budget	
Row Labels	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-46,372	-45,083	-43,807	0	0	-43,807	1,276	-3%
Fees, Service Charges, and Rentals	-63,653	-43,481	-44,535	0	0	-44,535	-1,054	2%
Fines and penalties	-6,074	-15,340	-15,340	0	0	-15,340	0	0%
Grants & External Contributions	-5,095						0	N/A
Interest and Investment Income		-18,180	-18,180	0	0	-18,180	0	0%
Rate Revenue	-4,062,065	-3,571,490	-3,972,128	0	0	-3,972,128	-400,638	11%
Revenue Total	-4,183,258	-3,693,574	-4,093,990	0	0	-4,093,990	-400,416	11%
Expense								
Chemicals	137,186	147,106	162,729	0	0	162,729	15,623	11%
Consultants	7,114	15,000	10,000	0	0	10,000	-5,000	-33%
Contracted Services	335,041	460,429	466,973	0	0	466,973	6,544	1%
Debt Servicing	534,918	498,971	497,523	0	0	497,523	-1,448	0%
Fees expense	70,760	6,360	6,360	0	0	6,360	0	0%
Fines and penalties	530						0	N/A
Fuel	10,523	16,595	11,845	0	0	11,845	-4,750	-29%
Insurance	117,207	148,132	172,368	0	0	172,368	24,236	16%
Interdepartment Transfers	84,107	10,681	-4,319	0	0	-4,319	-15,000	-140%
Licenses expense	1,639	2,928	2,986	0	0	2,986	58	2%
Materials & Supplies	88,255	145,281	144,824	0	0	144,824	-457	0%
Printing, Advertising & Public Notices	328	669	330	0	0	330	-339	-51%
Professional Services	37,499	45,000	42,500	0	0	42,500	-2,500	-6%
Protective clothing, uniforms, subscriptions, and memberships	9,834	10,300	9,800	0	0	9,800	-500	-5%
Repairs & Maintenance	193,610	172,957	174,929	0	0	174,929	1,972	1%
Salaries & Benefits	911,903	1,028,990	1,074,752	0	0	1,074,752	45,762	4%
Security	4,671	6,602	5,750	0	0	5,750	-852	-13%

Base Budget Change Report Wastewater							Change in 2022 Requested Budget to 2021 Approved Budget	
Row Labels	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Software Support & Licensing	40,014	38,025	38,025	0	0	38,025	0	0%
Sundry Expense	143						0	N/A
Taxes	48,933	45,000	45,000	0	0	45,000	0	0%
Telecommunications	5,530	3,685	5,700	0	0	5,700	2,015	55%
Town Equipment Rental	7,759						0	N/A
Training, travel, meetings, and conferences	10,379	23,811	27,300	0	0	27,300	3,489	15%
Transfer to Reserve	555,381	589,739	884,868	0	0	884,868	295,129	50%
Utilities	299,156	275,671	313,049	0	0	313,049	37,378	14%
Vehicle, Equipment, and Facility Rentals	4,006	1,642	700	0	0	700	-942	-57%
Expense Total	3,516,427	3,693,574	4,093,992	0	0	4,093,992	400,418	11%
Grand Total	-666,831	0	2	0	0	2	2	N/A

Wastewater

Notes to Base Budget Change Report (BBCR):

Chemical Cost:

Aluminum Sulfate and Calcium Thiosulfate prices are increasing at a greater rate than our efficiencies in reducing the volumes consumed of those treatment chemicals.



Section 8 Council & Committees



Base Budget Change Report Council & Committees							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve		-100,000					100,000	-100%
Grants & External Contributions	-8,431						0	N/A
Revenue Total	-8,431	-100,000					100,000	-100%
Expense								
Consultants	9,781	100,000					-100,000	-100%
Contracted Services	26,088	10,000	10,000	0	0	10,000	0	0%
Grants & Donations	3,000	5,500	5,500	0	0	5,500	0	0%
Insurance	12,082	14,136	16,088	0	0	16,088	1,952	14%
Interdepartment Transfers	27,726	29,528	34,646	0	0	34,646	5,118	17%
Materials & Supplies	560	1,250	1,250	0	0	1,250	0	0%
Printing, Advertising & Public Notices	837	1,000	1,000	0	0	1,000	0	0%
Professional Services		2,500	2,500	0	0	2,500	0	0%
Program costs	5,260	5,500	5,500	0	0	5,500	0	0%
Protective clothing, uniforms, subscriptions, and memberships	6,297	5,700	5,700	0	0	5,700	0	0%
Salaries & Benefits	341,730	337,499	321,286	0	0	321,286	-16,213	-5%
Sundry Expense	1,150	5,000	5,000	0	0	5,000	0	0%
Telecommunications	5,871	6,225	6,225	0	0	6,225	0	0%
Training, travel, meetings, and conferences	4,884	32,250	32,250	0	0	32,250	0	0%
Transfer to Reserve	31,500	31,500	32,130	0	0	32,130	630	2%
Expense Total	476,767	587,588	479,075	0	0	479,075	-108,513	-18%
Grand Total	468,336	487,588	479,075	0	0	479,075	-8,513	-2%

Council & Committees

Notes to Base Budget Change Report (BBCR):

Draw from Reserve

2021 included a one-time draw of \$100K from the Tax Rate Stabilization Reserve to fund activities planned for Council's Task Force for Affordable Housing. There was an equal and offsetting amount on the 'consultants' line for 2021. Both amounts are non-recurring and have been eliminated for the 2022 Budget. As the amounts are equal and offsetting, there is no impact on the tax levy.

Consultants

See comments for 'Draw from Reserve'.

Base Budget Change Report Community Health & Safety							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Fees, Service Charges, and Rentals	-5,535	-7,000	-7,000	0	0	-7,000	0	0%
Revenue Total	-5,535	-7,000	-7,000	0	0	-7,000	0	0%
Expense								
Contracted Services	60,657	60,705	60,705	0	0	60,705	0	0%
Grants & Donations	84,263	130,000	130,000	0	0	130,000	0	0%
Interdepartment Transfers	-4,665	146	145	0	0	145	-1	-1%
Licenses expense	567	200	200	0	0	200	0	0%
Materials & Supplies		100	100	0	0	100	0	0%
Salaries & Benefits	5,302	5,910					-5,910	-100%
Expense Total	146,124	197,061	191,150	0	0	191,150	-5,911	-3%
Grand Total	140,589	190,061	184,150	0	0	184,150	-5,911	-3%

Community Health & Safety

Notes to Base Budget Change Report (BBCR):

Contracted Services:

Consists of \$51K for Animal Control Services and \$9.7K for 911 Response Services

Grants & Donations:

Consists of \$110K for Community Grants Committee and \$20K for Physician Recruitment.

on glossy	20,00 €
double sided 50 photo	
Single product photo on white background	16,80 €
Photo Licenses for Certificates	273,11 €
	51,89 €
	325,00 €

**Section 9
Corporate Accounts**

Base Budget Change Report Taxation & General Revenue							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-900,000	-912,860	-550,000	0	0	-550,000	362,860	-40%
Fees, Service Charges, and Rentals	-9,382						0	N/A
Fines and penalties	-341,292	-387,400	-387,400	0	0	-387,400	0	0%
Grants & External Contributions	-888,860	-581,100	-620,000	0	0	-620,000	-38,900	7%
Interest and Investment Income	-489,860	-150,000	-200,000	0	0	-200,000	-50,000	33%
Taxation	-22,965,348	-23,736,077	-24,172,717	0	0	-24,172,717	-436,640	2%
Revenue Total	-25,594,743	-25,767,437	-25,930,117	0	0	-25,930,117	-162,680	1%
Expense								
Contracted Services	23,534						0	N/A
Fees expense	1,770						0	N/A
Fines and penalties	7,969						0	N/A
Materials & Supplies	142,334						0	N/A
Professional Services	14,935						0	N/A
Program costs	170						0	N/A
Rebates	13,283	18,000	18,000	0	0	18,000	0	0%
Repairs & Maintenance	14,630						0	N/A
Salaries & Benefits		-400,000	-400,000	0	0	-400,000	0	0%
Software Support & Licensing	7,245						0	N/A
Support to BIA	110,000	110,000	110,000	0	0	110,000	0	0%
Telecommunications	2,589						0	N/A
Training, travel, meetings, and conferences	156		0	-50,000	0	-50,000	-50,000	N/A
Transfer to Reserve	775,809	419,135	659,135	0	0	659,135	240,000	57%
Write-offs	476,119	300,000	300,000	-200,000	0	100,000	-200,000	-67%
Expense Total	1,590,544	447,135	687,135	-250,000	0	437,135	-10,000	-2%
Grand Total	-24,004,199	-25,320,302	-25,242,982	-250,000	0	-25,492,982	-172,680	1%

Taxation & General Revenue

Notes to Base Budget Change Report (BBCR):

Draw from Reserve:

2022 consists of \$100K (2021 = \$200K) from MPUC Dividend Replacement Reserve and \$450K (2021 = \$500K) from Police Services Reserve. These two items contributed \$150K to the variance. The remaining variance results from the non-recurrence of a \$150K draw from COVID Safe Restart (expected to be fully utilize in 2021) and non-recurrence of \$62,860 draw from TRSR which was a one-time draw approved for 2021.

Grants & External Contributions:

OMPF funding increased to \$620K for 2022 (2021 = \$581K).

Interest & Investment Income:

Increased by \$50K for 2022 based on historical results.

Taxation:

Used to balance the tax funded operating budget.

Training, Travel, Meals, and Entertainment:

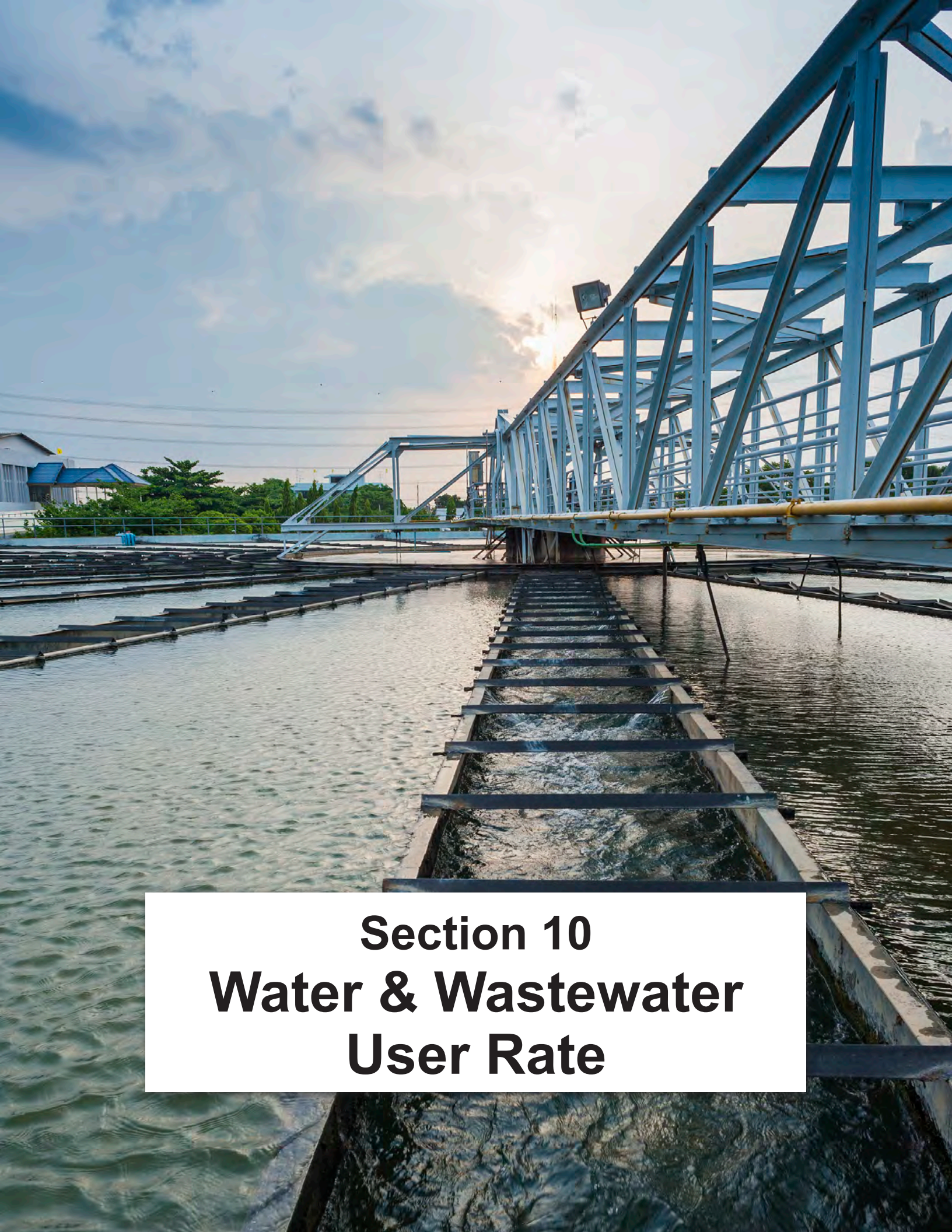
\$50K one-time reduction for 2022 recognizing that training and conferences are likely to be deferred or cancelled.

Transfer to Reserve:

2022 consists of \$509K transfer to Sustainable Capital Reserve (2021 = \$269K) and \$150K transfer to Contingency Reserve (2021 = \$150K). The \$240K increase to the Sustainable Capital Reserve reflects a return to the planned 1% annual levy.

Write-offs:

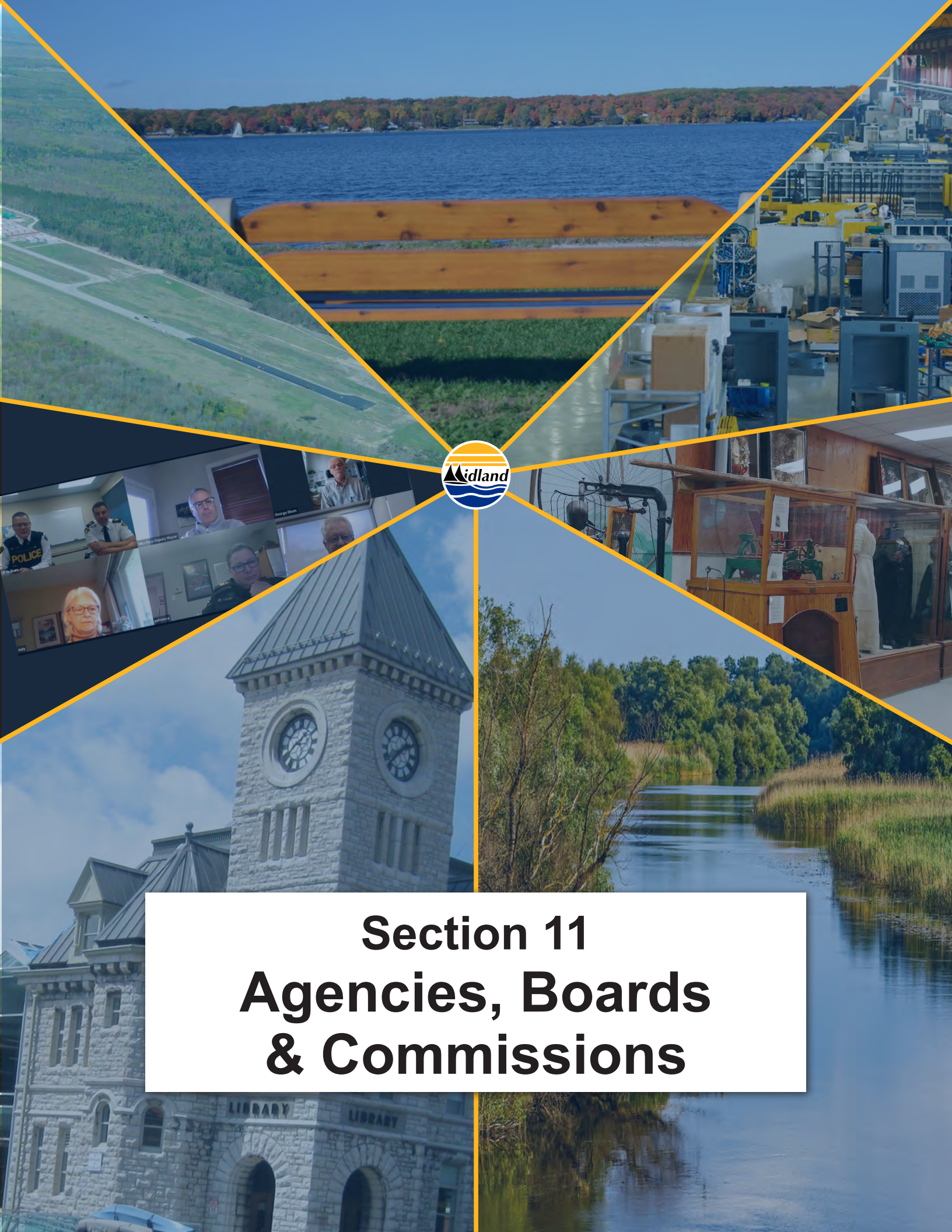
Several large 'assessment at risk' files were resolved in 2021 and the Province has confirmed the next reassessment cycle has been deferred to at least 2023. As a result, provision for write-offs can be reduced for 2022.



**Section 10
Water & Wastewater
User Rate**

Water and Sewer Rates

Water	Base Monthly Charge	Base Monthly Charge	Base Monthly Charge	Base Monthly Charge
Meter Size	Water(\$)	Sewer(\$)	Water(\$)	Sewer(\$)
	April 1, 2021	April 1, 2021	2022 Proposed	2022 Proposed
3/4"	\$12.18	\$14.01	\$12.79	\$14.57
1"	\$25.31	\$29.09	\$26.58	\$30.25
1 1/2"	\$55.66	\$63.96	\$58.44	\$66.52
2"	\$101.27	\$116.40	\$106.33	\$121.06
3"	\$215.15	\$247.29	\$225.91	\$257.18
4"	\$379.67	\$436.40	\$398.65	\$453.86
6"	\$587.50	\$581.90	\$616.88	\$605.18
8"	\$569.49	\$654.57	\$597.96	\$680.75
10"	\$632.78	\$727.33	\$664.42	\$756.42
1.1(b) Volume Charge				
	Water Consumption	Sewage Discharge	Water Consumption	Sewage Discharge
	Rate per cubic metre(\$)	Rate per cubic metre (\$)	Rate per cubic metre(\$)	Rate per cubic metre (\$)
	2021	2021	2022 Proposed	2022 Proposed
Standard rate	1.63	1.87	1.7115	1.9448



**Section 11
Agencies, Boards
& Commissions**

LIBRARY LIBRARY

December 8, 2021

Town of Midland Council
c/o 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 Economic Development Corporation of North Simcoe (EDCNS) 2022 request for funding to you and to the Corporation of the Town of Midland Council for the 2022 calendar year supporting economic development. Our funding request to the Town of Midland is \$168,814. This requested amount remains the same as 2020 and 2021. The funding formula created for financial support to EDCNS in 2019 (Midland, Penetanguishene, Tay and Tiny) municipalities is 0.75 per cent of municipal tax levy including policing. We thank you for your participation in the model in 2020 and 2021.

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.

In 2014 EDCNS consisted of one staff member. In 2021, EDCNS had 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.

We continue to transform as in 2020 were faced with creating opportunity and recovery from the challenges the economy began facing in Spring 2020 and continues to face today.

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 continue to rebuild with the COVID-19 pandemic continuing. 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 Manufacturers Forum. We created a strategic plan with business members participation.

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.

In 2021 we launched a rebranding, a follow-up to our federal Invest Canada Community Initiatives grant. This letterhead contains the new branding.

Directed by community input, the vision for our 2022 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 2021/2022 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 which is projected to continue until the global economy stabilizes.

The 2022 workplan will be shared with the Town of Midland after EDCNS Board approval, expected to be in April 2021 after approval of the County of Simcoe economic development work plan in Q1. 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, 2020, and 2021. 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 2022.

Thank you in advance, CAO David Denault and Corporation of the Town of Midland Town Council, for your role with the Power of Four (Midland, Penetanguishene, Tay and Tiny) for your vision to create the Economic Development Corporation and for your continued support of economic development and tourism.


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

 edcns.ca





Downtown Midland BIA

212 King Street, Unit 9
Midland, ON L4R 3L9
705-527-7246
DowntownMidland.ca
downtownmidlandbia@gmail.com

October 20th, 2021

The Town of Midland
575 Dominion Avenue
Midland, Ontario
L4R 1R2

Re: 2022 Budget Formal Letter

To Whom It May Concern:

For the BIA's 2022 budget, our proposed member assessment amount requested is \$114,500. An additional \$6,000 is anticipated in revenue, bringing our total revenue to \$120,500.

Our total anticipated expenses is \$148,800 for the year. The additional \$28,300 in expenses is due to a reserve funding being carried over.

Sincerely,

A handwritten signature in black ink that reads "Matthew Shepherd".

Matthew Shepherd
Communications Manager
Downtown Midland Business Improvement Area

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

RE: 2022 BUDGET REQUEST FOR THE HURONIA MUNICIPAL AIRPORT

Dear Mr. Denault,

Huronia Airport's 2022 budget was reviewed during September's monthly commission meeting.

The Huronia Airport Commission requests the following funding for 2022:

Operating:

Annual Municipal levy of \$60,300.

Runway Loan Support \$9800.

Capital Request:

\$21,000 for equipment replacement and instrument approach re-certification.

Total budget request for 2021 = \$91,100.

Despite continuing challenges posed due to the current global COVID-19 pandemic airport staff has worked tirelessly to maintain operations with full respect to lock downs and social distancing. Aircraft movements and fuel sales continue to be strong and 2021 should prove to be on par with our 2020 results which was one of the most successful years in the airport's history. Our outdoor picnic facilities continue to be a hub of activity - used by all members of the public – arriving by aircraft, car, bicycle and foot.

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

2022 Budget -Final (17-Sep-21)

Sept. 2021

Revenue	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
Municipal Levies	120584												120584
Runway Support	19603												19603
Thanger Leases	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	38580
Commercial Leases	2550	2550	2550	2550	2550	2550	2550	2550	2550	2550	2550	2550	30596
Green Hangars	2117	2117	2117	2117	1693	1693	1693	1693	1693	2117	2117	2117	23281
Land Leases	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	3215	38580
Tie Downs & Seasonal Storage	250	250	300	600	600	800	800	800	800	300	250	250	6000
Aircraft fuel and oil sales	2810	6044	8545	8026	12642	15737	20388	21322	18575	13683	7551	2676	138000
Misc.-Vending, Room Rent, Call-out	100	100	100	100	100	300	300	300	300	100	100	100	2000
Total Revenue	154443	17491	20041	19822	24015	27509	32161	33095	30348	25180	18997	14123	417224
Expense													
Utilities	1000	1000	1000	1000	700	700	700	700	1000	1000	1000	1000	10800
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	700	700	700	700	700	700	700	700	700	700	700	700	8400
Runway Interest	211	207	204	200	197	193	189	186	182	178	175	171	2293
Runway Loan Payment	1422	1426	1430	1433	1437	1441	1443	1448	1452	1456	1459	1463	17310
Interest & Service Charges	600	600	600	600	600	600	600	600	600	600	600	600	7200
Aircraft fuel and oil purchases	0	0	25000	0	25000	0	30000	0	25000	0	0	0	105000
Insurance	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	28800
Professional Fees	100	100	100	100	5500	100	100	1000	100	100	100	100	7500
Maintenance - Field	1000	1000	1000	12000	1000	1000	9000	1000	1000	1000	1000	1000	31000
Maintenance - Building	500	500	1000	1000	500	500	500	18000	500	500	500	500	24500
Maintenance - Equipment	1000	1000	1000	1000	1000	1000	1000	1000	3000	1000	1000	1000	14000
Realty Taxes	335	335	335	335	335	335	335	335	335	335	335	335	4020
Food Service Expense	100	100	100	100	100	100	100	100	100	100	100	100	1200
Marketing	200	200	200	200	200	200	200	200	200	200	200	200	2400
Employee Salary	10206	10206	15309	10206	10206	10846	10846	10846	10846	10206	15309	10206	135238
Employee Benefits	1018	1018	1451	1018	1018	1072	1072	1072	1072	1018	1451	1018	13298
Total Expense	21242	21242	52279	32742	51343	21637	59635	40037	48937	21243	26779	21243	418359
Surplus/Deficit	133201	-3751	-32238	-12920	-27328	5872	-27474	-6942	-18589	3937	-7782	-7120	-1135

Huronia Airport 2022 Expenditure Summary

2022 Capital Expenses

Airport Vehicle	20000
Zero Turn Mower	10000
Approach Recertification	12000
Total Capital Request	42000

2022 General Expenses

Building Maintenance

Field Maintenance

Equipment Maintenance

Professional Services

Chlorine Testing	400	Diesel	6000	General service	3000	Approach Annual Maintenance	700
Water Testing	400	Runway Lights	3000	Plow Repairs	2500	Audit & Accounting	5500
Furnace	500	Line Painting	3000	Trimmer	650	Legal	1000
Terminal Roof	18000	Asphalt Repairs	3000	Misc Tools	1000		
		Crack Sealing	5000	Batteries	800		
		Refueling ladders	3000	Fuel System	2000		
		Tree Removal	12000				
Total	19300		35000		9950		7200
Budget Amt	24500		31000		14000		7500
Surplus	5200		-4000		4050		300

**Hurononia Airport Commission
2022 Budget -Final (17-Sep-21)**

September 2021

	2022 Budget	2021 Budget	\$ Change	% Increase	Dec 2020 Actual
Municipal Levies	120584	117642	2942	2.50%	137542
Runway support	19603	19629	-26	-0.13%	
Thanger Leases	38580	37895	685	1.81%	36310
Commercial Leases	30596	29976	620	2.07%	25706
Green Hangars	23281	22476	805	3.58%	24806
Land Leases	38580	37200	1380	3.71%	37457
Tie Downs & Seasonal Storage	6000	6000	0	0.00%	5940
Aircraft fuel and oil sales	138000	100000	38000	38.00%	130716
Misc.-Vending, Room Rent, Call-out	2000	2000	0	0.00%	1781
Total Revenue	\$417,224	\$372,818	\$44,406	11.91%	\$400,258

Expense					
Utilities	10800	12000	-1200	-10.00%	9006
Telephone & Internet	4200	4200	0	0.00%	4319
Vehicle	1200	1200	0	0.00%	791
Administration	8400	12000	-3600	-30.00%	8471
Runway Interest	2293	3204	-911	-28.43%	3792
Runway Loan Payment	17310	16411	899	5.48%	15835
Interest & Service Charges	7200	6180	1020	16.50%	7336
Aircraft fuel and oil purchases	105000	80000	25000	31.25%	110862
Insurance	28800	15000	13800	92.00%	20700
Professional Fees	7500	8325	10469	-9.91%	10300
Maintenance - Field	31000	39000	-8000	-20.51%	29818
Maintenance - Building	24500	10800	13700	126.85%	3349
Maintenance - Equipment	14000	12000	2000	16.67%	12949
Realty Taxes	4020	4020	0	0.00%	4020
Food Service Expense	1200	900	300	33.33%	919
Marketing	2400	1200	1200	100.00%	307
Employee Salary	135238	133350	1888	1.42%	132865
Employee Benefits	13298	13138	160	1.22%	14907
Total Expense	\$418,359	\$372,928	\$45,431	12.18%	\$390,546
Transfer to Capital Reserve	-\$1,135	-\$110			\$9,712

HURONIA MUSEUM

November 26, 2021

Town of Midland
Attention: Michael Jermey, Chief Financial Officer
575 Dominion Ave.
Midland Ontario
L4R 1R2

Dear Mr. Jermey,

Thank you for the opportunity to submit our budget request to the Town of Midland. The Board and staff of Huronia Museum appreciate the continued support from Midland of the museum's operations and activities.

This year the finance committee is asking the Town of Midland to consider our budget request of \$84,000. As per our partnership agreement (by-law 2016-66 schedule B) this 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, granting bodies, businesses and citizens in 2021.

On behalf of the museum's members, volunteers, staff and board of directors, I thank you for your support of the museum in the budgetary process. We look forward to continuing our work with the Town of Midland in 2022.

Sincerely,



Mark Schilling
Executive Director



October 22nd, 2021

Mr. Michael Jermey,
Town of Midland
575 Dominion Avenue

Re: 2022 Budget Request – Midland Public Library Board

Dear Mr. Jermey,

Please find enclosed the 2022 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:

- Doubling our program attendance during the pandemic after the implementation of our virtual programming services.
- Obtaining the bookmobile to extend our services to the community at large
- 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 hard at enhancing the services provided to Midland residents while also demonstrating strict fiscal responsibility, especially over the last 6 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.

After an in-depth analysis it has been determined that the municipal funding required to provide Library service in 2021 is \$1,297,509 which represents a 2.03% increase from the 2021 operating budget.

We have worked to streamline this budget while acknowledging the potential uncertainty of the year ahead due to the pandemic. Balancing these with the changes to the Town pay grid on which the library employees sit. Working with estimated increases to benefits and pay to the wage grid, which we share with the Town of Midland, we have streamlined

www.midlandlibrary.com • 320 King St., Midland ON L4R 3M6 • 705-526-4216

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THIS IS THE PLACE.



our budget to mitigate increases in other areas, including not requesting an additional needed staff member in 2022. This needed staff position will be re-evaluated for the 2023 budget year.

The Midland Public Library was able to adjust quickly and effectively during the pandemic, never straying from our commitment to excellence in our 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.

Sincerely,

Kim Weishar
Chair, Midland Public Library Board

Encl.



2022 Base Operating Budget

	2021 Budget	2022 Budget
Revenue	-\$190,690	-\$195,690
Payroll & Benefits	\$983,501	\$1,020,539
<i>*estimated benefits and grid increases included*</i>		
Expenses	\$286,150	\$286,760
Programming	\$37,250	\$30,500
Collections	\$96,400	\$96,400
Expansion Debt	\$134,830	\$134,830
Debt Charges	- \$134,830	- \$134,830
Transfers to Reserves	\$47,000	\$57,000-
TOTAL	\$1,271,660	1,297,505
	% Change from 2021	2.03%

Base Budget Change Report Midland Public Library							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-166,381	-166,382	-166,381	0	0	-166,381	1	0%
Fees, Service Charges, and Rentals	-12,596	-13,000	-19,500	0	0	-19,500	-6,500	50%
Fines and penalties	-3,507	-15,000	-15,000	0	0	-15,000	0	0%
Grants & External Contributions	-196,106	-161,690	-161,690	0	0	-161,690	0	0%
Sales	-771	-3,000	-3,000	0	0	-3,000	0	0%
Sundry Revenue	-319	-1,000	-1,000	0	0	-1,000	0	0%
Revenue Total	-379,682	-360,072	-366,571	0	0	-366,571	-6,499	2%
Expense								
Consultants	2,239						0	N/A
Debt Servicing	134,628	134,830	134,829	0	0	134,829	-1	0%
Fees expense	1,296	1,500	1,500	0	0	1,500	0	0%
Fines and penalties	52						0	N/A
Grounds Maintenance	9	500	500	0	0	500	0	0%
Insurance	32,091	35,000	48,750	0	0	48,750	13,750	39%
Interdepartment Transfers	2,900	2,900	1,760	0	0	1,760	-1,140	-39%
Library Collections	100,148	127,952	127,952	0	0	127,952	0	0%
Materials & Supplies	17,536	26,500	25,500	0	0	25,500	-1,000	-4%
Printing, Advertising & Public Notices	1,558	2,500	2,500	0	0	2,500	0	0%
Professional Services	2,106	2,000	2,000	0	0	2,000	0	0%
Program costs	44,812	35,250	30,000	0	0	30,000	-5,250	-15%
Protective clothing, uniforms, subscriptions, and memberships	1,368	1,500	1,500	0	0	1,500	0	0%
Repairs & Maintenance	42,924	40,500	43,500	0	0	43,500	3,000	7%
Salaries & Benefits	884,627	995,550	1,009,543	0	0	1,009,543	13,993	1%
Security	28,898	72,500	72,500	0	0	72,500	0	0%

Base Budget Change Report Midland Public Library							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Software Support & Licensing	21,423	13,000	10,000	0	0	10,000	-3,000	-23%
Sundry Expense	1,079	750	750	0	0	750	0	0%
Telecommunications	12,666	17,000	17,500	0	0	17,500	500	3%
Training, travel, meetings, and conferences	7,761	13,250	15,700	0	0	15,700	2,450	18%
Transfer to Reserve	144,026	47,000	57,000	0	0	57,000	10,000	21%
Utilities	48,896	51,750	62,487	0	0	62,487	10,737	21%
Vehicle, Equipment, and Facility Rentals	5,581	10,000	10,000	0	0	10,000	0	0%
Expense Total	1,538,623	1,631,732	1,675,771	0	0	1,675,771	44,039	3%
Grand Total	1,158,942	1,271,660	1,309,200	0	0	1,309,200	37,540	3%

Midland Public Library

Notes to Base Budget Change Report (BBCR):

First draft provided by Midland Public Library requested a tax supported operating budget of \$1,297,509. Updates were required for items such as insurance, benefits, utilities, etc. as new information became available. The request is \$1,309,200 after these adjustments.



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 Website: www.severnsound.ca

September 8, 2021

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 – 2022

The Severn Sound Environmental Association (SSEA) Agreement was renewed in 2009 creating a *Joint Municipal Service Board* (JMSB) under the Ontario Municipal Act (Municipal Act, 2001, S.O. 2001, c. 25, section 202). 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 is your Source Protection Authority (as regulated under the *Clean Water Act, 2006*) providing risk management services, ensuring your municipal drinking water is protected from present and future threats. Our Severn Sound communities depend on exceptional water quality for the health of our communities, our residents 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.

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. The 2022 SSEA budget was approved by the SSEA Board of Directors July 26, 2021. The resolution was passed unanimously to limit the 2022 SSEA Core Budget request to a 2.0% increase (from 4.1%) representing \$2,513 for the Town of Midland. This letter includes our budget request for 2022 and our budget projections for the two subsequent fiscal years, 2023-2024 are attached. The overall municipal share of the SSEA budget for 2022 is \$892,184. The requested share of that core cost from the **Town of Midland for 2022 is \$128,164. The total request including special projects (as outlined in this letter) is \$155,832 (not including HST).**

As part of SSEA's commitment to fiscal responsibility, we are working to ensure the Municipal Drinking Water Source Protection Risk Management Services budget reflects actual workload around protecting municipal drinking water sources and the work that is required in your specific municipality. This budget item goes towards a dedicated trained and experienced Risk Management Official/Inspector and the work they carry out on your behalf (*Midland By-Law No.2018-68*). The Risk Management (RMO) funding model has been further developed to include relevant costs incurred by SSEA for funding this position in this activity. As such, this budget item will fluctuate year to year based on various factors including: the number of and

complexity of development applications and inquiries; the amount of time required to conduct site visits to determine if significant drinking water threats are present; and time required to implement appropriate policies in the local Source Protection Plan, such as the requirement for a risk management plan. All of these factors will vary by municipality and by year.

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. At the time of submission of this letter, COVID-19 continues to have a significant impact on SSEA operations as well as budget. Staff continue to adapt programming to ensure changes in water quality and the Severn Sound environment are monitored and our operations and our budget adapt while maintaining our high level of service to you. As your JMSB, the SSEA is positioned and ready to help you meet your goals and strategic initiatives through efficient and effective shared services.

Although the pandemic has created challenges, 2021 was another successful year for the SSEA partnership. We have attached a note including further detail as to the impacts of COVID on our services and budget. With a continued focus on online communication and outreach, we expanded our existing citizen science programs and initiated the new “Invasive Species Spotters” program, with a total of 59 Severn Sound community volunteers (3 from Midland) signed up across all programs. SSEA monitoring programs have continued, with locations in the Severn Sound open waters, Little Lake, and Wye River watershed. We have also initiated a new reporting model for Little Lake monitoring <https://www.severnsound.ca/results> . SSEA installed nine substrates to monitor for the presence of invasive adult mussels (Zebra and Quagga) in Little Lake, and more than 500 native tree and shrub seedlings were distributed and planted by Midland participants in the Tree Seedling Distribution Program.

Since your approval of Sustainable Severn Sound (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 project 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 the Severn Sound communities.

Summary of SSEA Budget request – Town of Midland 2022

SSEA Municipal share – Town of Midland for Operations in 2022	\$128,164
Municipal Drinking Water Source Protection Risk Management Services (delegating responsibility for Part IV implementation under the Ontario Clean Water Act to the SSEA)	\$9,171 (+HST)
Little Lake – Water quality and invasive mussel monitoring	\$7,018 (+HST)
Sustainable Severn Sound	\$11,479 (+HST)
Total Request	\$155,832

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, Tree planting and Tree Distribution
- Maintaining climate/weather data collection station in Midland (a partnership with Penetanguishene, Midland and Tay) to enhance critical water quality and ecosystem health monitoring programs
- Continued Environmental Monitoring (Climate, Open Water, Inland Lakes, Streams, Benthic invertebrates, Fish Habitat) with a focus on:
 - Algae bloom warning signs
 - Increasing chloride and sodium levels, air and water temperature increases
 - Little Lake water quality and invasive species monitoring
- 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, including the Wye Marsh Phragmites project
- Continue to support the Town of Midland with Bee City Canada membership and the No-Mow Pilot Program
- Continuing to explore municipal opportunities to adapt to climate change
- Support Severn Sound Municipalities at the Great Lakes St. Lawrence Cities Initiative as well as at AMO and ROMA
- Providing PCP Program Associate Member services to your municipality to reach Milestone 4 and 5, including: technical GHG analysis, projections, and trends; climate change information services; identification and support with funding applications to advance your corporate-level Climate Change Action Plan; convening the Municipal Climate Leadership Committee, and reporting on your corporate-level 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 Town's 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. As your local Source Protection Authority in the Severn Sound watershed, SSEA will work with your municipal staff when any changes to your municipal drinking water systems occur, and updates to the local Assessment Report and Source Protection Plan are required.

Special project funding is requested for Little Lake monitoring in the amount of \$7,018 (plus HST). This will include water quality, algae and zooplankton sampling, as well as invasive mussel (Zebra and Quagga) monitoring. Invasive mussels were detected in 2020, and it is important to continue monitoring to determine whether a population is becoming established. It

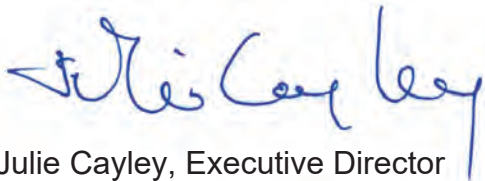
is also critical to monitor algae communities, especially harmful blue-green algae, as it is an indicator of lake health and can have human health implications.

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 calculating 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 2022 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 2022 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 2022. If you have any questions, please contact me.

Yours Truly,

A handwritten signature in blue ink that reads "Julie Cayley". The signature is fluid and cursive, with the first name "Julie" and last name "Cayley" clearly legible.

Julie Cayley, Executive Director
Severn Sound Environmental Association

CC: Councillor Carole McGinn, SSEA Board Member
Michael Jerney, Chief Financial Officer
Joline Huang, Financial Planning Analyst
Andy Campbell, Executive Director of Environment & Infrastructure
Adam Farr, Executive Director of Planning, Building & By-law

Attachment: [Note on COVID Pandemic impact on SSEA]



Severn Sound Environmental Association

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Note on COVID Pandemic impact on SSEA (as of September 9, 2021)

A special note on COVID – Estimated impact on SSEA service delivery, costs, and revenues 2020-2022.

The 2020-2024 SSEA budget was approved by the SSEA Board of Directors on July 18, 2019. This 5-year budget was developed to minimize/eliminate long term financial risk for our partners; to ensure we do not incur future deficit while protecting Severn Sound now and in the future. 2020 was also the year that Sustainable Severn Sound (SSS) merged with SSEA as a special project, separate from SSEA core activities. The intention is to bring this sustainability/climate resilience project into the SSEA core operations.

In early 2020 when the Covid-19 pandemic began, SSEA had to alter the way we did business including transitioning to remote work and developing/adding significant COVID Health and Safety (H&S) protocols and policies and purchasing the required H&S materials and PPE. We were also required by the Board of Directors to develop a revised 2020 budget considering the changes in SSEA operational revenues and expenses as anticipated due to Covid-19. The workload for the team has increased with COVID19, in particular HR, H&S and administration and implementing modifications to field work to incorporate the added H&S requirements (e.g. separate vehicles). Our partners are continuing to look to SSEA for support and expertise in water quality and algae bloom monitoring, in climate action and extreme weather planning, invasive species monitoring and management, risk management services, engaging the community in citizen science. Our Team pivoted our programming early to increase our online presence and capacity as well as our citizen science programs to ensure we were able to continue to capture changes in the Severn Sound watershed and engage partners, residents and visitors.

In 2020 SSEA experienced program cancellations (eg Tree Distribution Program) and amendments as we adhered to the government requirements such as physically distancing and office closures and working with other organizations that have also been altered in various ways (e.g. lab closures) as well. As a result, we did not achieve the service delivery planned for in the 2020 approved budget. The following adjustments were made to the 2020 approved budget:

- vacant employment positions left vacant rather than filling them as anticipated in the 2020 approved budget –Office Manager, Lead Monitoring Technician, Technical Assistant Source Water Program
- no hiring of students unless 100% funded from other sources (eg. grants)
- expense adjustments such as decrease in monitoring contracted services (lab), seminars/conferences, mileage/travel, vehicle repairs, gasoline, office supplies and an increase in IT, insurance and health and safety supplies
- Tree Program cancellation
- SSS – **reduced 66.5%** from approved budget \$96,352 to \$32,258
- Net revenue position/cost reduction = \$83,388

The 2021 budget was approved within \$1678 of the 2021 approved in principal budget as part of the 5-year 2020-2024 budget, representing an increase in municipal share of 5.9% or \$48,843.

As the pandemic continues to affect operations, the Board of Directors requested a reduction in the 2022 Core SSEA Budget from 4.1% to a maximum 2% increase in the core municipal share for 2022 for our partners. The 2022 budget approved in principle as part of the 5-year 2020-2024 budget was originally set as a 4.1% increase in the core municipal share. This further reduces/delays the budget plans to continue with the approved 5-year strategy. This represents a reduction of \$18,300 (2.1%). Delays will include continuing the SSS project in a reduced capacity and further delaying filling vacant positions.

The impacts on 2020 and 2021 budgets have an effect on the 2022 budget as service delivery and staff complement are still not as planned and we continue to cope with changes presented due to the pandemic. We have not incorporated cost of potential return to office-office retrofits, and the significant increase in workload for plan review (over 200% increase in 1st Q of 2021). It is also worth noting that the SSEA has not been eligible to access any Provincial or Federal COVID financial relief funding available to Municipalities and local businesses.

Summary of Covid-19 impact on SSEA:

- 2020 – budget reductions \$83,388
- 2021 – budget reductions maintained from 2020 and increase of \$(1,678)
- 2022 – budget further reduced by \$18,300
- TOTAL 2020-2022 = \$100,010

Severn Sound Environmental Association
Municipal Sharing of SSEA Agreement for Core Operations
Municipal revenue shares calculated for 2020-2024

Municipality	Properties	Assessment	% Cost Share	2020	2021	2022			2022	2023	2024
	in W'shed	in W'shed	(8 Municipalities)	APPROVED	APPROVED	DRAFT BUDGET	2022 VS 2021		APPROVED IN PRINCIPLE	APPROVED IN PRINCIPLE	APPROVED IN PRINCIPLE
Georgian Bay	2114	\$478,457,400	5.60	\$ 74,443	\$ 78,746	\$ 80,321	1,575	2.0%	\$ 81,914	\$ 83,534	\$ 85,271
Midland	6181	\$1,366,966,807	16.18	118,584	125,651	128,164	2,513	2.0%	130,822	133,408	136,187
Oro-Medonte	4256	\$1,112,902,900	12.20	101,979	108,006	110,166	2,160	2.0%	112,424	114,646	117,034
Penetanguishene	3446	\$734,452,100	8.85	88,003	93,154	95,017	1,863	2.0%	96,938	98,854	100,912
Severn	3358	\$687,466,543	8.45	86,334	91,381	93,209	1,828	2.0%	95,089	96,969	98,987
Springwater	2343	\$486,289,200	5.93	75,820	80,209	81,813	1,604	2.0%	83,439	85,089	86,859
Tay	6101	\$809,898,203	12.63	103,773	109,913	112,111	2,198	2.0%	114,412	116,673	119,103
Tiny	12303	\$2,392,111,202	30.16	176,911	187,630	191,383	3,753	2.0%	195,448	199,310	203,466
Totals:	40102	\$8,068,544,355	100	\$825,847	\$ 874,690	\$ 892,184	17,494		\$ 910,485	\$ 928,484	\$ 947,819
		INCREASE YEAR OVER YEAR \$		\$362,051	\$48,843	\$17,494			\$35,795	\$17,999	\$19,335
		INCREASE YEAR OVER YEAR %		78.1%	5.9%	2.0%			4.1%	2.0%	2.1%
		Total annual operating/core budget		\$908,069	\$958,556	\$977,726			\$996,029	\$1,015,739	\$1,036,819
		Base amount for each municipality		\$51,079	\$53,919	\$54,997	2.0%		\$56,027	\$57,135	\$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 potential lack of provincial funding

Base Budget Change Report Midland Bay Landing Development Corporation							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Expense								
Consultants	54,950	157,000	157,000	0	0	157,000	0	0%
Honorariums	29,250	54,200	54,200	0	0	54,200	0	0%
Insurance	8,518	12,960	12,960	0	0	12,960	0	0%
Materials & Supplies	4						0	N/A
Printing, Advertising & Public Notices		1,000	1,000	0	0	1,000	0	0%
Professional Services	5,000	15,000	15,000	0	0	15,000	0	0%
Salaries & Benefits	28,489	28,204	29,283	0	0	29,283	1,079	4%
Training, travel, meetings, and	1,129	8,000	8,000	0	0	8,000	0	0%
Expense Total	127,341	276,364	277,443	0	0	277,443	1,079	0%
Grand Total	127,341	276,364	277,443	0	0	277,443	1,079	0%

Base Budget Change Report Police							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Revenue								
Draw from Reserve	-137,666						0	N/A
Fees, Service Charges, and Rentals	-49,955						0	N/A
Fines and penalties	-23						0	N/A
Grants & External Contributions	-236,891	-211,286	-230,974	0	0	-230,974	-19,688	9%
Interest and Investment Income	-7,643						0	N/A
Revenue Total	-432,177	-211,286	-230,974	0	0	-230,974	-19,688	9%
Expense								
Contracted Services	5,395,825	5,472,641	5,017,670	0	0	5,017,670	-454,971	-8%
Insurance	228	267	339	0	0	339	72	27%
Interdepartment Transfers	9,057	9,578	11,054	0	0	11,054	1,476	15%
Materials & Supplies	170						0	N/A
Printing, Advertising & Public Notices	92						0	N/A
Professional Services	46,491						0	N/A
Repairs & Maintenance	9,919	10,000	10,000	0	0	10,000	0	0%
Salaries & Benefits	82,398	69,082					-69,082	-100%
Security		600	600	0	0	600	0	0%
Telecommunications	186	1,000	1,000	0	0	1,000	0	0%
Training, travel, meetings, and conferences							0	N/A
Transfer to Reserve	205,686	402,869	857,840	0	0	857,840	454,971	113%
Utilities	22,337	19,534	26,120	0	0	26,120	6,586	34%
Expense Total	5,772,389	5,985,571	5,924,623	0	0	5,924,623	-60,948	-1%
Grand Total	5,340,212	5,774,285	5,693,649	0	0	5,693,649	-80,636	-1%

Police

Notes to Base Budget Change Report (BBCR):

Grants & External Contributions:

2022 consists of CSPT Grant (\$198K) and Ride Program Grant (\$13K). Maintained at 2021 levels as no new information available at this time.

Contracted Services:

OPP Service Contract estimated at \$4.99M for 2022 (2021 = \$5.45M). The reduction is the result of moving to the standard billing model starting in 2022. As per plan, the \$455K YoY reduction has been transferred to the Police Transition Reserve. Remainder of \$23.5K pertains to janitorial services. The amount is unchanged from 2021.

Salaries & Benefits:

Post retirement benefits moved to HR Division beginning 2022.

Base Budget Change Report Police Services Board							Change in 2022 Requested Budget to 2021 Approved Budget	
	2020 Actuals (\$)	2021 Approved Budget (\$)	2022 Base Budget (\$)	2022 One Time (\$)	2022 Service Level Change (\$)	2022 Request (\$)	\$	%
Expense								
Insurance	4,833	5,654	6,435	0	0	6,435	781	14%
Materials & Supplies	140	290	290	0	0	290	0	0%
Printing, Advertising & Public Notices		500	500	0	0	500	0	0%
Professional Services	2,583	4,700	4,700	0	0	4,700	0	0%
Protective clothing, uniforms, subscriptions, and memberships	1,451	2,250	2,250	0	0	2,250	0	0%
Salaries & Benefits	13,829	16,440	12,852	0	0	12,852	-3,588	-22%
Telecommunications	47	150	150	0	0	150	0	0%
Training, travel, meetings, and conferences	732	5,200	5,200	0	0	5,200	0	0%
Expense Total	23,615	35,184	32,377	0	0	32,377	-2,807	-8%
Grand Total	23,615	35,184	32,377	0	0	32,377	-2,807	-8%

Police Services Board

Notes to Base Budget Change Report (BBCR):

Salaries & Benefits:

Year-over-year reductions are the result of minor reallocations of staff resources.



**Section 12
Service Level
Change Requests**

2022 Service Level Change Requests Summary

SLCF Description	Division	Complement	Tax	Water	Wastewater	Capital
Sesquicentennial Reserve	Culture/Tourism		\$ 20,000			
Talent & Development Coordinator	HR	1	\$ 99,149			
Buyer/Purchasing Agent	Procurement	1	\$ 72,692			
Discontinue Floatiefest	Culture/Tourism		\$ (25,000)			
Fire Suppression Staff	Fire	1	\$ 26,241			
Cultural Alliance Student	Culture/Tourism		\$ -			
Operations Convert FT Contracts to FT Permanent	Operations	5	\$ 24,635			
Sustainable Capital Reserve 5yr Plan	Finance		\$ 180,000			
Single Winter Maintenance Shift	Operations		\$ (225,000)			
Re-evaluate Community Grant Program	Finance		\$ (110,000)			
Boat Launch Paid Parking and Ramp Fee	Harbour		\$ (90,000)			\$ 10,000
By-law additional enforcement (MLEO)	By-law	1	\$ 60,268			\$ 3,500
Recreational User Fee Restructuring	Operations		\$ (300,000)			
Stormwater	Water/Ww	1	\$ 62,000			
Total		10	\$ (205,015)	\$ -	\$ -	\$ 13,500

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Establish a reserve fund for Midland’s sesquicentennial taking place in 2028
Service Area (Department):	Corporate Services – Culture and Tourism
Contact:	Karen Mealing
Complement Impact:	N/A
Proposed Start Date:	January 2022

Net Operating Impact		
Tax	Water	Wastewater
\$20,000/yr x 7 years		

Current & Proposed Service Level:

There is no current budget line for Midland’s sesquicentennial which will take place in 2028. The proposal is to create a reserve fund with an annual allocation of \$20,000, beginning in 2022 and ending in 2028, to offset costs associated with recognizing and celebrating the 150th anniversary since Midland’s incorporation as a village. This will create a budget of \$140,000 to support to-be-planned celebrations and activities.

Staff will also pursue future granting opportunities to support sesquicentennial activities and events.

Council is unable to commit future year operating budget. As a result, the allocation will need to be reaffirmed annually through the budget process.

Business Case Rationale:

In order to alleviate the burden of Midland’s sesquicentennial celebrations entirely on the 2028 budget, the creation of a reserve will allow the corporation to annually allocate funds at a more moderate level and without burdensome impacts on annual budgets.



Service Level Change Request

Establish Reserve Fund for Sesquicentennial

Operating Budget Impact: Culture and Tourism

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Program costs	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Total Expenditures	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Notes: Annual allocations to Sesquicentennial celebrations in 2028				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Total Funding Sources	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022	2023	2024	2025
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022	2023	2024	2025
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Talent & Development Coordinator
Service Area (Department):	Human Resources
Contact:	David Denault
Complement Impact:	1 FTE
Proposed Start Date:	January 2022

Net Operating Impact		
Tax	Water	Wastewater
\$99,149		

Current & Proposed Service Level:

The current staffing complement for the Town of Midland Human Resources (HR) team is three (3) full-time positions: Director of HR \ H&S, Health and Safety \ HR Coordinator and HR, Benefits and Payroll Specialist.

The core business functions of the HR 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.

The core business functions are shared among the three (3) members of the HR team.

Director	Health & Safety	Payroll
Accessibility & Diversity	Claims Administration	Payroll,
Compensation & Benefits	Emergency Management	Compensation & Benefits
Employee Service & Recognition	Health, Safety & Wellness	
Job Evaluation & Descriptions	Multi-Site JHSC	
Labour Relations	Training & Development	
Organizational Excellence		
Recruitment		
Training & Development		
Workforce Planning		

Town of Midland
Service Level Change Request
2022 Operating Budget

With the approval of Council, the HR team implemented ADP, as the Town's Human Resources Information System to provide better data and reporting capabilities to facilitate business decisions. ADP is the foundation for where we collect data and information on the talent of the Town of Midland.

As part of the 2022 budget process, this change request is to provide value added service to managers and employees in the role of a Talent & Development Coordinator. This will also develop resilience and business continuity within the HR team and establish Midland as a learning organization for the leaders of tomorrow.

Business Case Rationale:

Since 2017 there have been a number of key retirements and departures: Fire Captain(2), Deputy Fire Chief(2), Director of Building and Development, Treasurer, CAO, Senior Planner, Financial Clerks (3), Financial Officer, Director of HR, Executive Assistant, Manager of Water and Wastewater, Town Clerk, Director of Community Services, Executive Director of Community Services, Executive Director of Corporate Services(2), which has impacted corporate memory. Many teams only have one (1) person in key roles and thanks to the dedication of many employees they wear multiple hats until a position is filled.

As of September 2021, the average years of service is 7 years. There are 17 employees eligible to retire in the next 5 years. To minimize the loss of corporate knowledge there is a need to develop and train our existing team in customer service, cultural sensitivity, safety, use of technology and leadership. As a municipality the need to invest in our talent is key to reduce turnover, to improve the customer experience and develop our future leaders.

Status	2017	2018	2019	2020	2021	Total
Full-time	14	14	11	11	11	61
Part-time	1	1	4	0	9	15
Temporary	1	1	7	17	4	30
Total	16	16	22	28	24	106

Since 2020 with the contract position of HR Support, the HR team has been able to respond to expedite the recruitment process for hiring managers by way of screening resumes, telephone pre-screens and facilitating the administrative process of interviews. This process has given hiring managers back valuable time that frees them up to work on the business. In addition, the HR Support has improved the on/off-boarding process for hiring managers and setting up training for employees on various platforms.

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As part of the 2022 budget process, this change request is to add a member to the HR team to continue the value-added support with the creation of the position Talent and Development Coordinator, duties include but are not limited to:

Recruitment & Selection

- Facilitate recruitment process and conduct interviews alongside hiring managers.
- Facilitate movement of talent (people) within the organization based on operational needs.
- Coordinate reference checks for potential candidates.
- Prepare all recruitment related and new hire paperwork (e.g., hiring requisitions, offer letters).
- Develop and train others on the use of the online recruitment tool.

Employee Relations

- Act as a resource to employees on HR issues.
- Provide guidance, direction and advice to the Management team and employees regarding employment related issues including, but not limited to, the interpretation of company policies & procedures, recruitment & selection strategy, performance management, terminations, strategic planning, training & development and benefits administration.
- Effective situation/conflict management, working closely with managers to ensure employee relations issues are handled professionally and timely and to minimize risks to the business,
- Conduct investigations and prepare report with recommendations.

Corporate Programs

- Support the roll-out of various corporate initiatives as required,
- Undertake policy development work and ensure all policies and procedures meet legal and business requirements,
- Undertake projects which will support the Corporation Mission, Vision and Values and/or improve the effectiveness of HR,
- Oversee Employee Recognition programs – Service Awards,
- Support the development of strong communication and feedback channels with all staff and through a variety of mechanisms to support employee engagement.

The request to convert the HR Support role into a full-time position of a Talent & Development Coordinator is necessary to provide support to Managers, Supervisors and employees with recruitment, employee relations, corporate learning and development programs to support growth from within at the Town of Midland, and business continuity of the HR function.



Service Level Change Request

Talent & Development Coordinator

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 99,149	\$ 99,149	\$ 99,149	\$ 99,149
Total Expenditures	\$ 99,149	\$ 99,149	\$ 99,149	\$ 99,149
Notes:				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 99,149	\$ 99,149	\$ 99,149	\$ 99,149
Total Funding Sources	\$ 99,149	\$ 99,149	\$ 99,149	\$ 99,149
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

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Proposed Service Level Change:	Addition of 1 FTE Buyer/Purchasing Agent
Service Area (Department):	Procurement
Contact:	Kim Crewson
Complement Impact:	+1 FTE
Proposed Start Date:	March 2022

Net Operating Impact		
Tax	Water	Wastewater
\$72,692		

Current & Proposed Service Level:

Procurement for the Town has one FTE – Manager of Procurement (formerly Procurement Coordinator)

The 2017 Service Delivery Review recommended the creation of a Procurement position, which was filled in early 2018. This was done to help “ensure the purchase of goods, services and construction required by the Town is done in a fair and transparent manner and meets the current and future needs of the Corporation.”

This position is responsible for overseeing all Town procurements, including the preparation of front ends, template development, bid postings and process management, policy development, the provision of policy/bylaw advice and application enforcement, contract negotiation, risk mitigation, vendor performance evaluation, PO software implementation and administration, and the development, implementation, and management of a purchasing card system.

For the past three years, the approach to the provision of procurement services, including bid documents, contracts, purchase orders, market trend analysis and rollout of the purchasing card program has been conducted by one staff member without a formal, centralized approach.

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Year	Key Initiatives	Formal RFx	Informal RFx	PO's
2018	By-law & procurement policy	20	35	72
2019	Centralization of procurement	43	48	164
2020	P-Card COVID	45	100 + (COVID)	111
2021	P-Card COVID	35	22	126

*Does not include procurements departments have facilitated on their own.

Requests of all kinds (internally and externally) are directed to the Manager of Procurement, with a high demand for immediate attention.

Proposed service level is 1 Manager of Procurement, 1 Buyer/Purchasing Agent

Business Case Rationale:

The current service level approach discussed above results in corporate-wide inefficiencies and leads to confusion as to the appropriate processes and protocols to be used when acquiring goods and/or services for the Town. Further, the lack of procurement staff support in the face of a large, diverse portfolio has resulted in the delay of key initiatives such as: electronic purchasing, vendor managed inventory system and pre-qualified roster initiatives, the development of an up to date and managed precedent system, and a fully centralized approach to procurement.

Over the past three years, the Corporation has seen significant cost savings and reduced risk and liability by initiating the implementation of a proper procurement process. Further, there has been an increase in the use of joint procurements with the surrounding municipalities - enabling the Town to reduce costs and provide similar items and services.

It is proposed that a Buyer/Purchasing Agent position be created to facilitate the day-to-day procurement activities, which will enable Manager of the Procurement to work on key initiatives and higher profile procurements and projects. This will continue to create efficiencies, achieve cost savings, and help to finalize a fully centralized procurement process throughout the Procurement Division of the Corporation.



Service Level Change Request

Buyer/Purchasing Agent

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 72,692	\$ 81,001	\$ 90,308	\$ 93,888
Total Expenditures	\$ 72,692	\$ 81,001	\$ 90,308	\$ 93,888
Notes:				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 72,692	\$ 81,001	\$ 90,308	\$ 93,888
Total Funding Sources	\$ 72,692	\$ 81,001	\$ 90,308	\$ 93,888
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

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Proposed Service Level Change:	Remove Floatie Fest from the 2022 budget.
Service Area (Department):	Environment and Infrastructure
Contact:	Nicole Major
Complement Impact:	none
Proposed Start Date:	January 2022

Net Operating Impact		
Tax	Water	Wastewater
-\$25,000		

Current & Proposed Service Level:

A budget of \$25,000 per year was first introduced into the Operating Budget in 2019 at the request of Council for staff to manage a Floatie Fest. The funds were to organize an evening gathering/party for rafting in Little Lake.

Staff have not organized the event to date due to the Covid 19 pandemic and on the advice of our insurance provider.

Business Case Rationale:

The Town's insurer advised that the risk is too high to participate in an event that allows the potential for personal safety when there is no quality control on the floatation devices or with the potential that participants may be consuming alcohol.



Service Level Change Request

Remove Floatie Fest from 2022 Budget

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Program costs	-\$ 25,000			
Total Expenditures	-\$ 25,000	\$ -	\$ -	\$ -
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Add 1 FTE – Suppression Staff, bringing number from 11 to 12.
Service Area (Department):	Fire and Emergency Services
Contact:	Paul Ryan
Complement Impact:	
Proposed Start Date:	First quarter in 2022

Net Operating Impact		
Tax	Water	Wastewater
\$26,241		

Current & Proposed Service Level:

From 2015 to 2020 the Fire Department has seen an increase in emergency response call volume of approximately 63% over this period. The reality for this community is the fact that we are an aging community. Our population is reaching a threshold that will see pressures on emergency service calls continue to increase year over year. As a result, there have been questions regarding the impact of the added call volume on service, staffing and deployment. The following detailed information is provided to convey the municipal responsibilities in relation to providing fire protection services and a status of current staffing and deployment. Currently Midland Fire operates with 11 Career firefighters in suppression 1 Fire Prevention officer and 1 Training Officer and 20 Vol firefighters. In 2021 Council did authorize an additional FTE for suppression, currently three platoons have 3 firefighters, and one platoon has 2. Over the last number of years, the department has struggled to meet its obligations under the current collective agreement without substantial overtime costs.

Business Case Rationale:

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.

The *Act* also states that in discharging its responsibilities under the *Act* the municipality may establish a fire department and shall appoint a fire chief for the department.

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Section 6. (3) of the *Fire Protection and Prevention Act* defines the fire chief: A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.

In determining appropriate fire protection services, the municipality has the right to request advice from the Fire Marshal. The Fire Marshal may also monitor and review fire protection in the municipality and if in the course of doing so determines that a serious threat to public safety is present make recommendations on reducing or remedying the threat as stated in Section 2. (7) of the *Act*.

Section 2. (7)

The Fire Marshal may monitor and review the fire protection services provided by municipalities to ensure that municipalities have met their responsibilities under this section and, if the Fire Marshal is of the opinion that, as a result of a municipality failing to comply with its responsibilities under subsection (1), a serious threat to public safety exists in the municipality, he or she may make recommendations to the council of the municipality with respect to possible measures the municipality may take to remedy or reduce the threat to public safety.

Section 2. (8)

If a municipality fails to adhere to the recommendations made by the Fire Marshal under subsection (7) or to take any other measures that in the opinion of the Fire Marshal will remedy or reduce the threat to public safety, the Minister may recommend to the Lieutenant Governor in Council that a regulation be made under subsection (9).

Section 2. (9)

Upon the recommendation of the Minister, the Lieutenant Governor in Council may make regulations establishing standards for fire protection services in municipalities and requiring municipalities to comply with the standards.

Simplified Risk Assessment

A simplified risk assessment was completed in 2002 and is reviewed annually and identified the following primary risks in the community.

- 1) Pre-School and Primary Grade Children
- 2) Senior Population
- 3) Non-Ambulatory Persons
- 4) Employment Base
- 5) Large Number of People in Single Occupancy
- 6) Mixed Residential/Commercial Occupancies

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- 7) Miscellaneous Fire Hazard Awareness, (e.g., vehicle fires, undefined structure fires, open area fires)
- 8) High Hazard Industrial (includes structure, contents, and processes)
- 9) Development and Construction
- 10) Notable Structures
- 11) Mobile Homes
- 12) Large Vacant Structures
- 13) Rooming Houses

Service

Emergency response calls remain the primary focus of the department and continues to manage the alarms as they arise. With the added call volume, the occurrences of simultaneous and consecutive alarms become a concern. In the first half of 2019 the department responded to simultaneous and consecutive alarms on thirty-plus (30+) occasions. The current deployment model on general calls is on duty staff, off duty staff call back and *activation* of the volunteer firefighters.

In addition to emergency response, firefighters are also involved in fire prevention, public education, training, and maintenance duties. Activities in each of these areas are impacted by the call volume depending on the nature and timing of the emergency. Obviously, the more time committed to emergency response results in less time attributed to the other services and responsibilities. Prioritization of service is then required to try and balance the functions and commonly, staff must leave an assigned task; fire inspection, pre-incident planning survey, public education presentation, training session, etc. to attend an alarm.

Approved Staffing

	Volunteer Firefighters	Notes	Career Firefighters	Notes
Active	16	S	13	S, FP, T
Injury/Illness	0	S	2 (Third one possible in 2021)	
Vacancy	4	S	1	
Total	20		13	
S = Suppression Division, FP = Fire Prevention Division, T = Training Division				

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 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

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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 six (6) members off on longer leave over the last five (5) years. With staff off there is an increase pressure on the available staff to respond and cover shifts to meet the requirements of the collective agreement.

These scenarios add to the overall costs respecting overtime for the department.

Succession and staff development planning is a key component for the department, especially on the career side. This is especially important from the perspective of ensuring well trained and competent personnel. The department’s current staff levels constrain the department’s ability to provide for staff development and succession planning given the fact we are spending our resources on covering off shifts and emergency response call increases.

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.

Municipality	Midland	Collingwood	Wasaga Beach
Chief	0.5	1.0	1.0
Deputy Chief	1.0	1.0	1.0
Executive Assistant	0.5	1.0	1.0
Suppression Firefighters	11.0	24.0	20.0
Fire Prevention Officer	1.0	2.0	
Fire Training Officer	1.0	1.0	1.0
Volunteer Firefighters	20.0	9.0	16.0
Total	35.0	39.0	40.0

Suppression Staffing Model and Deployment

By way of background for Council, our current Collective Agreement with the Midland Professional Firefighters Association includes several items related to staffing, primarily the requirement to have ten (10) Career Firefighters always assigned to Suppression with a minimum of two (2) Career Firefighters on duty. The eleven (11) Career Firefighters are divided into four (4) shifts on two (2) platoons *a platoon of six (6) and a platoon of five (5). The platoon with five (5)*

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share one (1) Float Firefighter to fill a position when another firefighter is off on vacation or lieu time. Each platoon works a rotational schedule of four (4) days/nights on duty followed by four (4) off duty rotations between days and nights. When one platoon is on-duty the opposite platoon is off duty. Conceptually on paper the model is reasonable, however given the reality of the last several years there are some real constraints and vulnerability.

Below is a graphic to help visualize the concept. Platoon 1 (Shift A & B) work the blue colors and Platoon 2 (Shift C & D) work the green colors. Once Rotation 4 is complete the schedule reverts to the beginning at Rotation 1.

<u>Platoon</u>	<u>Rotation</u>	<i>Day 1</i>			<i>Day 2</i>			<i>Day 3</i>			<i>Day 4</i>		
		D	N	O	D	N	O	D	N	O	D	N	O
1	1	A	B	C/D	A	B	C/D	A	B	C/D	A	B	C/D
2	2	C	D	A/B	C	D	A/B	C	D	A/B	C	D	A/B
1	3	B	A	C/D	B	A	C/D	B	A	C/D	B	A	C/D
2	4	D	C	A/B	D	C	A/B	D	C	A/B	D	C	A/B

D/Days, N/Nights, O/Off

The primary intent of the ‘Floater’ firefighter is to ‘float’ between the two (2) shifts to fill the position of another firefighter who is off for the shift on vacation or lieu time. When a firefighter is off on vacation or lieu and the ‘float’ firefighter is filling that position, a *subsequent* injury or illness results in another firefighter from the same platoon being off. *Staff must then* fill the position with overtime, and in most circumstances the career firefighters are very accommodating and will attend to fill the shift, however the first day or last night of a shift does limit the individuals which are available. The increased cost for shift coverage and leave has significantly increased over the last five (5) years. When such action does not fill the shift, the shift will be staffed with a single firefighter, but all calls are then paged as a general alarm which has a significant cost to the Municipality, this contravenes the current collective agreement.

The on-duty staff (2 Career Firefighters) generally respond to all minor alarms such as medical assist, public service, single vehicle motor vehicle collisions, and minor fires; and for major alarms such as structure fires, multi-vehicle motor vehicle collisions, the duty crew is supplemented by the Volunteer and off duty Career Firefighters with a General Alarm.

The Volunteer Firefighters traditionally responded to approximately 200-250 calls on an annual basis, until the implementation of the Full-Time Firefighter minimum staffing of 2/24/7 in 2002. Indications during the restructuring of the fire

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department in 2001 were that the Volunteer Firefighters were concerned about having to respond to additional alarms. The Volunteer Firefighters did not desire to respond to additional alarms and in fact the restructuring model did initially reduce the number of general alarms. A *further/subsequent* revision to the deployment model *occurred* in 2004 *which* resulted in an increase in the number of General alarms to approximately 185. *This revision, a change in the dispatching procedure for alarm calls was a result of recognizing that one cannot pre-determine which smoke/fire/heat/sprinkler alarm that is received will be a major occurrence until the first apparatus arrives with sufficient personnel. This very scenario as was evident under the previous dispatching procedure where twice in a few months an alarm turned out to be a major fire requiring substantially more resources than were present on the first arriving apparatus. An additional concern of Volunteer Firefighter response is the impact each alarm has on employers of the volunteer firefighters as well as a firefighter's family responsibilities when they are requested to respond to alarms more frequently. A significantly increased call volume may result in many either opting to or having to withdraw from the department. This may also impact recruitment.*

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. Additionally, Midland can expect to be measured against the standards and industry best practices and we are not in a defensible position with our current model.

The *Occupational Health and Safety Act* stipulates that the employer provide information and instruction to the worker as well as take every reasonable precaution to protect the worker. Training is provided based upon the NFPA Standards and Midland uses the International Fire Service Training Association training materials. Department operating guidelines are also in place to provide guidance. Accepted practice is to provide sufficient personnel and resources to achieve the intervention required to stabilize the incident and ensure actions are completed in a safe and effective manner.

Office of the Fire Marshal (OFM)

The OFM develops a variety of Guidelines on Municipal Fire Protection for the municipality to consider in determining the delivery of fire protection services within the local needs and circumstances. These guidelines are available to provide Council with assistance in making informed decisions on the delivery of fire protection services in the community. Council is directly accountable to the

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constituents for the delivery of fire protection and as such the municipality is responsible to establish a level of fire protection services in the community to ensure that a threat to public fire safety does not exist. Each municipality may choose to provide a more comprehensive approach to fire protection to address the local needs and circumstances as it deems appropriate.

Staffing – Single Family Dwelling (PFSG 04-08-12)

The guideline was developed to assist in determining the extent of fire protection services to a single-family residential dwelling fire. The guideline is based upon the provision of aggressive interior fire suppression or rescue but not both simultaneously.

Highlights of the guideline:

- Assumes the incident location is in an urban area and hydrant protected with a pressurized water system
- Minimum initial response of four (4) firefighters
- Total compliment of no less than ten (10) firefighters
- A minimum of two (2) fire apparatus; one (1) of which must be a pumper
- Considers five (5) critical time components:

1) *Dispatch time*

The time from which the first call is received until the fire department/station is notified. National Fire Protection Association documents (NFPA 1221) indicate 90 seconds as a maximum time frame.

2) *Response Time*

The time from which the fire department is notified until the first suppression unit is on scene.

3) *Initial Attack Team Time*

The time from which the fire department is notified until 4 firefighters are on scene

4) *Fire/Rescue Attack Team Time*

The time from which the fire department is notified until 10 firefighters are on scene – Maximum Fire Attack Team Time of 10 minutes to 90% of all **reported** fire emergencies

5) *Assembly Time*

The time at which 10 firefighters are on scene

A variety of options are presented to assemble applicable resources.

Functions to be performed include:

Incident Scene Command (1),	Exposure Protection (2)
Pumper Operator (1)	Ventilation (2)
Search & Rescue (2)	Total (10)
Back-up Protection (2)	

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The functions listed above are not in priority order as each incident's priorities will be selected upon the incident size-up. The number in brackets indicates the required number of personnel to complete that assignment. This document is sixteen (16 years old) and has not been updated to reflect current NFPA standards that are outlined further in this report.

A rapid aggressive/offensive initial interior fire suppression attack on a free burning structural fire results in greatly reduced property damage and the best chance at a successful rescue of endangered occupants. The free burning growth of a fire to the point of "flashover" (the very rapid and sudden spreading of fire due to superheating of room contents) generally occurs in less than ten (10) minutes, with recent study results indicating that this can be as few as three (3) minutes. One of the most important elements in limiting fire spread are the quick arrival and deployment of sufficient personnel and equipment to attack and extinguish the fire as close to the point of origin as possible, especially in a marginal situation where sustained fire operations may be required and the potential for a successful rescue diminishes quickly if the incident becomes a major fire. Suppression capability is an extension of how much firefighting power can be put into action when there is a fire. It includes the amount of apparatus, equipment, and personnel available; the time needed to respond and place equipment in action; the water supply; the application of strategies and tactics; the level of training; and all of the components that add up to effective fireground operations.

National Fire Protection Association (NFPA)

NFPA is an internationally recognized consensus codes and standards development agency. NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. Virtually every building, process, service, design, and installation in society today is affected by NFPA documents. In Canada and Ontario several NFPA codes and standards are prominently referred to in building and fire codes. Otherwise, compliance with the codes/standards is entirely at the discretion of the authority having jurisdiction. However, in accessing and evaluating due diligence, negligence, and liability NFPA documents are referenced on a regular basis and held of the highest regard.

Staffing and Deployment (NFPA 1710/1720)

Staffing and deployment standards are divided into two (2) different NFPA Standards; one (1) for primarily *Career* Fire Departments (NFPA 1710) and one (1) for Volunteer Fire Departments (NFPA 1720). The current versions of the standards define a Career Fire Department as a fire department that utilizes full-time or full-time-equivalent (FTE) station-based personnel immediately available

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to comprise at least 50 percent of an initial full alarm assignment. Midland Fire Department fits the definition of a Career Fire Department.

The volunteer standard (NFPA 1720) highlights:

- Assignment and deployment of a company (crew) of not less than four (4) personnel before initiating interior operations
- Assignment of an Incident Commander who is responsible for the overall coordination and direction of all activities
- Initial attack shall commence within two (2) minutes 90% of the time upon assembling resources
- Capability for sustained operations including fire suppression, search and rescue, forcible entry, ventilation, accountability, dedicated rapid intervention crew, and preservation of property, including the provision of support activities for situations beyond the initial attack

The highlights of the career standard (NFPA 1710) are:

- Turnout time = 80 seconds. Turnout time is the time between the fire station being notified and the first apparatus response time
- Four (4) minutes for the arrival of the first pumper company
- Company = minimum of four (4) personnel, including a company officer assigned to one piece of apparatus, trained, and equipped for assigned tasks
- Five (5) minutes for the arrival of second apparatus for a fire incident (2 units and 8 personnel)
- Performance objective = 90% for each time objective
- Table 1 shows recommended minimum responses to fires in different types of buildings:

Table 1 – NFPA 1710 Recommended Response				
Job Task	Single Family Home	Strip Mall / Plaza	3-Storey Walk-up	Highrise
Incident Commander	1	1	1	1
IC Scribe / Aide		1	1	1
Incident Safety Officer				1
Staging Officer				1
Logistics Officer				1
Pump Operator	1	2	2	2
Aerial Operator	1	1	1	1
Suppression / Backup	4	6	6	6
Support Personnel	2	3	3	2
Search and Rescue	2	4	4	4
Ventilation	2	4	4	4

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Table 1 – NFPA 1710 Recommended Response				
Job Task	Single Family Home	Strip Mall / Plaza	3-Storey Walk-up	Highrise
Rapid Intervention	4	4	4	4
Accountability				4
Evacuation Team				4
Elevator Control				1
Lobby Control				1
Rehab				2
Total Personnel	17	26	26	40

The functions listed above are not in priority order as each incident’s priorities will be selected upon the incident size-up. The numbers indicate the required number of personnel to complete that assignment.

Initial Attack Crew

A common thread throughout the information referenced above is the initial attack crew size of four (4) personnel. Four (4) personnel are recognized as the staffing compliment required to facilitate incident scene operations in a safe, efficient, and effective manner for the majority of alarms, with the exception of medical assist alarms, check calls, and most public service calls. Four (4) personnel provide an Incident Commander, Pump Operator and two (2) personnel to perform fire suppression/rescue functions. Attack team functions and responsibilities are outlined below. Many of the actions required to stabilize the situation take place concurrently, depending on the evaluation of each situation, rather than sequentially as presented.

Incident Commander

Responsible for four (4) basic incident objectives

1. Provide for the safety and welfare of firefighting personnel
2. Remove endangered occupants and treat the injured
3. Stop the incident
4. Property conservation once incident control is achieved

Responsible for eight (8) functions as required by the nature of the incident

1. Assume and confirm command and take up an effective position
2. Rapidly evaluate the situation (size-up)
3. Initiate, maintain, and control the communications process
4. Identify the overall strategy, develop an attack plan, and assign tasks
5. Provide continuing command within the framework of standard operating guidelines and revise the attack plan as required

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6. Coordinate the transfer of command as required
7. Request and assign additional resources as required
8. Return units to service and terminate command

The first five functions must be addressed immediately upon initial assumption of Command.

Driver/Pump Operator

Responsible for ten (10) apparatus operation and water supply functions

1. Determine the appropriate route to the incident location by utilizing maps and personal knowledge
2. Safely maneuver the apparatus to arrive at the incident scene in as short a time as possible
3. Position the apparatus so as to take full advantage of the layout of the unit and not clog the area for other responding units and personnel
4. Secure the apparatus in place with the parking brake system and wheel chocks and engage the pump
5. Locate and establish a water supply (hydrant or static source)
6. Charge hose lines, set pressure control device, monitor, maintain pressure, and take corrective actions as necessary to ensure continued supply of water and pressure to the hoseline
7. Monitor apparatus systems and take corrective actions as necessary
8. Assist with retrieving equipment from the unit to support firefighting and rescue functions and the exchange of breathing supply air
9. Shutdown hose lines and water supply following the completion of suppression activities and aid in reloading apparatus hose beds and returning unit into service
10. Safely maneuver the apparatus to return to the fire station

Suppression/Rescue Team

Responsible for nine (9) rescue, incident control and property conservation functions

1. Locate, protect, and remove endangered occupants
2. Treat the injured
3. Confine the incident, stop forward progress, and bring the situation under control
4. Reduce and/or keep property loss to a minimum
5. Support activities to support rescue and incident control operations, including forcible entry, ventilation, and provision of access
6. Salvage: the removal of products and agents from the structure to keep damage to a minimum and to protect contents.

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 2022 Operating Budget

7. Overhaul: to locate and control any remaining conditions by opening up concealed spaces and thoroughly checking for extension in order to confirm the status of the structure
8. Assist in determining the cause and origin of the incident
9. Aid in reloading apparatus and returning equipment into service

All fire ground operations are time critical. Each reduction in time associated with a particular function (such as the time required to assemble firefighters on the fire ground or the time to begin incident control operations) results in intervention at a lower level of the *time/fire curve*. Proper management of the various time elements is important, particularly during the set-up stage. It has been said that five minutes of well-timed and well-planned activity at this stage can avoid five hours of catch-up later.

Statistical Data (2016 – 2021)

	2016	2017	2018	2019	2020	2021
Total # of Calls	1,359	1,430	1,495	1,542	1,443	653
Total # of General Alarms	200	178	181	190	192	135
Total # of Overtime Shifts	137	157	161	149	96	62
Total # of 1 Career Firefighter Shifts / Year	180	180	180	180	180	180
Total # of Shifts Requiring Coverage	137	157	161	149-	96	62
STD Days	21	4	74	83	156	95
WSIB Days	0	0	0	0	0	0

The Fire Department has also conducted an analysis of data for 2018. The Fire Department analysis considers all performance bench marks of Public Fire Safety Guideline 04-08-12, Staffing – Single Family Dwellings. Each benchmark is identified and further explained as required below:

1. Four (4) firefighters initially responding – indication of a general alarm being immediately paged is recognized as having 4 firefighters initially responding
2. Virtual simultaneous arrival of four (4) firefighters – having a minimum total of four (4) firefighters on scene within one (1) minute of the initial apparatus arrival time is recognized as being virtually simultaneous
3. Two (2) vehicles responding, one of which is to be a pumper
4. Ten (10) firefighters on scene in ten (10) minutes

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In order to achieve the full intent of the guideline all four (4) criteria must be reached.

All alarms reported as a structure fire, including smoke/fire/heat alarm activation and a sprinkler system alarm activation were considered. Alarms in which the Fire Department discovered, upon investigation or were advised, that no or minimal Fire Department intervention was required, and where such a message was communicated to dispatch and/or other responding firefighters prior to the ten-minute (10) mark from receipt of the alarm by the Dispatch Centre have been eliminated. Only alarms in the urban area of the municipality have been considered.

The Fire Department analysis of data indicates that the total number of firefighters in attendance at alarms is sufficient for day-to-day operation. For the rare occurrences where the attendance is not sufficient or the incident is of significant magnitude it is beyond the Department's resources, mutual aid is available and intended for such a purpose.

The greatest challenge is having the available resources at the scene in a timelier manner. The analysis showed that 80% of the time there are four (4) or more firefighters on scene within one (1) minute of the arrival of the first apparatus. The analysis also showed that the ten (10) firefighters in ten (10) minutes benchmark of the guideline was only achieved 50% of the time in 2020. The time for assembling ten (10) firefighters is very important as the additional personnel resources provide the back-up and support functions for the initial fire attack/rescue team such that that team can safely continue operations further into a structure.

There were both major incidents which required significant intervention by the fire department along with several alarms over the period which required minimal (only minor actions such as ventilation) fire department intervention. Although the alarms that only required minimal all proved to be a minor incident all had potential to be a major occurrence.

During the years between 2013 and 2019, the full-time staff compliment has been reduced by the equivalent of 4 FTE's. Two (2) in suppression not replaced one (1) full-time chief and 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. Council did authorize 1 additional FT FF in the 2020 budget.

The Town has seen significant growth in our commercial and residential occupancies and special events but staff at the fire department has decreased.

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Moving forward with the increased staff and our Volunteer Firefighter driving program, the department should be able to achieve additional savings in overtime for shift coverage and general call overtime. The additional staff will allow greater flexibility for shift coverage and staff development and the driving program should allow the department to get to a point that on general call outs there would be no need to call back the career staff but utilize the on-duty staff and Volunteer Firefighters to respond. This would require working with the MPFFA and coming to an understanding regarding language under the current collective agreement.

Conclusion

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 new training requirements and the increasing number of emergency calls has taxed our volunteer firefighters, and they are at their limit. The career component attention in order to be prepared for the future and continue to provide efficient effective service to the community. The continued reliance on the volunteer firefighters due to a shortage in career firefighter staffing for minor alarms will continue to add pressure and potentially reduce the effectiveness of the volunteer system. 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 one (1) additional suppression firefighters for 2022.

The addition of one (1) Career firefighters would result in a greater number of firefighters being on duty and available to respond to emergencies each day. The added resource would provide valuable flexibility in scheduling, assist in completing regular duties including station maintenance (which is a lower priority than other tasks) and an opportunity to possibly expand current fire protection services, especially in the fire prevention and public fire safety education program areas.

Considering each firefighters eligibility to vacation and lieu time in the current eleven (11) firefighter staffing model there are sixty-three (63) shifts that remain for the potential for three (3) firefighters on duty, comparatively on a twelve-firefighter (12) staffing model that potential would increase significantly to three-hundred-and-eighty-six (386) shifts. The Director of Fire Services/Fire Chief and the Director of Human Resources will work with the MPFFA and CLAC to come up with options for possible deployment models that works within the language of the collective agreements and any other operational efficiencies.

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Year	2019	2020
Optimal # of Shifts Annually		
Days	3	3
Nights	3	3
+ VFF		
365 Days	2190	2190
# of FF	10	12
# of Shifts Annually	180	180
Vacation Shifts Annual	152	172
Total Shift Coverage	1648	1988
Shortfall on # of Shifts Annually	-542	-202

2021 there have been 2 members off on extended leave and it is anticipated on more leave before the end of 2021.

Financial Implications

The estimated cost (wages) of each additional Career Firefighter based on the current collective agreement numbers is as follows: (2021 rates under CA

- Year 1 - \$94,241 including benefits (for 1 FF's)
- Year 2 - \$105,637 including benefits (for 1 FF's)
- Year 3 - \$115,019 including benefits (for 1 FF's)

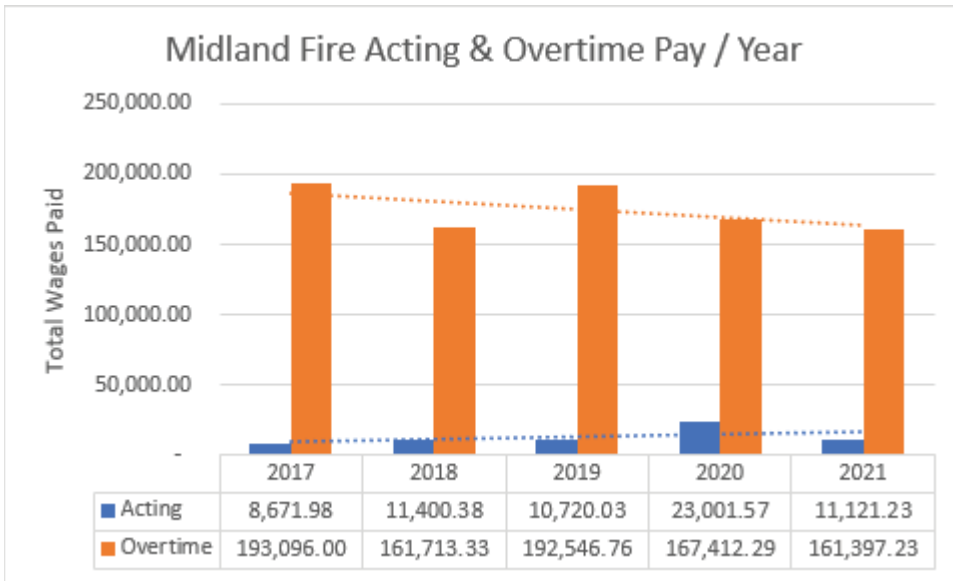
These figures do not represent the overall financial impact as there will be cost savings in the area of overtime as the need to backfill shifts should be greatly reduced with additional personnel resources although an accurate estimate is difficult to project. However, as an example, the following is the costs associated with overtime for shift coverage, and general call backs: **It is estimated that the one (1) additional firefighter would have a cost avoidance/savings of approximately \$68,000 per year on shift coverage overtime and would allow the department to meet its obligations under the collective agreement and provide much needed support to our current staff. This is based on the budgeted onetime and the actual overtime costs.**

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Five (5) year OT cost in Fire Services

Fire	2021	2020	2019	2018	2017
Acting	11,121.23	23,001.57	10,720.03	11,400.38	8,671.98
Overtime	161,397.23	167,412.29	192,546.76	161,713.33	193,096.00
Total	172,518.46	190,413.86	203,266.79	173,113.71	201,767.98

(Please note the year 2021 numbers reflect up to the third quarter only.)



In the third and fourth quarter of 2021, 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 *extended* leaves. This *has* resulted in the need to fill over 32 shifts to cover *these* extended leaves so far, as well there is another anticipated leave coming in December. Furthermore, management at the fire department are not able to meet the obligations agreed to in the collective agreement between the MPFFA and the Town of Midland.

With the addition of the one (1) extra firefighter shift coverage, overtime would be significantly reduced to offset the cost of the additional hires and with more Firefighters on duty and a review of the department’s current deployment model, we should be able to achieve significant savings in the General Call overtime as well. It is estimated that the one (1) additional firefighter would save approximately \$68,000 per year on shift coverage overtime and would allow the department to meet its obligations under the collective agreement and provide much needed support to our current staff. A recent arbitration ruling in Sudbury will need to be taken into consideration moving forward and the impact of the ruling on staffing levels, response, and health and safety of our staff.

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Strategic Goals and Objectives

It is a strategic goal of Council to ensure the public health and safety of residents and foster a cohesive work environment with its staff.



Service Level Change Request

1 FTE Fire Suppression Staff

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Professional Services	\$ 27,500	\$ 20,000	\$ 20,000	\$ 20,000
Vehicle, Equipment, and Facility Rentals	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Salaries & Benefits	\$ 94,241	\$ 104,633	\$ 115,019	\$ 125,406
Protective clothing, uniforms, subscriptions, and memberships	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500
Contracted Services	\$ 49,700	\$ 50,694	\$ 51,707	\$ 52,741
Total Expenditures	\$ 220,941	\$ 224,827	\$ 236,226	\$ 247,647

Notes: Training is a one time request for training of the shared Drone program with Penetanguishene. Increase in labour cost for negotiations with CLAC and MPFFA. Vehicle repair and maintenance costs are increasing. Uniforms increasing with a new uniform allotment with the members of MVFFA and the CA with CLAC. Adding one additional firefighters for suppression to meet the conditions of the collective agreement with MPFFA, Contracted services are anticipated to continue after December 31, 2021.

Funding Sources				
Operating Funding Sources	2022	2023	2024	2025
Taxation	\$ 245,904	\$ 241,785	\$ 253,184	\$ 264,605
Fees, Service Charges, and Rentals	-\$ 68,000			
Total Funding Sources	\$ 177,904	\$ 241,785	\$ 253,184	\$ 264,605

Notes:

Capital Budget Impact:

Expenditures				
Capital Expenses	2022	2023	2024	2025
Total Expenditures	\$ -	\$ -	\$ -	\$ -

Notes:

Funding Sources				
Capital Funding Sources	2022	2023	2024	2025
Total Funding Sources	\$ -	\$ -	\$ -	\$ -

Notes:

Town of Midland
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Proposed Service Level Change:	A summer student to work with the Culture Alliance.
Service Area (Department):	Culture and Tourism
Contact:	Karen Mealing
Complement Impact:	none
Proposed Start Date:	May 2022

Net Operating Impact		
Tax	Water	Wastewater
N/A		

Current & Proposed Service Level:

The Culture Alliance, the joint culture committee serving Midland, Penetanguishene, Tay, Tiny and Beausoleil First Nation, does not have dedicated full-time or summer staff.

The Culture Alliance wishes to hire a summer student for 2022 to assist with some of their projects and activities. The Culture Alliance has included \$3,500 for student wages in their 2022 draft budget and requests that the Town of Midland include the remaining \$3,500 in wages in their 2022 application to Canada Summer Jobs (please note that the Town does not receive grant funding for all of its summer students).

The Culture Alliance requests that the student be included in Midland’s payroll and be supervised by the Town’s Cultural Development Coordinator. The Culture Alliance will cover the cost for the student to access a Town of Midland computer and will allocate funds for Town of Midland staff time to supervise the student.

If grant funding for the position is not secured, the Culture Alliance will determine if they can cover the remaining wage amount or if they will abandon the idea for a summer student. The Town of Midland will not be responsible for covering wages not funded by a grant but would be required the balance of costs for the office costs, supervising and managing them.

Business Case Rationale:

As a committee of five Councils, the Culture Alliance cannot currently independently apply for grants or hire staff.

As the Town of Midland currently manages the Culture Alliance’s funds on their behalf and Midland’s Cultural Development Coordinator is aware of, and involved in, many of the Culture Alliance’s activities and programs, placing the summer student with this community partner is the logical solution both in terms of guidance and supervision, as well as financially for grants and payroll.



Service Level Change Request

Culture Alliance Summer Student

Operating Budget Impact: Culture Alliance

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 9,000			
Vehicle, Equipment, and Facility Rentals	\$ 3,500			
Total Expenditures	\$ 12,500	\$ -	\$ -	\$ -
Notes:	Wage and mandatory employment related costs for summer student + supervision and computer.			
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Grants & External Contributions	\$ 12,500			
Total Funding Sources	\$ 12,500	\$ -	\$ -	\$ -
Notes:	Culture Alliance contribution and anticipated grant from Canada Summer Jobs.			

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Transition of Contract FTE's to Full Time, Permanent FTE's
Service Area (Department):	Operations
Contact:	Dylan Flannery
Complement Impact:	No change in FTE Totals, increase in five (5) FT, equal reduction in Full Time Temporary Contracts (FTT)
Proposed Start Date:	May, 2022

Net Operating Impact		
Tax	Water	Wastewater
\$24,635		

Current & Proposed Service Level:

Current staffing levels in the Operations Department with regards to full time field staff are three (3) Lead Hands, five (5) Equipment Operators, nine (9) Operations Technicians, one (1) Labourer, and one (1) Gardener. This totals 19 field staff, each position requiring different certifications, licenses, and skillsets. Staff at the Lead Hand, Equipment Operator, and Operation Technician levels are required to have a 'DZ' license. This license permits staff to operate the majority of operational equipment, with the Equipment Operators also having additional skills and training to operate various specialized equipment. Lead Hands, while being working Lead Hands, spend much of their time developing work plans, following up on E11 cases, communicating with contractors and residents, arranging equipment and materials needed, ensuring tasks are completed in a safe and efficient manner, and trouble shooting during problem situations.

The Operations Department is responsible for all winter maintenance activities within the Town as well as park, road, storm sewer, sidewalk and curb, public works, and street lighting maintenance. The needs and priorities change with the seasons, and so to do the staffing levels. During the winter months, the current service level provided by the Operations Department is one that far exceeds the Provincial Minimum Maintenance Standards (MMS) which sets out best practices for municipalities and road authorities to guide winter maintenance activities to ensure roads and sidewalks are maintained at a safe level that acts to reduce liability. The majority of staff working during the winter months work overnight hours as this allows for safer and more efficient maintenance activities. To maintain this service level, seven (7) contract employees are added to the full-time staffing complement during the fall season. During the winter months, one (1) focuses on winter road patrol, two (2) on operating heavy machinery such as Road Plows or Loaders used in laneways and parking lots, and four (4) on

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sidewalks, bus shelters, and hand shoveling locations such as Town Hall. These contracts last roughly six (6) months each with the beginning period focusing on fall tasks such as ground maintenance and leaf cleanup, winter prep, ditching, sign maintenance, seasonal closures, and the completion of various outstanding projects. Nearing the end of these

contracts, focus again transitions but this time towards Spring related tasks such as sand cleanup, patching, turf and boulevard repairs, and summer prep.

As these winter contracts come to completion and departmental objectives and priorities change, yet again the Operations Department must look to add additional contract employees to the full-time summer staffing complement. Contract workers are then employed from the spring to the fall season, again for roughly six (6) month durations, to assist the department in meeting its goals and objectives of the summer season. Contract workers are also used to fill the void from the full-time staff away on vacation or using their time off in lieu. Contract workers now focus on the warmer seasonal maintenance needs such as lawn and turf care, sports field maintenance, tree care, garbage collection, general park and trail maintenance, various inspections, sidewalk and boulevard repairs, ditching and culvert repairs, asphalt patching, and event related maintenance.

The staffing needs during this season far exceed the needs during the winter months. Currently, there more than nine (9) FTE's budgeted for contract labour within the Operations operating budget. This means that combined with the nineteen (19) field staff full time FTE's, there are an additional nine (9) full time temporary (FTT) staff members averaged annually for an annual FTE total of twenty-eight (28). Roughly one third of the Department's field staff are currently employed on a temporary basis. This proposal requests a transition of five (5) temporary FTE's into full time, permanent employment. The result is an increase of five (5) full time FTE's, and a reduction of five (5) full time temporary FTE's with no increase to the total staffing complement. The request is to transition four (4) of these positions into full time Labourer positions, and one (1) into a full time Operations Technician position.

However, if Council elects to implement the single winter maintenance shift, per a separate change request or service level change form submitted, this service level change would not be required.

Business Case Rationale:

As mentioned above, more than one third of the Operation Department's field staff are employed on a temporary basis. If Council wishes to maintain current service levels, a transition of five (5) FTE's from temporary status to full time status is necessary. There are currently multiple temporary field staff employees

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Service Level Change Request
2022 Operating Budget

of the Town who have maintained their temporary status for more than a decade. This points to a staffing need that has existed for a significant number of years. With the Town continuing to grow, new neighbourhoods, roads, sidewalks, parks, and therefore maintenance needs also continue to expand. As the Town continues to make investments in growth and development, an equal investment in maintenance is therefore necessary.

The transition of temporary positions into full time positions will allow the Operations Department to retain staff with the knowledge and skills to help accomplish its objectives. Furthermore, this will enhance morale and dedication amongst employees as they then have a vested interest in the Town and its mission. Having to rehire and often retrain new staff bi-annually comes at a cost. This cost is not just a loss in skills as contract workers seek full time employment elsewhere, but a cost regarding recruitment, orientation, and training of new employees. Reducing the amount of recruitment and training of new employees leads to significant efficiency improvements. This would reduce the amount of training needed on items such as operating equipment or safely navigating plow routes; staff become more proficient at performing many of the specialized duties such as pouring concrete, engaging in culvert repairs, or cutting overhanging limbs. The Operations Department's area of responsibility is wide reaching, and it is not common to obtain a candidate that is well versed in all areas. As they work through their careers with the Town, they are able to learn and develop proficiencies on a wider variety of not just general maintenance duties, but specialized tasks. As is the case now, many temporary employees begin to develop skills in specialized areas and take their newly learned skills and training received by the Town to other municipalities or private companies that offer full time employment.

The estimated time spent for both the Supervisor and Manager of Operations in combined recruitment and training of a new employee is roughly twenty (20) working hours; estimated training time by a Lead Hand is twenty (20) hours per new employee; estimated admin time spent on training and recruitment for one new employee is four (4) hours; and estimated training time from other field staff is another sixty (60) hours. A newly hired field staff member will spend their first three (3) days or twenty-four (24) paid hours performing corporate orientation and department specific orientation. This does not include their time spent on job specific training which occurs beyond their initial orientation. These estimates are specific to the Operations Department and do not include HR time on recruitment and onboarding of a new employee. For one (1) full time temporary FTE, these amounts can then be doubled when an employee does not return the following season, for any number of reasons, as that FTE would have had to go through the recruitment, hiring, and training stages twice in a given year. Reducing the recruiting, hiring, and training needs can lead to significant improvements to efficiencies elsewhere within the Corporation, spanning multiple departments.

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As the request is for the transition of five (5) total contract FTE's into five (5) full time FTE's, the full-time positions as per this proposal is for one (1) of those five (5) at the Operations Technician level, and four (4) at the Labourer level. Several tasks, such as sidewalk plowing, hand shoveling, tree care, garbage collection, or lawn care do not require a 'DZ' license. Additionally, weekend coverage specifically in the summer months is necessary with staff focusing on garbage collection, sports field maintenance, watering of horticulture beds, and event setup/takedown and maintenance are duties that can be performed by staff members at the Labourer level. These proposed full time Labourers are then available in the winter months to operate sidewalk plows, shovel Town Hall and bus shelters, and perform countless other general maintenance duties. The need is both year-round and permanent. Additionally, to ensure each plow route is staffed with a qualified staff member holding a 'DZ' license, there is the need during winter months to employ an Operations Technician but internally there are not enough staff, leaving this position to be filled by a contract employee. This causes a further issue as there is then full-time employees earning a lower wage than contract employees. This needs to change.

Also, contract workers must have breaks in service between any temporary employment offer. This break in service is a minimum of two (2) weeks, leaving the Department without each contract FTE for two (2) weeks in the spring and two (2) weeks in the fall. This is only if they choose to return the following season, if they do not then the Town must enter into the recruitment process yet again. Contract employees will also require days off while on contract for a variety of reasonable purposes. While a new OPSEU staff member would have two (2) weeks of paid vacation time annually, the contract employee is out a minimum of four (4) weeks of the year producing an even greater staffing shortage than if they were full time. Having the Department expand its number of Labourers also brings a better balance to the current staffing complement. It allows for new employees to be hired at an entry level position, work to expand their skills and certifications, and develop into quality candidates to move into positions requiring higher certifications and that come with greater responsibility. This proposal then also improves succession planning.

The bottom-line cost of this proposal is minimal with the above context provided. The Town's cost of a full-time temporary contract OPSEU employee does not change regarding EI, CPP, EHT, WSIB, and OMERS. The additional cost is born from providing the full-time permanent employee benefits and a clothing allowance which is an estimated \$7,550 per employee per annum. This proposal requests this transition to occur in spring of 2022, making the increase to the operational budget of 2022 at roughly \$5,000 per FTE. Following years would see the full \$7,550 per FTE increase. However, this cost can lead to potential savings elsewhere in reducing recruitment, onboarding, and training needs as

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has been expanded on previously. This cost is one that leads to more dedicated staff members, more skilled and knowledgeable staff members, and is an appropriate investment during a time of growth and development in the Town of Midland.



Service Level Change Request

Transition Contract FTEs to Permanent FTEs (Operations)

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Protective clothing, uniforms, subscriptions, and memberships	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
Salaries & Benefits	\$ 21,885	\$ 35,016	\$ 35,016	\$ 35,016
Total Expenditures	\$ 24,635	\$ 37,766	\$ 37,766	\$ 37,766
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 24,635	\$ 37,766	\$ 37,766	\$ 37,766
Total Funding Sources	\$ 24,635	\$ 37,766	\$ 37,766	\$ 37,766
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Sustainable Capital Reserve – 5yr Plan
Service Area (Department):	Finance
Contact:	Michael Jermey, CFO (x2215)
Complement Impact:	N/A
Proposed Start Date:	January 1, 2022

Net Operating Impact		
Tax	Water	Wastewater
\$180,000		

Current & Proposed Service Level:

Council approved a 1% annual Sustainable Capital Reserve Levy as part of the 2019 budget.

The purpose of the annual levy is to provide a reliable source of funding for the replacement, renewal, and rehabilitation of the Town’s tax funded assets (e.g. Roads, playground equipment, vehicles/equipment, major facility repairs). The non-growth component of growth-related projects is also funded from this reserve.

The annual levy expectations were met in the first year. However, Council rolled back the planned increase for the 2020 budget and the annual levy was held at 2020 levels for the 2021 budget in response to COVID-19. These decisions have resulted in a \$450K deficiency in the annual reserve contribution accruing annually, relative to the plan.

Staff propose taking the following corrective actions to catch-up to the original plan over the next 5 years:

- Increase annual Sustainable Capital Reserve Levy to 1.75% for the next 5 years
- Reduce the annual levy back to 1% after 5yrs
- Reassess the plan at any point upon the disposition of Midland Bay Landing (MBL)

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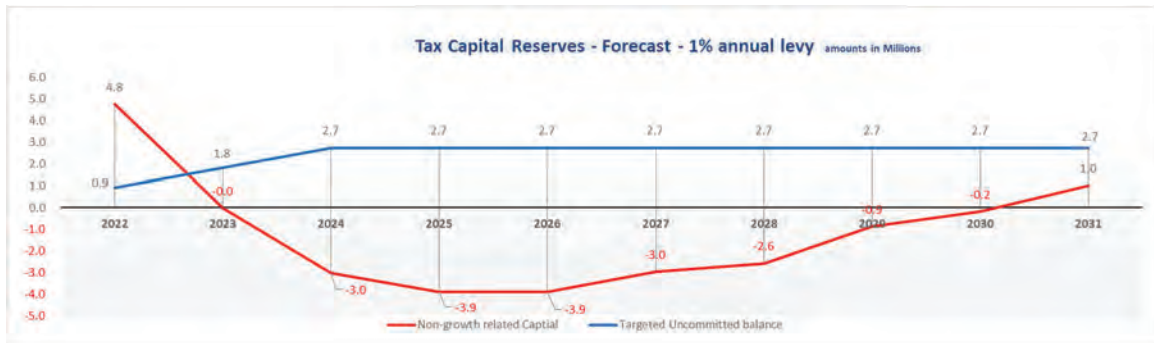
Business Case Rationale:

The tables and analysis below reflect the following key assumptions:

- The 1% annual Sustainable Capital Levy will be reinstated beginning in 2022.
- \$3.9M net proceeds on disposition of various excess lands will be directed to Tax Capital Reserves in 2022.

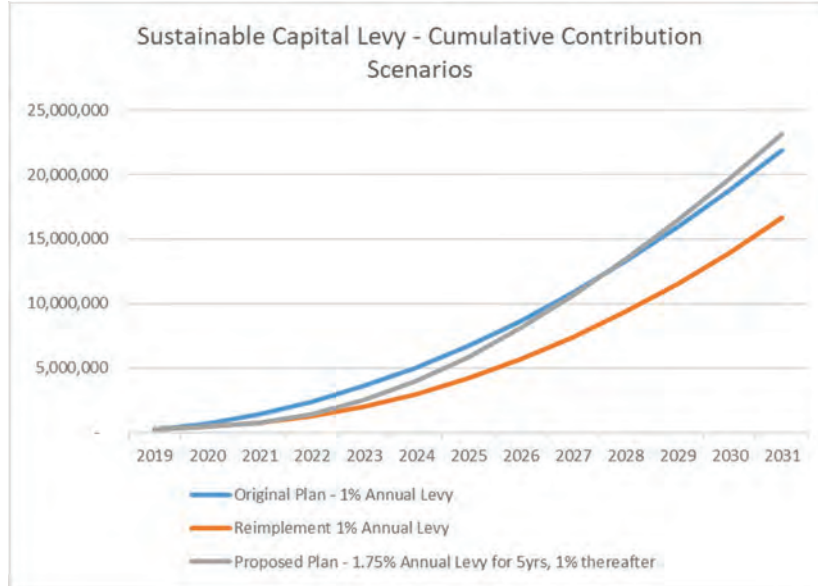
The Town’s reserve contributions are not currently adequate to meet the forecasted replacement, renewal, and rehabilitation needs for existing municipal infrastructure.

As shown in the table below, even with the reimplemention of the 1% annual levy, tax capital reserves are forecasted to be overcommitted in the near term by up to \$3.9M with a \$6.6M gap relative to the minimum uncommitted balance set out in the Town’s financial policies.

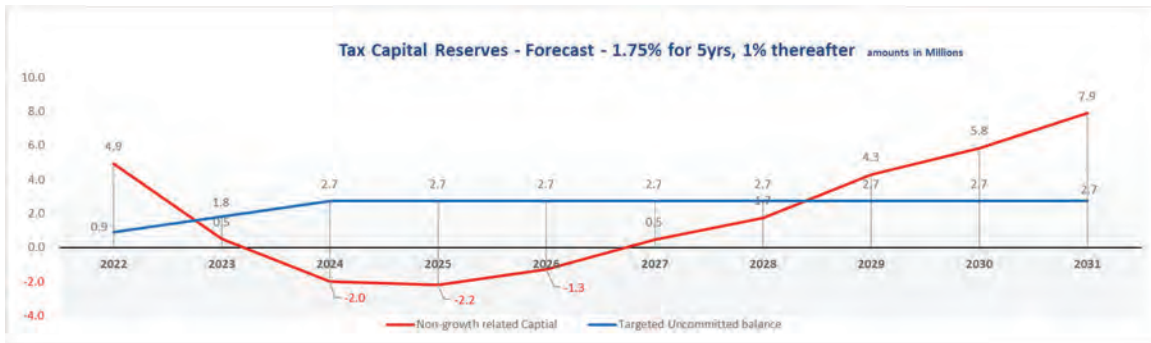


As noted, the Town is currently contributing approximately \$450K less than planned to the sustainable capital reserve. The table below shows that even with the reimplemention of the 1% annual levy, the annual deficiency will continue to accrue resulting in a \$5.3M deficiency accumulating over the next ten years. The proposed plan will allow the Town to catch-up to planned cumulative contributions by 2027.

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The table below shows the proposed plan will result in a significantly improved ten-year outlook with the possibility of achieving minimum uncommitted reserve balances around 2029. Tax capital reserves are still expected to be overcommitted in the near-term but this should be manageable with the financial tools available (e.g. MPUC Community Wide Initiatives Reserve).



The disposition of MBL has the potential to be highly disruptive to the proposed plan. In the event MBL is sold, the continued need for the annual levy should be revisited.



Service Level Change Request

Sustainable Capital Reserve - 5yr Plan

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Transfer to Reserves	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Total Expenditures	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Notes:	Transfer to Sustainable Capital Reserve			
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Total Funding Sources	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Single Shift Winter Maintenance
Service Area (Department):	Operations
Contact:	Dylan Flannery
Complement Impact:	Reduction of Winter Maintenance Staff, Temporary Full Time Reduced by six (6) winter contracts OR three (3) FTE's
Proposed Start Date:	October, 2022

Net Operating Impact		
Tax	Water	Wastewater
-\$225,000		

Current Service Level:

The Operations Department currently employs twenty-five (25) field staff, which includes three (3) Lead Hands, for the purposes of winter operations and maintenance. These staff are split between two shifts with the majority of staff working overnight hours and the minority working day hours. This allows the Town to provide a superior winter maintenance service, one that is highly responsive to the winter control demands and one that far exceeds the Provincial Minimum Maintenance Standards (MMS). These standards act as a set of best practices or guideline to ensure a municipality or road authority acts in a manner that produces safe roads and sidewalks to a reasonable degree. Meeting the MMS also reduces liability on a municipality or road authority and acts as a form of evidence that it has taken reasonable steps to maintain its roadways and sidewalks during winter seasons.

Staff on the day shift are able to respond during to a winter event:

- Dependent on how much snow has fallen.
- Generally allow for all of the Town's sidewalks to be plowed once in an eight (8) hour shift.
- For all main roads to be plowed several times.
- For bus shelters and facilities such as Town Hall to be maintained once.
- To have some of the lower classed roads plowed once.

During breaks in winter events, day staff are able to participate in snow removal as well as other on-going year-round tasks such as tree care or sign and catch basin maintenance.

Town of Midland
Service Level Change Request
2022 Operating Budget

Staff on the overnight shift are able to:

- Plow all Town sidewalks, laneways, roadways (all classifications), and parking lots in a standard eight (8) hour shift.
- Conduct majority of snow removal (i.e. lift and truck) also occurs during overnight hours.
- Maintain all bus shelters and facilities at least once per eight (8) hour shift.

Performing winter maintenance duties at night during hours with less vehicular and pedestrian traffic enables staff to be more efficient. With current operational staffing levels, exceptional snow removal services are provided to the residents of Midland. Snowbanks are cut back on dangerous corners in a timely manner, high traffic roads have bank sizes minimized, and the downtown core and famous 'Percy's Peaks' are removed on a near daily basis if needed. Even cul-de-sacs see snow piles removed multiple times a year. Again, Midland provides its resident a remarkable and noteworthy level of service with regards to winter maintenance.

Proposed Service Level:

This change request proposes a reduction in service level that can still maintain the requirement of meeting MMS. By reducing all winter temporary full time contract positions, composed of seven (7) employees, and transitioning to a single shift winter maintenance crew, the Town can maintain its ability to meet MMS and provide the necessary winter maintenance service to its resident. This would however result in slower response times, roads being plowed less often, windrows being left for longer periods of time at intersections and crossings, sidewalks not being plowed as rapidly, and snow and snowbanks not being removed as quickly or at all. To meet this goal, several options exist such as moving to an earlier morning start time and leaving by late morning or mid-day. Or leaving only minimal staff during the day shift so main roads can be tended to but all other winter control methods waiting until the main overnight shift arrives. This would result in a reduction of plowing services:

- roads that may have been plowed within a couple hours may not be plowed for up to half a day depending on the amount of snow fallen.
- sidewalks may not get plowed until the following day or even within the 48-hour window provided by MMS.
- laneways and parking lots may see maintenance occurring no more than once daily.

This service level still allows MMS requirements to be met and would produce savings on staffing costs, fuel costs, maintenance costs, and material costs.

Town of Midland
Service Level Change Request
2022 Operating Budget

Business Case Rationale:

The Town's current service level is one that far exceeds the best practices outlined in the MMS and this is a service the Operations Department is particularly proud of. However, other municipalities within Simcoe County do maintain their roads and sidewalks at a lower standard, while still meeting MMS, and they do so with great financial savings. Council has an opportunity to determine what level of winter maintenance services it wishes to provide the residents of Midland. Potential annual savings equate to roughly \$190,000 in labour costs, roughly \$10,000 in overtime, roughly \$17,500 in material costs, and roughly \$7,500 in fuel costs for a total of \$225,000. These numbers are estimates as each winter will vary in cost depending on several factors such as amount of snow events, total precipitation, and temperatures which alter what material can be used. The potential annual savings of \$225,000 would not be fully realized until 2023. If this proposal were to be approved, the service level reduction could occur this winter depending on the timing of the decision.



Service Level Change Request

Single Winter Maintenance Shift

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Materials & Supplies	-\$ 4,900	-\$ 17,500	-\$ 17,500	-\$ 17,500
Fuel	-\$ 2,100	-\$ 7,500	-\$ 7,500	-\$ 7,500
Salaries & Benefits	-\$ 62,000	-\$ 200,000	-\$ 200,000	-\$ 200,000
Total Expenditures	-\$ 69,000	-\$ 225,000	-\$ 225,000	-\$ 225,000
Notes:				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Draw from Reserve	-\$ 156,000			
Total Funding Sources	-\$ 156,000	\$ -	\$ -	\$ -
Notes: from tax rate stabilization reserve to recognize the full \$225,000 saving in 2022				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Re-evaluate Community Grant Program
Service Area (Department):	Finance
Contact:	Michael Jermey, CFO (x2215)
Complement Impact:	N/A
Proposed Start Date:	January 1, 2022

Net Operating Impact		
Tax	Water	Wastewater
(\$110,000)		

Current & Proposed Service Level:

The Community Grant Program (“Program”) was formalized in 2019 with the objective of providing financial assistance to local non-profit organizations through an allocation from the Town’s annual property tax levy. In recent years, the allocation has been \$110K.

The financial assistance offered through the Program is directed toward non-profit community-based organizations which provide programs and services across several activities. The Program consists of two streams:

- \$60K General Stream – Arts, Culture, Heritage, Recreation, Sports, Environment, Health, Education, Social & Human Services.
- \$50K Community Safety Stream – Community safety related initiatives.

The Community Grant Committee (“Committee”) reviews all applications and makes recommendations for approval of grant funding to Council under the Program. The Committee membership comprises four Council members as well as non-voting staff resources.

This service change proposes Council re-evaluate the Program as part of the 2022 Budget process with a decision to discontinue the Program resulting in a \$110K reduction to the tax levy.

Business Case Rationale:

Program Results

The Program has achieved mixed results in utilization rates since its inception in 2019. Overall, the General Stream has seen a consistent 98% utilization rate with

Town of Midland
Service Level Change Request
 2022 Operating Budget

a nearly 30% repeat application rate, while the Community Safety Stream has only achieved an overall utilization rate of 42% with little or no utilization in the last two years. The table below shows utilization since 2019:

		Community Safety	General
2021	Available	\$ 50,000	\$ 60,000
	Utilized	\$ -	\$ 58,920
	Under/(Over) utilized	\$ 50,000	\$ 1,080
2020	Available	\$ 50,000	\$ 60,000
	Utilized	\$ 8,100	\$ 58,163
	Under/(Over) utilized	\$ 41,900	\$ 1,837
2019	Available	\$ 50,000	\$ 60,000
	Utilized	\$ 54,572	\$ 58,500
	Under/(Over) utilized	\$ (4,572)	\$ 1,500

In addition to this Program, the Town’s annual budget currently provides significant support to community groups amounting to over \$1M in assistance. This assistance comes in the form of annual direct financial support, below market facility and land lease rates, in-kind services, subsidized user fees, and discounts/exemptions on development charges for attainable housing. The Town could continue to provide benefits to these community groups.

Other Considerations

Consideration should also be given to whether the Program and property taxes are the best mechanism for collecting and directing funds destined for local charities.

Other local organizations, such as the Huronia Community Foundation, offer donation models with a similar scope and mandate to the Town’s Program. However, there are notable differences.

1. An organization created for the purpose of managing donated funds usually offers donors the opportunity to decide how their charitable dollars are spent. Under the Town’s Program, the Committee and Council make this decision based on applications received.
2. Several recent grant recipients are Canadian registered charities. By making a donation directly to a registered charity or donating through an organization setup for that purpose, donors usually have the opportunity to realize an income tax benefit. This benefit is lost under the Town’s

Town of Midland
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2022 Operating Budget

Program because the funds are first collected through property taxes before being redistributed (note; not all applicants are registered charities).

As mentioned, there is significant support provided to the community through the base budget. Should Council in the future wish to consider a program with a different scope, that doesn't rely on the tax levy, this could be achieved through future budgets.



Service Level Change Request

Re-evaluate Community Grant Program

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Grants	-\$ 110,000			
Total Expenditures	-\$ 110,000	\$ -	\$ -	\$ -
Notes:	Discontinue grant program effective 2022.			
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	-\$ 110,000			
Total Funding Sources	-\$ 110,000	\$ -	\$ -	\$ -
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Boat Launch Paid Parking and Ramp Fees
Service Area (Department):	Planning, Building and By-Law Services
Contact:	Adam Farr / Andy Campbell
Complement Impact:	Student by-law enforcement
Proposed Start Date:	March 2022

Net Operating Impact		
Tax	Water	Wastewater
-\$90,000		

Current & Proposed Service Level:

Currently there is no charge to use the boat launch at Pete Petterson Park and free parking passes are available to Midland residents. Non-residents are allowed to use the boat launch for free but cannot park their vehicles or trailers on site.

The proposed service level change is to charge for parking at the boat launch and launching a watercraft. The use of the new electronic parking meters will allow residents to purchase an annual parking/launch pass at a reduced rate and others will be able to purchase a daily pass.

The proposed rates are:

- Annual resident parking & launch pass - \$100.00
- Daily parking and launch rate - \$50.00

Business Case Rationale:

The municipalities of Innisfil, Collingwood and Penetanguishene charge for parking and launching watercraft to raise revenue to offset property taxes whereas the Town of Midland does not. The parking area and boat launch at Pete Petterson Park is actively used by residents and non-residents and is an opportunity to raise revenue.

In 2021 the Town issued over 800 free annual parking passes for residents to use at the boat launch. There are no statistics for out-of-town users but there are users from as far away as the GTA using based on casual conversations with boaters.

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A comparison of the proposed fees are:

	2021 Penetanguishene Fees		Proposed 2022 Midland Fee	
	Resident	Non-Resident	Resident	Non-Resident
Boat Launch				
Annual Pass	\$130	\$180	\$100	NA
Daily Launch Use (no parking)	\$10	\$10	\$10	\$10
Daily Parking (no trailer)	\$11.00/day	\$11.00/day	\$2/hr	\$2/hr
Daily Use (including parking of vehicle & trailer)	\$20	\$25	\$25.00	\$50.00

Implementation of paid parking and launch fees would require the purchase and installation of a parking machine at a cost of approximately \$10,000. Enforcement of the fees would require by-law enforcement with the use of summer students. If approved the Town would need an extensive public education program to educate the users.



Service Level Change Request

Boat Launch Parking and Ramp Fees

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Printing, Advertising & Public Notices	\$ 4,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Expenditures	\$ 10,000	\$ 7,000	\$ 7,000	\$ 7,000
Notes:	By-law enforcement			
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Parking Rates	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Total Funding Sources	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Equipment	\$ 10,000			
Total Expenditures	\$ 10,000	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Reserve - Sustainable Capital	-\$ 10,000			
Total Funding Sources	-\$ 10,000	\$ -	\$ -	\$ -
Notes:				

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Service Level Change Request
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Proposed Service Level Change:	Addition of 1 FT MLEO
Service Area (Department):	Building, Planning & By-Law
Contact:	Jim Reichheld
Complement Impact:	+1 FTE
Proposed Start Date:	May 2022

Net Operating Impact		
Tax	Water	Wastewater
\$60,268		

Current & Proposed Service Level:

Current Service level is 1 Supervisor of Municipal By-Laws, 1 Traffic By-Law Officer II and 2-4 summer students for Parking and minor by-law enforcement. Proposed complement would be 1 Supervisor of Municipal By-Laws, 1 Traffic By-Law Officer II, 1 MLEO, and 2-4 summer students.

Business Case Rationale:

Due to building case load and the need for more proactive enforcement, a FT MLEO to augment our complement is required to efficiently continue delivering the services required, allowing the Supervisor more time for review, amendments and drafting of by-laws, as well as effectively supervising the team.



Service Level Change Request

By-law Enforcement Officer

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 66,768	\$ 66,768	\$ 66,768	\$ 66,768
Transfer to Reserves	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total Expenditures	\$ 70,268	\$ 70,268	\$ 70,268	\$ 70,268
Notes:	Transfer to IT Reserve			
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Fines and penalties	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Taxation	\$ 60,268	\$ 60,268	\$ 60,268	\$ 60,268
Total Funding Sources	\$ 70,268	\$ 70,268	\$ 70,268	\$ 70,268
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
IT & Phone	\$ 3,500			
Total Expenditures	\$ 3,500	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Reserve - Other	\$ 3,500			
Total Funding Sources	\$ 3,500	\$ -	\$ -	\$ -
Notes:	From IT Reserve			

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Service Level Change Request
 2022 Operating Budget

Proposed Service Level Change:	Recreational User Fee Restructuring
Service Area (Department):	NSSRC / Operations
Contact:	Dylan Flannery
Complement Impact:	None
Proposed Start Date:	May 1, 2022

Net Operating Impact		
Tax	Water	Wastewater
-\$300,000		

Current & Proposed Service Level:

Currently, the North Simcoe Sports & Recreation Centre (NSSRC) provides a wide range of recreational opportunities to its user groups. This facilities services users from across the North Simcoe County area as well as the residents of Midland. The facility has two ice surfaces that offer several uses including community and public skating, recreational hockey, youth hockey, figure skating, and a Junior-C hockey team. Additionally, it contains a gymnasium, a large community hall, and several multi-purpose rooms. The facilities are available for rent to the public with the user paying a marginal fee to support the continued operation of the facility.

User fees are a source of additional revenue and the rates currently charged at the NSSRC are lower than some municipalities in Simcoe County. This change request proposes matching the pricing of NSSRC user fees (Attachment 1) with Barrie’s user fees where comparative services are provided. This proposal would not change or alter the services provided by the NSSRC rather only the user fees associated with said services being impacted.

There is also an opportunity to consider increasing the user fees for baseball fields as the Town’s rate is very low. Staff proposes a new fee structure for baseball diamond rentals by removing the flat league fee rates and replacing it with both hourly and daily rental rates (Attachment 2). The rates proposed, similar to other sports and municipalities, are to be higher during peak times and lower during weekday hours. This would apply to both adult and minor baseball, however minor baseball would continue benefiting from lower user rates so as to promote youth sports. Also, this proposal recommends a reduction of service regarding diamond infield lining. This results in Midland aligning with other surrounding municipalities in its service provision levels by only offering user fees for either hourly or daily diamond rentals, without lining services offered, and then an optional hourly lighting fee.

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Business Case Rationale:

The NSSRC has now served its users for nearly two decades. Residents of North Simcoe County rely on this facility as it is unique in its offerings and ability to provide for quality recreational opportunities. The costs of maintaining the facility are and will continue to rise as the building ages. While residents of Midland and North Simcoe rely on this facility for several reasons, their nearest alternative is further south in the County or in Barrie. Through a comparative fee analysis, staff have determined user fees in the NSSRC to be higher in some cases and lower in others than comparative services provided in a Barrie facility, with the latter being the case the majority of time. This leaves the Town of Midland less able to offset the rising maintenance and operational costs of its aging facility. The City of Barrie is the closest comparative service provider and by matching the user fees at the NSSRC with those of the City of Barrie, the Town of Midland will strengthen its ability to provide quality recreational opportunities and a premier facility it can continue to be proud of without adding burden to the general taxpayer. By taking this approach to NSSRC user fees, some rates will increase from current 2021 rates, and others will decrease. The end result of this fee alignment is projected at current usage levels to increase revenue by roughly \$300,000 annually. This amount would not be fully realized until 2023, however, it is anticipated the 2022 impact would be roughly half the annual revenue increase if in place by May of 2022. This proposal provides opportunity to generate necessary operational resources to be supported and funded by the users, not the taxpayer.

Staff have also conducted a comparative fee analysis with respect to baseball user fees with surrounding municipalities such as Barrie, Innisfil, Penetanguishene, Orillia, and Collingwood and have determined the average base user fee per hour per baseball diamond to be roughly \$16.00 for youth, and nearly \$25 for adults. This does not include lighting or lining services. Lighting fees vary with Barrie as an example charging upwards of \$30 per hour for lighting of a diamond. Some municipalities, such as Tay Township for example, do not offer lining services and users are able to line diamonds if they so choose.

An analysis of Midland's current flat rate baseball league fees has found that hourly rentals result in revenues of roughly \$5 per hour for adult league rentals, and less than \$3 per hour for youth rentals. These leagues also at times rent fields for entire days, generally on weekends, with a regular weekend all day rental being included in the base league fee, compared with a one-time seasonal tournament charged at a separate fee that equates to \$99.45 per diamond per day. The user fees proposed for 2022 are below average rates when compared with other municipalities but will increase revenue for the Town. Rates for a full day rental would increase for an adult user group but decrease for a youth user group. The hourly rates proposed here are aligned with lower end rates currently offered by Barrie, in addition to being lower than the average fee as determined

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by the comparative fee analysis. Further, this proposal includes full day rental fees per diamond that can be applied whether it is a tournament or not. This fee structure decreases hourly fees for a single one-time youth rental, while at the same time increases hourly fees for league rentals. While service provision in this area is not intended to make a profit or even break even, the per hour revenue currently being generated by league user fees is unsustainable and adds further pressure on the tax levy. This proposal provides up to a potential of an additional \$7,500 in revenue and provides for a more balanced, modern fee structure that is aligned with other Simcoe County municipalities.

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 2022 Operating Budget

Attachment 1

2022 Proposed Fees		
Category	2021 Fees	2022 Proposed Fees
Gymnasium Hourly/Gym		
Youth	\$12.25	\$30.00
Adult	\$14.71	\$30.00
Private/Commercial	\$24.52	\$30.00
Community Hall ½ - Hourly		
Youth	\$19.91	\$37.50
Adult	\$24.10	\$37.50
Private/Commercial	\$43.85	\$37.50
Community Hall Full - Hourly		
Youth	\$39.85	\$75.00
Adult	\$48.21	\$75.00
Private/Commercial	\$87.70	\$75.00
Community Hall ½ Daily - Special Event		
Youth	\$207.46	\$375.00
Adult	\$248.96	\$375.00
Private/Commercial	\$443.13	\$375.00
Community Hall Full Daily - Special Event		
Youth	\$414.91	\$608.00
Adult	\$497.91	\$608.00
Private/Commercial	\$912.82	\$608.00
Seniors Room - Hourly		
Youth	\$20.42	\$66.00
Adult	\$24.49	\$66.00
Private/Commercial	\$44.89	\$66.00
Multi-Purpose Room - Hourly		
Youth	\$8.65	\$30.00
Adult	\$9.96	\$30.00
Private/Commercial	\$18.23	\$30.00
Bill Thompson - Hourly		
Youth	\$19.49	\$30.00
Adult	\$23.38	\$30.00
Private/Commercial	\$42.85	\$30.00
Board Room - Hourly		
Youth	\$8.11	\$30.00
Adult	\$9.63	\$30.00
Private/Commercial	\$17.74	\$30.00
Seminar Room - Hourly		
Youth	\$8.11	\$30.00
Adult	\$9.63	\$30.00
Private/Commercial	\$17.74	\$30.00

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Ice Rentals - Hourly		
Youth	\$154.18	\$205.00
Adult	\$188.72	\$257.00
Private/Commercial	\$214.81	\$257.00
Weekday (Non-Holiday Ice Rental (Off-Peak Hours))		
6 AM - 3 PM	\$111.16	\$145.00
10 PM - 1 AM	\$111.16	\$145.00
Non-Prime	\$154.18	\$145.00
Summer Arena Floor Rentals		
Youth	\$50.28	\$82.00
Adult	\$60.33	\$103.00
Private/Commercial	\$110.63	\$103.00
Special Events Arena Floor		
Youth	\$681.02	\$656.00
Adult	\$817.23	\$845.83
Private/Commercial	\$1,498.26	\$1,665.00
Arena Boards Advertising		
All	\$575.00	\$575.00
Public Skating		
Youth	\$2.00	\$3.50
Adult	\$3.00	\$4.75
Family	\$6.00	\$10.25
Senior Skating		
	\$3.00	\$2.65
Season	\$40.00	\$40.00
Preschool Skating		
	\$2.00	\$3.50
Season	\$40.00	\$40.00
Shinny		
Adult - Per Player	\$5.00	\$11.60
Senior - Per Player	\$3.00	\$8.70
Season	\$75.00	\$75.00
Minimum Drop-In - Per Hour		
	\$40.00	\$50.00
Drop-In - Per Person		
	\$10.00	\$10.00
Miscellaneous Fees		
Bartender	\$18.90	Wage
TV/DVD Player	\$11.70	N/A
Multi-Media Projector	\$35.10	\$35.50
Community Hall - Kitchen Rental Hot Only		
Per Person - Max 100	\$1.10	\$1.50
LED Sign - Per Week		
Event in NSSRC	\$5.50	\$5.50
Event in Community	\$27.50	\$27.50
Microphone/Sound System		
	\$10.50	\$12.00
Seniors Kitchen		
Hot	\$44.00	\$44.00
Cold	\$27.50	\$27.50

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Attachment 2

Baseball - Adult		
	Current	Proposed
Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekdays	\$19.50	\$19.50
Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$19.50	\$22.50
Hourly Lighting Fee per Diamond	\$13.93	\$17.00
Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$105.00
Baseball - Youth (Minor)		
Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekdays	\$17.21	\$9.00
Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$17.21	\$10.00
Hourly Lighting Fee per Diamond	\$13.93	\$14.00
Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$75.00



Service Level Change Request

Recreational User Fee Restructuring

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Draw from Reserve	\$ 143,000			
Fees, Service Charges, and Rentals	\$ 157,000	\$ 307,500	\$ 307,500	\$ 307,500
Total Funding Sources	\$ 300,000	\$ 307,500	\$ 307,500	\$ 307,500
Notes:	from tax rate stabilization reserve to recognize the full \$300,000 saving in 2022			

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				

Town of Midland
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 2022 Operating Budget

Proposed Service Level Change:	Stormwater Linear Maintenance
Service Area (Department):	Water and Wastewater Services
Contact:	André Pepin
Complement Impact:	1 FTE
Proposed Start Date:	April 2022

Net Operating Impact		
Tax	Water	Wastewater
\$62,000		

Current & Proposed Service Level:

The Town of Midland’s stormwater linear infrastructure is currently managed by the Operations Department. This operational responsibility will be transferred to the Water and Wastewater Services Division due to new provincial regulatory requirements.

This change will add a new level of condition assessment, maintenance, repairs, and Ministry of the Environment, Conservation and Parks (MECP) reporting requirements to managing stormwater systems which increasingly is more stringent as environmental protection and science evolves. The additional responsibility will require additional planning, administration, and labour to succeed as envisioned. Existing departmental tools, methodologies and technologies within the Water/Wastewater Division can be utilised to efficiently operate and maintain the stormwater system.

Business Case Rationale:

The MECP is implementing mandatory regulatory changes known as Consolidated Linear Infrastructure effective January 21, 2022, for the Town. We are required to apply for a new operating license for stormwater management by that date.

The new operating license will require a higher level of maintenance, record keeping and asset management which will require additional operating funds. For 2022 it is proposed that one full time equivalent staff is required for these regulatory changes. To fund this change it is proposed that funding for 0.5 FTE of temporary staff be transferred. A new full time operational staff person is required and therefore additional salaries and benefits are required. The net increase is \$68,000. The new function will be managed by Water/Wastewater but the increase is in the Tax Levy as stormwater management is not a rate based service.



Service Level Change Request

Stormwater Linear Maintenance

Operating Budget Impact:

Expenditures				
Operating Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Salaries & Benefits	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
Total Expenditures	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
Notes:				
Funding Sources				
Operating Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Taxation	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
Total Funding Sources	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
Notes:				

Capital Budget Impact:

Expenditures				
Capital Expenses	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Notes:				
Funding Sources				
Capital Funding Sources	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Total Funding Sources	\$ -	\$ -	\$ -	\$ -
Notes:				



**Section 13
Council/Committee
Budget Requests**

Council & Committee Requests Summary

Council/Ctee Requests	From	Tax	Capital	Comments
Advance Splash Pad project	Councillor Gordon	\$ 170,000	\$ 500,000	Currently included in 2023 Forecast at \$320K (390-7252). Advancing project for approval in 2022 will require updated cost estimated at \$500K. Operating impact includes \$110K MPUC repayment (internal financing) + \$60K annual operating
Paid parking for non-residents (Boat launch + Little Lake)	Councillor Gordon			2022 Budget includes a recommendation to implement paid parking and ramp fee at the boat launch. Staff estimate seven terminals would be required at Little Lake at a cost of \$70K. Additional operating costs for these terminals is approximately \$6K annually. A parking study should be conducted at this site before proceeding as the Town does not have metrics to support the feasibility of paid parking at Little Lake.
Playground equipment	Councillor Gordon		\$ 150,000	Assumed one additional playground structure (2022 Capital Plan includes play structures at two parks). Recommend funding from Federal Gas Tax
Goose poop sweeper	Councillor Gordon			Capital Plan includes this piece of equipment for 2022
Physical barriers for trails (e-bike mitigation)	Councillor Gordon		\$ 30,000	Assumed 10 barriers (Aberdeen and Bayport area). ~\$3K per installation. Funding from Sustainable Capital Reserve
Reduce MBL Budget	Councillor Gordon			Proposed reduction was not specified
Crypto Intergration, NFT Exploration, VR Tourism	Councillor Oschefski	\$ 25,000		
CIP	Affordable Housing Task Force		\$ 90,000	Capital Plan includes this project in 2022 (811-B009 CIP - Downtown & Housing) at a cost of \$60K. Task force estimated is \$150K. \$90K difference would be funded from Planning Reserve
0.75% Annual Levy for Attainable Housing	Affordable Housing Task Force	\$ 180,000		
Penetanguishene Road Signage Project	Heritage Ctee	\$ 12,000		Estimated cost rounded to \$12K

Council & Committee Requests Summary

Council/Ctee Requests	From	Tax	Capital	Comments
Accessible Little Lake	MAAC	\$ 1,000		
PDX - Elizabeth/William	MATAC			Capital Plan includes request for one PDX in 2022
New Sidewalk Construction - Dominion Street (8th to Penetanguishene)	MATAC		\$ 302,000	Funding from Sidewalk Capital Reserve. Ditches between 840 Dominion and 8th Street need to be addressed before sidewalk installation can occur.
Crushed limestone trail (Courthouse to Little Lake Rd)	MATAC		\$ 90,000	Town has submitted a grant application to the Canada Community Revitalization Fund. Town portion is included in the 2022 Capital Plan
Pollinator Pathway at GBDSS (Hugel to Cook)	MATAC			Capital Plan includes this project (51-390-1111-5450). Staff are working on lining up a contractor. Original budget was \$25K, the 2022 capital plan includes a request for an additional \$15K to complete additional works on this project.
LLP Improvements - Painted Crosswalk	MATAC		\$ 2,000	Could include in operating buget as one-time item based on low dollar value
LLP Improvements - New paved ramp connection to road	MATAC		\$ 27,000	Included in CCRF grant application - Crushed limestone trail (Courthouse to Little Lake Rd)
LLP Improvements - Regrading ramp	MATAC		\$ 10,000	Included in CCRF grant application - Crushed limestone trail (Courthouse to Little Lake Rd)
LLP Improvements - Repair stonework on the stairs	MATAC			Capital Plan includes this project in 2023. Currently there are no major safety issues with the stairs, if minor repairs are found to be needed to make them safe they can be completed using operating budget
Park Bench	MSC	\$ 700		
Annual budget for the MSC - Annual Luncheon	MSC	\$ 1,500		
Total		\$ 390,200	\$ 1,201,000	



**Council & Committee Request for New Initiatives, Budget Additions, or Decrease
in Service Level Form**

Preferred Name of Initiative: Council’s Task Force on Affordable Housing

Submitted by: Gord McKay

Description of Initiative:

The initiative responds to Council’s direction to assess and respond to the low supply of affordable housing in Midland. In FY 2022 the initiative will develop a Community Improvement Plan (CIP) which will contain a number of financial and land asset tools. The CIP will provide a flexible framework to engage private and not-for-profit organizations to deliver affordable housing in the community. Please see attached “Framework” for more detail.

Rationale for this Initiative/Other Pertinent Information:

Council’s initiative to deliver more affordable housing responds to the expressed needs of the community. This initiative responds to the unmet need for affordable housing in Midland. It proposes using tools recommended by the County of Simcoe and in use by municipalities across Canada. See attached Housing Survey.

Expected Duration (One Time / Annual): Annual

Expected new operating revenues generated? \$0 for 2022

Estimated total annual cost/saving? \$0 for 2022

Describe the nature of Town staff involvement:

Town staff is required to 1) Develop an Affordable Housing CIP 2) Develop policy of provide suitable land assets for housing development 3) Assist with public meetings and promotion 4) other roles including legal and planning. This is estimated at a 0.5 FTE level. The workload may be reduced through the use of consultants.

List any Good and/or Services needed:

Financial resources for consultants, legal, planning reports, reserve contribution; totaling \$150,000 for FY 2022
While reductions in fees, DCs, taxes are contemplated in future they are unlikely to affect FY 2022.
Land assets need to be identified as available for affordable housing.



**Council & Committee Request for New Initiatives, Budget Additions, or Decrease
in Service Level Form**

Preferred Name of Initiative: Accessible Little Lake

Submitted by: Tammy Stadt, Chair MAAC

Description of Initiative:

The creation of a rolling boardwalk to the water at Little Lake Park. The Tiny Township Accessibility Advisory Committee shared that they use old fire hoses and screw wooden deck planks to the hoses. This allows the “Board walk” to be rolled out in the spring to sit above the sand which allows individuals with mobility challenges or young families with strollers to reach the water’s edge. In the fall it is rolled back up and stored for the winter. The Park and Recreation Staff created the Board Walk during the winter in slower work weeks.
The Board Walk would also increase visitors and citizen use of Little Lake Park.

Rationale for this Initiative/Other Pertinent Information:

Allows the Town of Midland to recycle the old fire hoses which reduces the impact on our environment. Allows equal access to the water for all individuals no matter what their abilities are to enjoy Little Lake Park. The Board Walk has been used successfully at the parks in Tiny with great success. The MAAC has been asked about trying different walkways to increase accessibility, but they were found to be very expensive and labour intensive. This is a more cost-effective option.

Expected Duration (One Time / Annual): Annual

Expected new operating revenues generated? _____

Estimated total annual cost/saving? \$1000.00

Describe the nature of Town staff involvement:

Collection of Old Fire Hoses being disposed of due to age/wear
Purchase of Lumber and screws
Labour to cut and screw the Board Walk
Install in Spring, removal in Fall

List any Good and/or Services needed:

Purchase of Lumber and screws.

2022 Budget Request - Midland Active Transportation Advisory Committee

Oct 6, 2021

The Midland Active Transportation Advisory Committee wanted to take the opportunity to provide guidance to the 2022 budget. The Committee strongly advocates for an immediate investment in active transportation infrastructure according to the adopted Multi-Modal Transportation Master Plan. The pandemic has further demonstrated the need for a safe sidewalk and cycling network with our road network and trail system seeing an increase in walking and cycling. An age friendly community means building a street network that is pedestrian friendly and safe for children and seniors. Pedestrian improvements near schools and parks increases safety for everyone.

We wanted to suggest these specific measures for consideration:

- **First Preferred PDX Location: Elizabeth/William.** While there are many locations in need of safe pedestrian crossings, we feel that this is the most important one.
- **First preferred new sidewalk construction: Dominion Street - 8th to Penetanguishene (Appx B MMTP)**
 - We request Council develop a fund/reserve for new sidewalk segments, to ensure that missing critical infrastructure gets built.
 - The committee would like to recommend top ten new sidewalk segments for consideration in the multi-year capital budget if the fund is created.
- Short trail connections with low cost budgets
 - **Crushed limestone trail** from Courthouse to Little Lake road at the restaurant. Staff have also requested budget for this low cost project which would provide a valuable link into the park.
 - **Pollinator Pathway at GBDSS** (Hugel to Cook) - deferred from 2021 to 2022.
- Small park improvements - Little Lake Park
 - **Painted crosswalk:** the trail crossing Little Lake Park Road near King Street currently has no identification at all.
 - **New paved ramp connection to road:** near stairway at baseball diamond/playground. This would provide a needed accessible access to the trail where currently there are only stairs.
 - **Regrading ramp** to the path, near washrooms and restaurant, to improve accessibility.
 - **Repair the stonework on the stairs** so they meet safety standards.

Thank you for your consideration and we hope that these improvements can make it into next year's budget.



**Council & Committee Request for New Initiatives, Budget Additions, or Decrease
in Service Level Form**

Preferred Name of Initiative: Park bench

Submitted by: Midland Seniors Council

Description of Initiative:

Purchase a bench, to be placed along a trail or sidewalk, to provide seating for seniors to take a rest.

Rationale for this Initiative/Other Pertinent Information:

As recommended in the Age Friendly Plan, benches along trails and sidewalks allow seniors to remain active, and walk to a destination, knowing that they will have a place to rest along the way, or at the end of the walk. Benches also serve to fight social isolation, as it allows seniors to chat with others, enjoy their surroundings, observe other people or animals nearby, etc.

Expected Duration (One Time / Annual): Annual purchase (1 bench/year)

Expected new operating revenues generated? N/a

Estimated total annual cost/saving? Cost: \$700/bench incl. engraving

Describe the nature of Town staff involvement:

Assist with the selection of a suitable location and install.

List any Good and/or Services needed:



**Council & Committee Request for New Initiatives, Budget Additions, or Decrease
in Service Level Form**

Preferred Name of Initiative: Annual budget for the MSC

Submitted by: Midland Seniors Council

Description of Initiative:

The Midland Seniors Council has in the past received a budget of \$1500, for its initiatives, which typically include an annual luncheon for Midland residents, usually with a guest speaker or panel, during which information was provided on topics of interest to seniors, such as Housing, End of Life Decisions, Navigating Health Care Services, Fraud Prevention, etc.
The luncheon also serves to obtain feedback for the Midland Seniors Council as to what current issues are affecting seniors in Midland. A simple lunch is provided free of charge to the seniors. We typically try to get some of the costs sponsored by local businesses.

Rationale for this Initiative/Other Pertinent Information:

Bringing seniors together at an annual luncheon addresses several key areas” of the Age Friendly, such as Respect and Social Inclusion, Civic Participation, Communication and Information, Social Participation.

Expected Duration (One Time / Annual): Annual recurrence

Expected new operating revenues generated? n/a

Estimated total annual cost/saving? Cost \$1500 max.

Describe the nature of Town staff involvement:

Set up of meeting space at NSSRC.

List any Good and/or Services needed:

Catered food (usually provided by Askennonnia as a fundraiser for them).



**Council & Committee Request for New Initiatives, Budget Additions, or Decrease
in Service Level Form**

Preferred Name of Initiative: Crypto Integration, NFT exploration, VR Tourism

Submitted by: Cody Oschefski

Description of Initiative:

The financial world is transforming and crypto is becoming a standard currency world- wide. Businesses are transforming to be able to accept crypto for payments. NFTs are an extremely profitable “trend” we are seeing. Non fungible tokens can be linked to assets, exclusive events and can change in value over time. Extremely complex conversation but there is an amazing amount of potential for profit, short and long term. We also have the opportunity to put us on the map as the first municipality to design and release NFTs, link to geocaching and we have another whole group of people who will visit Midland. Virtual Reality tourism, ability to attend events through vr headset. Sell tickets world- wide.

Rationale for this Initiative/Other Pertinent Information:

Getting ahead of the technology while creating new income streams and a new tourism draw.

Expected Duration (One Time / Annual): one time

Expected new operating revenues generated? 2 year ROI potentially shorter

Estimated total annual cost/saving? \$25000 investment

Describe the nature of Town staff involvement:

Run through tourism and events. Complimented by working committee. Already discussed with staff and some members of the community. Very passionate group

List any Good and/or Services needed:

Can make decision to use budget to buy 3d camera and book talent for first vr show. Sell tickets to make money back. NFT initial investment is small and roi is quick, if successful.



**Section 14
Proposed Fees
& Changes**

Clerks and By-law

Service/Activity	2021	2022 Proposed
Photocopy (each) (all fees subject to HST)	Black and White/Colour	
Letter (8½ x 11) Black and White	\$0.50	\$0.75
Letter (8½ x 11) Colour	\$1.00	\$1.25
Legal (8½ x 14) Black and White	\$1.00	\$1.25
Legal (8½ x 14) Colour	\$2	\$2.50
Tabloid (11 x 17) Black and White	\$2	\$2.50
Tabloid (11 x 17) Colour	\$3.50	\$4.00
Arch C (18 x 24) Black and White	\$5.00	\$5.50
Arch C (18 x 24) Colour	\$8	\$10
Arch D (24 x 36) Black and White	\$10	\$12
Arch D (24 x 36) Colour	\$12	\$14
Arch E (36 x 48) Black and White	\$15	\$17
Arch E (36 x 48) Colour	\$20	\$22
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 plus HST
Town of Midland Flags	\$65	\$70
Municipal Information Form (LCBO)	\$25	\$35
Commission of Oath/Certification of Document	\$30+HST	\$35+ HST
(non-municipal related)	\$50+HST	\$55 + HST
Burial Permit – Non-Resident	\$25	\$30
Marriage License	\$140	\$150
Civil Ceremony	Business Hours \$260	Service Discontinued
	After Hours \$310	Service Discontinued

Clerks and By-law

Service/Activity	2021			2022 Proposed		
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(s) value		
Animal Control Dogs Kennel License	\$135 (Jan. 1 to Feb. 28)			\$135 (Jan. 1 to Feb. 28)		
	\$170 (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		
Business Licensing						
Auctioneer, Hawker and Peddler, Refreshment Vehicle, Farmers Market						
Application Fee	\$20			\$25		
Replacement Business License	\$15			\$20		
a) Auctioneer						
Annual License	\$70			\$80		
Event License	\$6			\$10		
b) Hawker and Peddler						
Annual License	\$235			\$250		
Event License	\$7			\$10		
c) Joint Hawker and Peddler Event license	\$5 per vendor/day			\$7 per vendor/day		

Clerks and By-law

Service/Activity	2021	2022 Proposed
d) Refreshment Vehicle		
Annual License	\$235	\$250
Event Licence	\$6	\$10
Event License (non-profit charitable organization/non-profit non-charitable organization)	No Charge	
e) Farmers' Market - Annual License	600	650
Municipal Freedom of Information Request		
Application Fee	\$5	\$5
Photocopies and computer printouts	\$0.20 per page + HST	\$.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
Taxi Cab Stands – Maximum 3 spaces	\$400 annually	\$450 annually
Meter Bag Rate (\$50 deposit)	\$10 single	Service Discontinued
	\$15 double	Service Discontinued
Encroachment Agreement (standard)	1250 + HST	1300 + HST
For Patio downtown core as defined with the Zoning By-law	310 + HST	325.00 + HST
Agreement amendment for patio in downtown core	155 + HST	\$175 + HST
Permit Parking (All fees include HST)	Annual Fee per space	Pending Fees Review
Lot 1 – Behind Gianetto's (29 spaces)	\$99.00	
Lot 3 – Beside Post Office (5 spaces)	\$99.00	
Lot 4 – Beside the Mirror Paper (5 spaces)	\$99.00	
Lot 5 – Behind Bourgeois Motors (33 spaces)	\$99.00	

Clerks and By-law

Service/Activity	2021	2022 Proposed
Lot 6 – Behind TD Bank (27 spaces)	\$99.00	Pending Fees Review
Lot 7 – Behind Subway Restaurant (10 spaces)	\$99.00	
Lot 8 – Beside Total Sports (6 spaces)	\$99.00	
Lot 9 – Behind Bayshore Dental (17 spaces)	\$99.00	
Lot 10 – Beside One Stop Beauty Shop (19 spaces)	\$99.00	
On Street Permit Parking		
First Street between Hugel & Yonge (33 spaces)	\$99.00	
Midland Avenue between Hugel & Yonge (37 spaces)	\$99.00	
Monthly Permit Parking (All fees include HST)		
Lot 1 – Behind Gianetto's	\$30.00	
Lot 5 – Behind Bourgeois Motors	\$30.00	
Lot 6 – Behind TD Bank	\$30.00	
Lot 7 – Behind Subway Restaurant	\$30.00	
Lot 9 – Behind Bayshore Dental	\$30.00	
Lot 10 – Beside One Stop Beauty Shop	\$30.00	
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%
Police Records		
Motor Vehicle Accident Report	\$55.00	\$60
Motor Vehicle Accident Report including officer's notes, witness statements, general report	\$110.00 + time related to preparation of record for disclosure, including severing a part of the record.	\$120.00 + Time related to preparation of record for disclosure, including severing a part of the record
Occurrence Confirmation Reports/Incident Reports	\$110 +HST	\$120 + HST

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

	2021	2021	2022 Proposed	2022 Proposed
1A – New Structures	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per ft2 unless otherwise noted
Designated Structures – free standing (not listed elsewhere)	\$500.00	each	\$520	each
Docks	\$110.00	Flat Fee	\$115.00	Flat Fee
Farm Buildings – of low human occupancy (Architect or Engineer)	\$3.09 m ²	(\$0.29 ft ²)	\$3.21 m2	(\$0.30 ft2)
Farm Buildings- (No Architect or Engineer)	\$2.48 m ²	(\$0.23 ft ²)	\$2.58 m2	(\$0.24 ft2)
Public Pools, or Outdoor Pools (greater than 3.5m deep)	\$500.00	Per Pool	\$520	Per Pool
Minimum fee	\$110.00		\$115.00	Min Fee
Minimum Fee New Residence	\$1,742.00		\$1,810.00	Min Fee
1B – New Buildings by Occupancies	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Group A – Assembly Uses				
Gaming Premises - finished	\$19.26 m ²	(\$1.79 ft ²)	\$20.43 m2	(\$1.86 ft 2)
- shell only	\$14.73 m ²	(\$1.37 ft ²)	\$15.32 m2	(\$1.42 ft2)
Portable classrooms - per unit	\$450.00	Flat Fee	\$470.00	Flat Fee
All other buildings - finished	\$14.04 m ²	(\$1.30 ft ²)	\$14.60 m2	(\$1.35 ft2)
- shell only	\$10.74 m ²	(\$1.00 ft ²)	\$11.17 m2	(\$1.04 ft2)
Group B – Institutional Uses				
All buildings - finished	\$14.00 m ²	(\$1.30 ft ²)	\$14.56 m2	(\$1.35 ft2)
- shell only	\$9.88m ²	(\$0.91 ft ²)	\$10.27 m2	(\$0.95 ft2)
Group C – High Density Residential (Apts, Hotels, etc....)				
All buildings - finished	\$14.86 m2	(\$1.38 ft2)	\$15.45 m2	(\$1.43 ft2)
- shell only	\$11.48 m2	(\$1.07 ft2)	\$11.94 m2	(\$1.11 ft2)
Group C – Low Density Residential (Singles, Semis, Towns, etc....)				
Individual dwelling - Floor area not listed below	\$12.52 m2	(\$1.16 ft2)	\$13.02 m2	(\$1.21 ft2)
- Finished basement-w/house construction	\$110.00	Per Project	\$115.00	Per Project
- Attached garage	\$7.48	(\$0.69 ft2)	\$7.78 m2	(\$0.72 ft2)
- Attached carport bay	\$110.00	Flat fee	\$115.00	Flat Fee
- Covered Deck / Porch	\$7.55 m2	(\$0.70 ft2)	\$7.85 m2	(\$0.73 ft2)
- Deck /Porch without roof	\$5.75 m2	(\$0.53 ft2)	\$5.98 m2	(\$0.55 ft2)
- Acc Building/Boathouse (over 200 sf)	\$7.48 m2	(\$0.69 ft2)	\$7.78 m2	(\$0.72 ft2)
- Acc Building/Boathouse (under 200 sf)	\$110.00	Flat Fee	\$115.00	Flat Fee

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

	2021	2021	2022 Proposed	2022 Proposed
Group D, & E – Business Services and Mercantile Uses				
Restaurants - finished	\$14.00m ²	(\$1.30 ft ²)	\$14.56 m2	(\$1.35 ft2)
- shell only	\$4.63 m ²	(\$0.43 ft ²)	\$4.81 m2	(\$0.45 ft2)
All other Buildings - finished	\$10.89 m ²	(\$1.01 ft ²)	\$11.32 m2	(\$1.05 ft2)
- shell only	\$8.33 m ²	(\$0.78 ft ²)	\$8.66 m2	(\$0.81 ft2)
Group F – Industrial Uses				
Gas Bar Canopy/ Car Washes				
- finished	\$6.05 m ²	(\$0.56 ft ²)	\$6.29 m2	(\$0.58 ft2)
- shell only	\$4.63 m ²	(\$0.43 ft ²)	\$4.81 m2	(\$0.45 ft2)
Parking Garages / Warehouse Storage				
- finished	\$4.58 m ²	(\$0.43 ft ²)	\$4.76 m2	(\$0.44 ft2)
- shell only	\$3.51 m ²	(\$0.33 ft ²)	\$3.65 m2	(\$0.34 ft2)
All other buildings - finished	\$6.95 m ²	(\$0.65 ft ²)	\$7.23 m2	(\$0.68 ft2)
- shell only	\$5.32 m ²	(\$0.50 ft ²)	\$5.53 m2	(\$0.52 ft2)
1C – Temporary Structures	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Bleachers	\$5.39 m ²	(\$0.52 ft ²)	\$5.60 m2	(\$0.54 ft2)
Protective Hoarding (partially enclosed)	\$130.00	Flat fee	\$135.00	Flat Fee
Protective Tunnels/Walkways (fully enclosed)	\$16.52 m ²	(\$1.54 ft ²)	\$17.18 m2	(\$1.60 ft2)
Sales office / Trailers	\$260.00 each	Flat fee	\$270.00	Flat Fee
Temporary tent up to 225m²	\$130.00 each	Flat fee	\$135.00	Flat Fee
Temporary tent greater than 225m²	\$170.00 each	Flat fee	\$180.00	Flat Fee
Permanent tent / air supported structure	\$4.68 m ²	(\$0.43 ft ²)	4.86 m2	(\$0.45 ft2)
1D – Demolitions	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Whole Structure				
- 1 storey, no basement/crawlspace, 60m ² or less	\$110.00	Flat fee	\$115.00	Flat Fee
- any other structure not exceeding 60 m ²	\$300.00	Flat fee	\$315.00	Flat Fee
- any structure over 60 m ²	\$1000	Flat fee	\$1,050.00	Flat Fee
Partial (where remaining structure will remain occupied)				
- To all uses other than an Individual Residential unit	\$6.50 m ² area affected (\$0.60 ft ²)		\$6.77 m2	(\$0.62 ft2)

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

	2021	2021	2022 Proposed	2022 Proposed
1E – Structure Remediation & Additions	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Designated Structures attached to structure (not listed elsewhere)	\$500.00	Per Unit	\$520.00	Per unit
Farm Buildings of low human occupancy – additions	\$3.34 m ²	(\$0.31 ft ²)	\$3.21 m ²	(\$0.30 ft ²)
Clandestine Labs remediation	\$10,000.00	Per Unit	\$10,000	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
Marijuana Grow-op minor remediation	\$500.00	Per Unit	\$520.00	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
Marijuana Grow-op major remediation	\$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%	
Public Pools	\$500.00	Per Pool	\$520.00	Per Pool
1F – Additions & Renovations to Buildings	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Group A – Assembly Uses				
Gaming Premises - Additions	\$22.60m ²	(\$2.10 ft ²)	\$23.50 m ²	(\$2.18 ft ²)
- Interior alterations / repairs	\$17.00 m ²	(\$1.58 ft ²)	\$17.68 m ²	(\$1.64 ft ²)
- Interior finishing of a new shell	\$10.20 m ²	(\$0.95 ft ²)	\$10.61 m ²	(\$0.99 ft ²)
All other uses - Additions	\$16.47 m ²	(\$1.54 ft ²)	\$17.13 m ²	(\$1.60 ft ²)
- Interior alterations / repairs	\$12.35 m ²	(\$1.15 ft ²)	\$12.84 m ²	(\$1.19 ft ²)
- Interior finishing of a new shell	\$7.42 m ²	(\$0.69 ft ²)	\$7.72 m ²	(\$0.72 ft ²)
Group B – Institutional Uses				
All uses - Additions	\$21.42 m ²	(\$2.00 ft ²)	\$22.27 m ²	(\$2.08 ft ²)
- Interior alterations / repairs	\$16.07 m ²	(\$1.50 ft ²)	\$16.71 m ²	(\$1.56 ft ²)
- Interior finishing of a new shell	\$9.64 m ²	(\$0.90 ft ²)	\$10.02 m ²	(\$0.94 ft ²)
Group C – High Density Residential (Apts, Hotels, etc....)				
All uses - Additions	\$17.54 m ²	(\$1.63 ft ²)	\$18.24 m ²	(\$1.70 ft ²)
- Interior alterations / repairs	\$13.11 m ²	(\$1.50 ft ²)	\$13.63 m ²	(\$1.56 ft ²)
- Interior finishing of a new shell	\$7.87 m ²	(\$0.90 ft ²)		

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

	2021	2021	2022 Proposed	2022 Proposed
Group C – Low Density Residential (Singles, Semis, Towns, etc....)				
All uses - Accessory building additions	\$7.47 m ²	(\$0.69 ft ²)	\$7.77 m ²	(\$0.72 ft ²)
- Boathouse additions	\$7.47 m ²	(\$0.69 ft ²)	\$7.77 m ²	(\$0.72 ft ²)
- Dock additions	\$110.00	Flat Fee	\$115.00	Flat Fee
Individual dwelling - Additions not listed below	\$14.73 m ²	(\$1.37 ft ²)	\$15.32 m ²	(\$1.42 ft ²)
- Attached garage	\$7.47 m ²	(\$0.69 ft ²)	\$7.77 m ²	(\$0.72 ft ²)
- Carport	\$110.00	Flat Fee	\$115.00	Flat Fee
- Covered Deck / Porch additions	\$7.47 m ²	(\$0.69 ft ²)	\$7.77 m ²	(\$0.72 ft ²)
- Deck/porch (no roof) additions	\$5.75 m ²	(\$0.53 ft ²)	\$5.98 m ²	(\$0.55 ft ²)
- Interior alterations /repairs	\$11.05 m ²	(\$0.1.03 ft ²)	\$11.49 m ²	(\$1.07 ft ²)
- Interior finishing	\$6.63 m ²	(\$0.62 ft ²)	\$6.89 m ²	(\$0.64 ft ²)
- Finish of basement	\$3.59m ²	(\$0.33 ft ²)	\$3.73 m ²	(\$0.34 ft ²)
Group D, & E – Business Services and Mercantile Uses				
Restaurants - Additions	\$16.52 m ²	(\$1.54 ft ²)	\$17.18 m ²	(\$1.60 ft ²)
- Interior alterations / repairs	\$12.39 m ²	(\$1.15 ft ²)	\$12.88 m ²	(\$1.19 ft ²)
- Interior finishing of a new shell	\$7.44 m ²	(\$0.69 ft ²)	\$7.74 m ²	(\$0.72 ft ²)
All other uses - Additions	\$12.85 m ²	(\$1.19 ft ²)	\$13.36 m ²	(\$1.24 ft ²)
- Interior alterations / repairs	\$9.64 m ²	(\$0.89 ft ²)	\$10.02 m ²	(\$0.92 ft ²)
- Interior finishing of a new shell	\$5.79 m ²	(\$0.54 ft ²)	\$6.02 m ²	(\$0.56 ft ²)
Group F – Industrial Uses				
Gas Bar Canopy / Car Washes				
- Additions	\$7.14 m ²	(\$0.66 ft ²)	\$7.42 m ²	(\$0.68 ft ²)
- Repairs	\$5.36 m ²	(\$0.50 ft ²)	\$5.57 m ²	(\$0.52 ft ²)
- Interior finishing of a new shell	\$3.22 m ²	(\$0.30 ft ²)	\$3.35 m ²	(\$0.31 ft ²)
Parking Garages / Warehouse Storage				
- Additions	\$5.41 m ²	(\$0.50 ft ²)	\$5.62 m ²	(\$0.53 ft ²)
- Interior alterations / repairs	\$2.48m ²	(\$0.23 ft ²)	\$2.58 m ²	(\$0.24 ft ²)
- Interior finishing of a new shell	\$1.25 m ²	(\$0.12 ft ²)	\$1.30 m ²	(\$0.12 ft ²)
All other uses - Additions	\$5.41 m ²	(\$0.50 ft ²)	\$5.62 m ²	(\$0.53 ft ²)
- Interior alterations / repairs	\$2.48 m ²	(\$0.23 ft ²)	\$2.58 m ²	(\$0.24 ft ²)
- Interior finishing of a new shell	\$2.48 m ²	(\$0.23 ft ²)		

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

	2021	2021	2022 Proposed	2022 Proposed
2A – Site Servicing	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.				
Irrigation system				
- serving individual dwelling properties	\$110. each Flat Fee		\$115.00	Flat Fee
- serving all other building properties	\$110 each Flat Fee		\$115.00	Flat Fee
On-site Sewage systems				
- New - Class 4, or 5 system	\$598.00 each	Flat Fee	\$625.00	Flat Fee
- New - Class 1,2 or 3 system	\$345.00 each	Flat Fee	\$360.00	Flat Fee
- Alteration to existing on-site sewage system	\$345.00 each	Flat Fee	\$360.00	Flat Fee
- Repair to existing on-site sewage system	\$184.00	Per Project	\$200.00	Per Project
- Plan Review of existing for compliance	\$46.00	Per Project	\$50.00	Per Project
- Site Review of existing for compliance	\$110.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration NOT required	\$110.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration required	\$345.00 each	Flat Fee	\$360.00	Flat Fee
- New sewage system required	\$598.00 each	Flat Fee	\$625.00	Flat Fee
- Re-inspection Program				
- initial site inspection	\$149.50	Flat Fee	\$155.00	Flat Fee
- additional site inspections	\$110.00	Flat Fee	\$115.00	Flat Fee
Private Fire Hydrant system (wet or dry)	\$230.00	Per Project	\$240.00	Per Project
Sewer Connection from existing septic system	\$110.00	Per Project	\$115.00	Per Project
New Site Servicing - To all projects except Low Density Residential (Installation of sanitary, storm sewers, and water distribution service)	\$149.50 per 30m	(or part thereof)	\$155 per 30m	or part thereof
2B – Building Mechanical & Fire Safety	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Fees for stand-alone projects or where such features are proposed in additions or renovation projects.				
H.V.A.C				
- Non-residential	\$172.50	Per Appliance	\$180.00	Per Appliance
- Residential	\$149.50	Per Project	\$155.00	Per Project

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

	2021	2021	2022 Proposed	2022 Proposed
Plumbing				
- Fixture not listed below	\$23.00 each	Flat Fee	\$24.00	Flat Fee
- Backwater device				
- Installed in conjunction with other construction	\$23.00 each	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$110.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$110.00	Per Unit	\$115.00	Flat Fee
- Testable Backflow devices				
- Installed in conjunction with other construction	\$23.00 each	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$110.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$110.00	Per Unit	\$115.00	Per unit
Fire/Life Safety Systems Installation or upgrade				
- Electromagnetic Lock/Hold-open	\$9.49 each	Per Unit	\$9.86 each	Per Unit
- Emergency Lighting	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced
- Fire Alarm system	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced
- Sprinkler system	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced
- Standpipes (retrofit)	\$110.00	Per Cabinet	\$115.00	Per Cabinet
- Fire Doors (retrofit)	\$110.00	Per Door	\$115.00	Per Cabinet
2C - Miscellaneous Elements - Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Barrier Free walks / ramps (exterior)	\$110.00 each	Flat Fee	\$115.00	Flat Fee
Below Grade Exterior Stair	\$110.00 each	Flat Fee	\$115.00	Flat Fee
Chutes (Linen / Refuse)	\$110.00 each	Flat Fee	\$115.00	Flat Fee
Commercial Cooking Hood	\$299.00 each	Flat Fee	\$310.00	Flat Fee
Fire Department Plans Examination	\$115.00	Flat Fee	\$120.00	Flat Fee
Floor Area Change (new usage of existing)	\$2.36 m2		\$2.45 m2	(\$0.22 ft2)
Mechanical Rooms	\$110.00	Flat Fee	\$115.00	Flat Fee
Underpinning / Tie Backs / Shoring	\$150.65 per10m	(or part thereof)	156.68 m2	(or part thereof)
Rack Storage Systems	\$7.57 m2	(\$0.612 ft ²)	\$7.87 m2	(\$0.63 ft2)
Retaining Walls (per OBC) - 1 meter or less in height	\$149.50	Per Property	\$155.00	Per Property
- Exceeding 1meter in height	\$575.00	Per Property	\$600.00	Per Property

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

	2021	2021	2022 Proposed	2022 Proposed
Signs				
- Minor Wall signs (254 lb or less) - 1st sign	\$110.00 each	Flat Fee	\$115.00	Flat Fee
- for each Minor Wall sign thereafter on same permit	\$55.20 each		\$57.40	
- All other signs	\$299.00 each	Flat Fee	\$310.00	Flat Fee
Spray Booths / Dust Collectors	\$575.00 each	Flat Fee	\$600.00	Flat Fee
Solid Fuel Appliance c/w Chimney System	\$299.00 each	Flat Fee	\$310.00	Flat Fee
Above Ground Pool - No Deck	\$110.00 each	Flat Fee	\$115.00	Flat Fee
Inground Pool Fence	\$230.00 each	Flat Fee	\$240.00	Flat Fee
2D – Green Systems	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.				
Green Roofs	\$6.43 m ²	(\$0.60 ft ²)	\$6.68 m ²	(\$0.62 ft ²)
Greywater recycling systems				
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee
Geo-Thermal systems				
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee
Solar Domestic Hot Water systems				
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee
Solar photovoltaic systems				
- roof mounted to individual dwelling buildings	\$170.00 each affected roof side		\$180.00 each affected side of roof	
- all others	\$500.00 per 140 m ² of solar panel		\$520.00 per 140m ² of solar panel	
Wind Turbines	\$500.00 each turbine		\$520.00 Each Turbine	
3A – Permit Applications & Active Permits	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Additional Inspections	\$92.00	Per Inspection	\$95.00	Per Inspection
Change of Use Application				
- No construction proposed or required	\$110.00	Per Application	\$115.00	Per Application

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

	2021	2021	2022 Proposed	2022 Proposed
- Compensating construction is required	Use appropriate fees listed elsewhere in this schedule		Use appropriate fees listed elsewhere in this schedule	
Conditional Building Permit Agreements				
- Simple Agreement	\$241.50	Per Agreement	\$250.00 Per Unit	Per Agreement
- Other	\$2,100.00	Per Agreement	\$2,250.00	Per Agreement
- plus, Third Party Review	Out of pocket cost recovery + 15%		Out of pocket cost	recovery +15%
Deferral of revocation of building permit	\$120.00	Per Permit	\$125.00	Per Permit
Lot Grading Approvals from Town Engineer				
- Administrative assistance for Individual Dwelling (houses)	\$60.00	Per Project	\$62.50	Per Project
- plus, Town Engineer Review	\$300.00	Per Project	\$312.00	Per Project
- Administrative assistance for all other Buildings	\$120.00	Per Project	\$125.00	Per Project
- plus, Town Engineer Review	\$100.00	Per Hour	\$115.00	Per Hour
Processing and collection of applicable law approvals				
- Per Individual Dwelling (houses)	\$63.00	Per Project	\$66.00	Per Project
- For all other Buildings or Structures	\$140.30	Per Project	\$145.00	Per Project
- plus, Third Party Review	Out of pocket cost recovery + 15%		Out of pocket cost	recovery +15%
Request to use Alternative Solution	\$1,100.00	Per Request	\$1,200.00	Per Request
- plus, Third Party Review of design submission	Out of pocket cost recovery + 15%		Out of pocket cost	recovery +15%
Request for CBO to accept Alternative Material	\$1,100.00	Per Request	\$1,200.00	Per Request
- plus, Third Party Review of design submission	Out of pocket cost recovery +15%		Out of pocket cost	recovery +15%
Request for Partial Permit	\$210.00	Per Request	\$220.00	Per Request
- plus, Third Party Review of design submission	Out of pocket cost recovery + 15%		Out of pocket cost	recovery +15%
Review of revised permit documents	\$78.00	Per Hour	\$90.00	Per Hour
Site Visits – prior to permit issuance	\$80.00	Per Site Visit	\$90.00	Per site visit
Third Party Review	Out of pocket cost recovery +15%		Out of pocket cost	recovery +15%
Transfer of Permit to new property owner	\$125.00	Per Permit	\$130.00	Per Permit

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

	2021	2021	2022 Proposed	2022 Proposed
3B – Archived Permit	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Notwithstanding the fees described below, the fee applied to reactivate a permit shall not exceed the original permit fee value				
Review of permit file documents	\$92.00	Per Hour	\$100.00	Per Hour
Maintenance Fee of all files not closed within 24 months	\$110.00	Per Year	\$115.00	Per Year
Site Visits	\$92.00	Per Site Visit	\$100.00	Per Site Visit
Third Party Review	Out of pocket cost recovery + 15%		Out of Pocket cost	recovery +15%
3C – Investigations	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
To offset additional investigative and administrative costs, the following fees apply;				
Construct or Demolish without Permit Issued				
- 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	\$230.00 per Order issued		\$250.00 per Order issued	
- Order not complied with, additional site inspections to review status of non-compliance	\$115.00 per inspection		\$125.00 per inspection	
- Order registered on title	\$345.00 per Order		\$345.00 per Order	
- Issuance of Summons	\$345.00 a Summons plus legal expense		\$345.00 a Summons plus legal expense	
Other Non-compliance Building Code Act & Code Matters				
- Order to Comply pursuant to the Building Code Act	\$230.00/Order issued		\$250.00/Order issued	
- Stop Work Order pursuant to the Building Code Act	\$230.00/Order issued		\$250.00/Order issued	
- 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		\$125.00 per Inspection	
- Order registered on title	Cost recovery +15%		Cost recovery +15%	

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

	2021	2021	2022 Proposed	2022 Proposed
- Issuance of Summons	Cost recovery +15%		Cost recovery +15%	
3D – After-hours Inspections	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Non-Emergency Call	\$250.00	Per Hour	\$250.00	
Emergency Call	\$320.00	Per Hour	\$320.00	
3E – Miscellaneous Clerical Functions				
Building Compliance Title Search or Septic Use permit				
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
Compliance Letters to other Government Authorities				
- Unrelated to a active permit or permit application	\$115.00	Per Letter	\$125.00	Per Letter
- Where there is a active permit or permit application	\$115.00	Per Letter	\$125.00	Per Letter
Comprehensive Occupancy Certificate	\$230.00 each	Flat Fee	\$230.00	Flat Fee
Consent Application Review	\$115.00	Per Application	\$130.00	Per Application
Special Requests for File Research	\$69.00	Per Hour +HST	\$90.00	per hour + HST
3F – Extra Services Deposit	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
- 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				
Group A, B, C – High Density Residential, D, E, & F				
- New, Additions & Renovations	\$150.00 per 100 m ² (or part thereof)		\$150.00 per 100 m ² (or part thereof)	
- Stand-alone projects not applicable to above	\$500.00	Per Project	500	Per Project
Group C – Low Density Residential (Houses - singles, towns, etc....)				
- New Dwelling	\$500.00	Per Project	500	Per Project
- All other projects	\$250.00	Per Project	250	Per Project
<i>Exemptions</i> - Tents, Signs, residential decks & sheds				
Lot Grading Deposit – All other projects (unless otherwise specified in a development agreement)	\$3,000.00	Per Lot	\$4,000.00	Per Lot

Finance

SERVICE/ACTIVITY FEE	2021 FEE	2022 Proposed FEE
Returned Cheque	\$40	\$40
Tax Certificate	\$45	\$50
e-Tax Certificate	N/A	\$60
Tax Certificate (if req within 48 hrs)	\$70	\$75
Duplicate Tax Receipt / Tax Statement	\$10	\$10
Budget document (printed)	\$100 + HST	\$150 + HST
Printed labels	\$0.25/label+HST (Minimum \$25)	\$0.25/label+HST (Minimum \$25)
Tax Sale Documents	Actual cost + HST, plus 25% administration	Actual cost + HST, plus 25% administration
Interest on outstanding accounts receivables	1.25%	1.25%
Duplicate Utility Receipt	\$10	\$10
Letter of confirmation that taxes were paid by previous owner	\$50	\$50
Development Charge Interest Plan Admin Fee	\$1,000	\$1,000
Interest on outstanding Development Charges	5.00%	5.00%
New Tax Roll (New Account)	\$30	\$30
Tax Roll Ownership Change	\$30	\$30
Development Charge Agreement Fee (e.g. Deferral Agreement)	Minimum \$500 + Additional costs (not to exceed full cost recovery)	Minimum \$500 + Additional costs (not to exceed full cost recovery)
Mortgage Company Listing Admin Fee (New 2022)	N/A	\$15 fee per client per billing

Fire and Emergency Services

Service/Activity	2021	2022 Proposed
<i>Request for Fire Reports</i>	\$100.00	\$100.00
<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)	No Charge	No Charge
Fire Apparatus Stand-by (shows, exhibitions, demonstrations, etc.) Stand-by	No Charge	No Charge
Not for Profit	No Charge	No Charge
Security Stand-by for Incendiary Fires	No Charge	No Charge
	No Charge	No Charge
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

Service/Activity	2021	2022 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	\$1,000	\$1,000
All Subsequent Alarms within the Calendar Year	\$1,500	\$1,500
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	2021	2022 Proposed
<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
<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.*

No Recommend changes to the fees. The fees have been harmonized to match PFD.

Infrastructure

Service/Activity	2021	2022 Proposed
Curb Cuts for Driveways	Actual charge of contractor (minimum of \$200 + HST)	Actual charge of contractor (minimum of \$200 + HST)
Town Dock Fees - Seasonal Boat Slips (May to October)		
Centre Pier	\$60.85 per foot (charge for size of Boat	\$62.35 per foot (charge for size of boat)
Pier B	\$60.85 per foot (charge for min 20 feet)	\$62.35 per foot (charge for size of boat, minimum 20 ft charge)
Rotary Pier (includes electricity)	\$60.85 per foot (charge for min 30 feet)	\$62.35 per foot
Transient Boat Slips	\$1.75 per foot	\$1.80 per foot
Administration Fees	\$25 (applied to monthly payment plans)	\$25 (applied to monthly payment plans)
Hourly Charge Out Rate - Executive Director Environment & Infrastructure	\$ -	\$ 175.00
Hourly Charge Out Rate - Manager of Engineering	\$ -	\$ 135.00
Hourly Charge Out Rate - Senior Project Manager	\$ -	\$ 115.00
Hourly Charge Out Rate - Executive Assistant	\$ -	\$ 85.00
Hourly Charge Out Rate - GIS Technician	\$ -	\$ 95.00
Hourly Charge Out Rate - Operations Technician	\$ -	\$ 95.00
Oversize/Over Weight Moving Single Trip Permit	\$ -	\$ 100.00
Oversize/Over Weight Moving Annual Permit	\$ -	\$ 200.00
Additional Connection Permit (ACP) New Water/Sanitary/Storm Connections	\$ -	\$250 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required
Road Occupancy Permit (ROP)	\$ -	\$200 Security Deposit may be required
Peer Review of Reports and Drawings	\$ -	Time and Materials
Development Pre-Servicing and Earthworks Agreements	\$ -	\$5000 Plus Legal Fees

Infrastructure

Service/Activity	2021	2022 Proposed
Site Plan and Subdivision Clearance Standard Turnaround	\$ -	\$ 75.00
Site Plan and Subdivision Clearance Rush 48 Hour Turnaround	\$ -	\$ 150.00
Engineering Record Search (Hourly Rate)	\$ -	\$ 85.00
Engineering Records Request - Hardcopy		Materials plus Hourly Rate
All fees include a surcharge for capital cost recovery.		

NSSRC

Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022 Proposed
Gymnasium Per Hour/Gym		
a.	\$ 12.25	\$ 12.68
b.	\$ 14.71	\$ 15.22
c.	.	
Community Hall - 1/2 hourly		
a.	\$ 19.91	\$ 20.60
b.	\$ 24.10	\$ 24.94
c.	\$ 43.85	\$ 45.38
Community Hall - Full Hourly		
a.	\$ 39.85	\$ 41.24
b.	\$ 48.21	\$ 49.89
c.	\$ 87.70	\$ 90.77
Community Hall 1/2 Daily Special Event		
a.	\$ 207.46	\$ 214.72
b.	\$ 248.96	\$ 257.67
c.	\$ 443.13	\$ 458.64
Community Hall Full Daily Special Event		
a.	\$ 414.91	\$ 429.43
b.	\$ 497.91	\$ 515.34
c.	\$ 912.82	\$ 944.77

NSSRC

Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022 Proposed
Seniors Room Hourly		
a.	\$ 20.42	\$ 21.13
b.	\$ 24.49	\$ 25.34
c.	\$ 44.89	\$ 46.46
Multi Purpose Hourly		
a.	\$ 8.65	\$ 8.95
b.	\$ 9.96	\$ 10.30
c.	\$ 18.23	\$ 18.86
Bill Thompson Hourly		
a.	\$ 19.49	\$ 20.17
c.	\$ 23.38	\$ 24.20
d.	\$ 42.85	\$ 44.35
Board Room Hourly		
a.	\$ 8.11	\$ 8.39
c.	\$ 9.63	\$ 9.96
d.	\$ 17.74	\$ 18.36

NSSRC

Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022 Proposed
Seminar Room Hourly		
a.	\$ 8.11	\$ 8.39
c.	\$ 9.63	\$ 9.96
d.	\$ 17.74	\$ 18.36
NSSRC - Miscellaneous Fees		
Bartender	\$ 18.90	\$25.00/hr
TV/DVD player	\$ 11.70	N/A
Multi-Media Projector	\$ 35.10	\$ 35.50
Community Hall Kitchen Rental - Hot Only		
Per person (Max \$100)	\$ 1.10	\$ 1.50
LED sign (per week)		
(event in NSSRC)	\$ 5.50	\$ 5.50
(event in Community)	\$ 27.50	\$ 27.50
Microphone/ Sound System	\$ 10.50	\$ 10.50
Senior's Kitchen		
Hot	\$ 44.00	\$ 44.00
Cold	\$ 27.50	\$ 27.50
Ice Rentals		

NSSRC

Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022 Proposed
Ice Rentals Hourly		
a.	\$ 154.18	\$ 159.58
b.	\$ 188.72	\$ 195.32
c.	\$ 214.81	\$ 222.33
Weekday (non holiday) Ice Rental (off-peak hrs)		
6 am – 3 pm	\$ 111.16	\$ 115.05
10 pm – 1 am	\$ 111.16	\$ 115.05
Ice Rentals Hourly		
Non-Prime	\$ 154.18	\$ 159.58
Drop Ins		
Program		
Public Skating -Kids	\$ 2.00	\$ 2.00
Adult Shinny	\$ 3.00	\$ 3.00
Family	\$ 6.00	\$ 8.00
Seniors Skating	\$ 3.00	\$ 3.00
Season	\$ 40.00	\$ 40.00

NSSRC

Legend - Categories

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022 Proposed
Pre- School Skating	\$ 2.00	\$ 2.00
Season	\$ 40.00	\$ 40.00
Adult Shinny - Per Player	\$ 5.00	\$ 5.00
Senior Shinny - Per Player	\$ 75.00	\$ 75.00
Per season	\$ 75.00	\$ 75.00
Minimum Drop In - per hour	\$ 40.00	\$ 50.00
Drop-in per person	\$ 10.00	\$ 10.00
Summer Arena Floor Rentals		
a.	\$ 50.28	\$ 52.04
b.	\$ 60.33	\$ 62.44
c.	\$ 110.63	\$ 114.50
Special Events Arena Floor		
a.	\$ 681.02	\$ 704.86
b.	\$ 817.23	\$ 845.83
c.	\$ 1,498.26	\$ 1,550.70
Arena Boards Advertising	\$ 575.00	\$ 575.00

Planning

Service/Activity

	2021	2022 Proposed
Text - Official Plan +HST	\$57.5	\$60.03
Text - Zoning By-law +HST	\$57.5	\$60.03
Text - Sign By-law +HST	\$57.5	\$60.03
Application for Official Plan Amendment	\$10,925	\$11,400.00
Application for Zoning By-law Amendment	\$7,475	\$8,500.00
Application for Zoning By-law Amendment (Minor)		\$3,500.00
Application for Revision to a Zoning By-law Amendment (base) applies to revisions to an application in process		\$5,000.00
Application for Revision to a Zoning By-law Amendment (minor) applies to revisions to an application in process		\$1,500.00
Application for Temporary Use By-law	\$3,450	\$5,000.00
Application for Removal of H Symbol	\$1,380	\$2,500.00
Each subsequent review after 3 reviews - Zoning By-law Amendments		\$1,500.00
Application for Site Plan Control Approval - Base	\$6,095	\$8,500.00
Application for Site Plan Control Approval - Minor	\$3,450	\$4,500.00
Minor/administrative amendment to a site plan approval and/or agreement		\$1,000.00
Application for Site Plan Control Approval - Agreement Preparation* * denotes - legal costs of preparation and registration are additional and to be carried by the applicant	\$1,725	\$1,800.00
Each subsequent review (after 3 reviews) of Site Plan Submission		\$1,500.00
Application for Minor Variance/Permission to Expand	\$1,265	\$1,320.66
Refundable Sign Deposit	\$172.5	\$180.09
Application for Provisional Consent – New Lot - each lot created resulting from a consent application	\$2,185	\$3,500.00
Application for Change of Provisional Consent Conditions	\$575	\$600.30
Application for Lot Addition/Adjustment	\$1,725	\$2,500.00
Application for Easement	\$1,725	\$2,500.00

Planning

Service/Activity

	2021	2022 Proposed
Application for Validation	\$1,725	\$2,500.00
Minor Variance or Consent - to amend and recirculate application (minor)		\$1,500.00
Minor Variance or Consent - to defer an application and recirculate after notice has been provided		\$125.00
Issuance of Certificate of Official (Per Lot)		\$100.00
Refundable Sign Deposit	\$172.5	\$180.09
Application for Plan of Subdivision	\$11,500	\$12,500.00
Each subsequent review (after 3 reviews) of Subdivision materials		\$1,500.00
Application for Plan of Subdivision - Deposit	\$5,750	\$6,003.00
Application for Plan of Subdivision – Agreement Preparation* *denotes legal costs are additional and to be carried by the applicant.	\$5,750	\$6,003.00
Application for Extension to Draft Approval/Change of Conditions	\$2,300	\$4,500.00
Application for Revision to a Draft Plan		\$6,000.00
Application for Red Line Revision (Minor/technical)		\$1,340.00
Model Home Agreement		\$3,000.00
Model Home Agreement Deposit outside services		\$2,000.00
Issuance of Final Subdivision Approval		\$10,000.00
Application for Plan of Condominium	\$8,625	\$9,000.00
Application for Exemption from Plan of Condominium		\$5,000.00
Application for Plan of Condominium - Deposit	\$3,450	\$3,450.00
Application for Plan of Condominium – Agreement Preparation* *denotes legal costs of preparatrion and registration are to be carried by the applicant.	\$5,750	\$6,000.00

Planning

Service/Activity

Service/Activity	2021	2022 Proposed
Application for Plan of Condominium Red Line Revision		\$1,340.00
Application for Extension to Draft Approval/Change of Conditions	\$2,300	\$4,500.00
Application for Deeming	\$1,150	\$1,200.60
Application for Conversion to Condominium	\$5,750	\$6,003.00
Private Road Agreement	\$575	\$600.30
Application for Part Lot Control	\$1,725	\$3,000.00
Application for Part Lot Control Extension		\$1,500.00
Application for Variance to Sign By-law	\$632.5	\$800.00
Application for Variance to Sign By-law – Non-Profit Organization	\$115	\$120.06
Application for Amendment to Sign By-law	\$1,380	\$1,440.72
Application for Amendment to Sign By-law – Non-Profit Organization	\$115	\$120.06
Subdivision Compliance Letter/ Site Plan Control Compliance Letter if required within 48 hours of receipt	\$57.5	\$60.03
	\$115	\$120.06
Zoning Compliance Letter	\$115	\$120.06
Septic Systems Search	\$28.75	\$30.02
Duties of the Risk Management Official regarding a residential use or home occupation/home industry as defined by the Zoning By-law	\$138/hour	\$138.00
	\$275 deposit	\$275.00
Duties of the Risk Management Official regarding a use other than a residential use or home occupation/home industry	\$138/hour	\$138.00
Municipal Search	\$57.5	\$60.03
If required within 48 hours of receipt	\$115	\$120.06
Pre-consultation fees	\$500	\$500
General Development Agreement		\$3,000.00
Deposit for outside services		\$2,000.00
Pre-Servicing Agreement		\$3,000.00
Deposit for outside services		\$2,000.00
Zoning Certificate Review		\$65.00
Zoning Certificate Revision Fee		\$30.00
Research per hour administrative staff		\$85.00
Planner miscellaneous duties per hour		\$175.00

Planning

Service/Activity

 New Fee or fee in excess of 4.4% to the Schedule Indicates increase by 4.4%	2021	2022 Proposed
Planner appearance before appeal tribunal per hour		\$175.00
Planner appearance before appeal tribunal per day		\$1,500.00
<p>All peer review costs that may be required for the review of any application shall be borne by the applicant. Payment shall be required in advance of service delivery. Contingency fees/deposits may be collected in addition to any specific fee at point of application. Deposit and/or contingency fees referenced in this schedule are minimums only and subject to further top up increases depending on costs.</p>		

Public Works

Equipment / Service	2021 Rate	2021 Minimum After Hours & Weekends	Proposed 2022 Rate	Proposed 2022 Minimum After Hours & Weekends
Mechanical	\$ 132.64	\$ 397.91	\$ 134.96	\$ 404.88
Excavator	\$ 120.17	\$ 360.50	\$ 123.12	\$ 369.36
Grader	\$ 185.64	\$ 556.92	\$ 188.59	\$ 656.78
Vac Truck	\$ 236.06	\$ 708.18	\$ 239.90	\$ 719.69
Sweeper	\$ 181.73	\$ 545.18	\$ 184.68	\$ 554.04
Sidewalk w/ Attachment	\$ 173.82	\$ 521.45	\$ 182.13	\$ 546.39
Pickup w/ Attachment	\$ 137.97	\$ 413.90	\$ 146.28	\$ 438.84
Tandem w/ Plow	\$ 317.62	\$ 952.85	\$ 321.45	\$ 964.36
Dump Truck	\$ 145.66	\$ 436.97	\$ 151.01	\$ 453.02
Loader w/ Attachment	\$ 165.06	\$ 495.19	\$ 172.02	\$ 516.06
One Ton w/ Attachment			\$ 166.30	\$ 498.89
Additional Labour per hour (reg)			\$ 96.23	\$ 288.69
Additional Labour per hour (OT)			\$ 110.21	\$ 330.63
Sanding per hour			\$ 172.25	\$ 172.25
Sanding per ton			\$ 46.05	\$ 46.05
Sanding per km			\$ 9.14	\$ 9.14
Salting per hour			\$ 68.00	\$ 68.00
Salting per hour			\$ 245.00	\$ 245.00
Salting per km			\$ 13.00	\$ 13.00

Parks Fees

Service/Activity	2021	2022 Proposed
Picnic Shelter		
Large Pavilion per Day	\$ 250.00	\$ 250.00
Large Pavilion per Hour (3-hour minimum)	N/A	\$ 40.00
Large Pavilion per Hour (Fitness Class, minimum once per week, 4 consecutive weeks)	\$ 10.00	\$ 11.00
Volleyball Picnic Shelter per Day	\$ 65.00	\$ 65.00
Volleyball Picnic Shelter per Hour (3-hour minimum)	N/A	\$ 15.00
Soccer Fields		
Minors - 2 Hour Rental per Field	\$ 24.11	\$ 25.00
Minor - Full Day Rental per Field (8am - dusk)	\$ 111.42	\$ 95.00
Adults - 2 Hour Rental per Field	\$ 30.14	\$ 32.00
Adults - Full Day Rental per Field (8am - dusk)	\$ 111.42	\$ 112.00
Disc Golf		
Daily Tournament (Little Lake Park - includes course rental only)	\$ 162.36	\$ 195.00
Beach Volleyball Courts		
Tournaments per Court per Day	\$ 90.89	\$ 92.00
Minors per Court per Hour	\$ 23.35	\$ 24.00
Adults per Court per hour	\$ 31.27	\$ 32.00
Tennis Courts Bookings		
Per Court per Hour	\$ 1.99	\$ 3.00
Pickleball Courts Bookings		
Per Court per Hour	\$ 1.99	\$ 3.00

Parks Fees

Service/Activity	2021	2022 Proposed
Rotary Bandshell		
Including Hydro	\$ 60.00	\$ 65.00
Baseball - Adult		
Adult - Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekday	\$ 19.50	\$ 19.50
Adult - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$ 19.50	\$ 22.50
Adult - Hourly Lighting Fee per Diamond (additional fee)	\$ 13.93	\$ 17.00
Adult - Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$ 105.00
Baseball - Youth (Minor)		
Minor - Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekday	\$ 17.21	\$ 9.00
Minor - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$ 17.21	\$ 10.00
Minor - Hourly Lighting Fee per Diamond (additional fee)	\$ 13.93	\$ 14.00
Minor - Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$ 75.00
Dedications		
Bench Dedication (Materials and plaque purchase seperately, install only)	\$ 445.71	\$ 460.00
Tree Dedication (includes plaque and planting installation)	\$ 495.15	\$ 500.00

Transit

Service/Activity	2021	2021	2022 Proposed	2022 Proposed
Transit Fares:	<i>Cash</i>	<i>Tickets</i>		
Adults	\$3.00	20 for \$45	\$3.00	20 for \$45
Senior Citizens	\$2.50	20 for \$40	\$2.50	20 for \$40
Children under 60"	\$2.50	20 for \$40	\$2.50	20 for \$40
Children 6 years old and younger	Free		Free	
Reloadable Smart Card (Effective September 23, 2019)		\$3.75 per card		\$3.75 per card
Accessible Transit Fares:				
All rides		\$3.00 per card		3.00 per card
Shelter Advertising:*	0.40/in2			

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

Transit Advertising

							2021	2022 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	\$258.72	\$258.72
67	45.75 x 21.75	995.06	Rear Frame	Secondary	\$0.25	67-A2	\$258.72	\$258.72
67	45.75 x 21.75	995.06	Drivers Side Front Frame	Secondary	\$0.22	67-A3	\$228.86	\$228.86
67	27.75 x x21.75	603.56	Drivers Side Rear Frame	Secondary	\$0.22	67-A4	\$138.82	\$138.82
67	256 x 11.125	2848	Interior overhead (Driver Side) Can be broken into segments	Secondary	\$0.20	67-A5	\$598.08	\$598.08
67	114x 11.125	1268.25	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	67-A6	\$266.33	\$266.33
67	92 x 11.125	1023.5	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	67-A7	\$214.94	\$214.94
67	42 x 38.5	1617	Contravision Driver Side Window 1	Secondary	\$0.27	67-A8	\$452.76	\$452.76
67	54.25 x 40.25	2183.56	Contravision Driver Side Window 2	Secondary	\$0.27	67-A9	\$611.40	\$611.40
67	43.75 x 40.25	1760.94	Contravision Driver Side Window 3	Secondary	\$0.27	67-A10	\$493.06	\$493.06
67	42 x 35.5	1491	Contravision Driver Side Window 4	Secondary	\$0.27	67-A11	\$417.48	\$417.48
67	30 x 37.35	1120.5	Contravision Driver Side Window 5	Secondary	\$0.27	67-A12	\$313.74	\$313.74
67	52.5 x 38.5	2021.25	Contravision Curb Side Window 1	Secondary	\$0.30	67-A13	\$626.59	\$626.59
67	43.75 x 37.25	1629.69	Contravision Curb Side Window 2	Secondary	\$0.30	67-A14	\$505.20	\$505.20
67	30 x 37	1110	Contravision Curb Side Window 3	Secondary	\$0.30	67-A15	\$344.10	\$344.10
69	43.75 x 19.75	864.06	Curb Side Frame	Secondary	\$0.25	69-A1	\$224.66	\$224.66
69	43.75 x 19.75	864.06	Rear Frame	Secondary	\$0.25	69-A2	\$224.66	\$224.66
69	43.75 x 19.75	864.06	Drivers Side Front Frame	Secondary	\$0.22	69-A3	\$198.73	\$198.73
69	43.75 x 19.75	864.06	Drivers Side Rear Frame	Secondary	\$0.22	69-A4	\$198.73	\$198.73
69	14 x 21.25	297.5	Interior Left Rear Bulletin	Secondary	\$0.20	69-A5	\$62.48	\$62.48
69	256 x 11.125	2848	Interior overhead (Driver Side) Can be broken into segments	Secondary	\$0.20	69-A6	\$598.08	\$598.08
69	114x 11.125	1268.25	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	69-A7	\$266.33	\$266.33
69	92 x 11.125	1023.5	Interior Overhead (Curb Side) Can be broken into segments	Secondary	\$0.20	69-A8	\$214.94	\$214.94
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 1	Secondary	\$0.27	69-A9	\$364.44	\$364.44
69	52.5 x 28.25	1483.13	Contravision Driver Side Window 2	Secondary	\$0.27	69-A10	\$415.28	\$415.28
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 3	Secondary	\$0.27	69-A11	\$364.44	\$364.44
69	42.25 x 25.25	1066.81	Contravision Driver Side Window 4	Secondary	\$0.27	69-A12	\$298.71	\$298.71
69	30 x 26.75	802.5	Contravision Driver Side Window 5	Secondary	\$0.27	69-A13	\$224.70	\$224.70
69	52.75 x 28.25	1490.19	Contravision Curb Side Window 1	Secondary	\$0.30	69-A14	\$461.96	\$461.96

Transit Advertising

							2021	2022 proposed
Bus #	Size (Inches WxH)	Area (sq.in)	Location	Primary/ Secondary Bus	\$/sq.in	Code	Annual Cost	Annual Cost
69	43.75 x 26.75	1170.31	Contravision Curb Side Window 2	Secondary	\$0.30	69-A15	\$362.80	\$362.80
69	30 x 26.75	802.5	Contravision Curb Side Window 3	Secondary	\$0.30	69-A16	\$248.78	\$248.78
71	51.5 x 49	2523.5	Contravision Driver Side Window	Primary	\$0.32	71-A1	\$832.76	\$832.76
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A2	\$705.87	\$705.87
71	30.75 x 49	1506.75	Contravision Driver Side Window	Primary	\$0.32	71-A3	\$497.23	\$497.23
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A4	\$705.87	\$705.87
71	67 x 49	3283	Contravision Driver Side Window	Primary	\$0.32	71-A5	\$1,083.39	\$1,083.39
71	25.625 x 49	1255.625	Contravision Driver Side Window	Primary	\$0.32	71-A6	\$414.36	\$414.36
71	144 x 39	5616	Driver Side Vinyl Wrap (Between Wheels)	Primary	\$0.42	71-A7	\$2,414.88	\$2,414.88
71	45 x 39	1755	Driver Side Vinyl Wrap (Infront of Front Wheel)	Primary	\$0.42	71-A8	\$754.65	\$754.65
71	50.5 X 49	2474.5	Contravision Curb Side Window	Primary	\$0.35	71-A9	\$890.82	\$890.82
71	28.375 x 46.5	1319.4375	Contravision Curb Side Window	Primary	\$0.35	71-A10	\$475.00	\$475.00
71	67 x 49	3283	Contravision Curb Side Window	Primary	\$0.35	71-A11	\$1,181.88	\$1,181.88
71	25.625 x 49	1745.625	Contravision Curb Side Window	Primary	\$0.35	71-A12	\$628.43	\$628.43
71	83.5 x 39	3256.5	Curb Side Vinyl Wrap (Between Front Wheel & Rear Door)	Primary	\$0.45	71-A13	\$1,497.99	\$1,497.99
71	21 x 39	819	Curb Side Vinyl Wrap (Between Rear Door & Rear Wheel)	Primary	\$0.45	71-A14	\$376.74	\$376.74
71	49 x 19	931	Curb Side Vinyl Wrap (Below Vent at Rear)	Primary	\$0.45	71-A15	\$428.26	\$428.26
71	76.5 x 29	2218.5	Rear of Bus Vinyl Wrap	Primary	\$0.45	71-A16	\$1,020.51	\$1,020.51
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A17	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A18	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A19	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A20	\$162.66	\$162.66
71	39.25 x 11.374	446.46875	Interior Overhead (Curb Side)	Primary	\$0.25	71-A21	\$116.08	\$116.08
71	39.25 x 11.375	446.46875	Interior Overhead (Curb Side)	Primary	\$0.25	71-A22	\$116.08	\$116.08
71	55 x 11.375	625.625	Interior Overhead (Curb Side)	Primary	\$0.25	71-A23	\$162.66	\$162.66

Water Miscellaneous

Service/Activity		2021	2022 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 Composite Fees By-law	Charged at same rate as Composite Fees By-law
3	Water Administrative Fee	\$75	\$75
	Duplicate Billing Request	\$15	\$15
	Minimum 1-hour call	\$110.00/hour	\$110.00/hour
	Calls after hours minimum 3 hours	\$165/hour	\$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	\$80 each	\$80 each
	Per call during non-regular hours	\$270 each	\$270 each
5	Water Meter accuracy check at Customers' request		
	Up to 1" (Up to 25mm)	\$100	\$100
	Over 1" (Over 25mm)	Time and materials	Time and materials
	Billing History Report	\$15	\$15
	Datalog Consumption Report	\$30	\$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	\$60/each callback	\$60/each callback
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

Water Miscellaneous

Service/Activity	2021	2022 Proposed
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	\$110/hour
Calls after hours minimum 3 hours	\$165/hour	\$165/hour
Annual Sewer Surcharge Rates		
Laboratory Costs after noted first exceedance	Actual Costs	Actual Costs
BOD5	\$1.11/kg	\$1.11/kg
Suspended Solids	\$1.03/kg	\$1.03/kg
TKN	\$1.28/kg	\$1.28/kg
Total Phosphorus	\$3.44/kg	\$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		

Water Miscellaneous

Service/Activity	2021	2022 Proposed
(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	\$0.25/gallon minimum charge 1000 gallons per load	\$0.25/gallon minimum charge 1000 gallons per load
(b) Sewer Service Rate for Hauled Portable Toilet Waste or Hauled Marine Holding Tank Waste	\$0.10/gallon minimum charge per load 1000 gallons	\$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	\$30 per address	\$30 per address



2022

2023

2024

**Section 15
Capital Plan
2022-2031**

Town of Midland
Rate Supported
Capital Budget 2022 - Draft 1

Account	Project Description
411-4215	WWTC Aerators
411-4237	Boiler Lines
411-4495	Emergency Equipment Replacement
411-4519	Collection System Condition
411-4524	New Fine Bubble Aeration
411-4529	Headworks Upgrade
411-B011	Replace Secondary Clarifiers V-Notch Weirs
431-4419	Well Rehabilitation
431-4440	Emergency Equipment Replacement
431-4530	Upgrade pump capacity (Hanly and Everton)
431-4531	East Pressure Zone-Tank

2022 Cost	Source of Funding						Category
	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt	
\$ 144,200				\$ 144,200			Plants & Facilities
\$ 180,250				\$ 180,250			WW Other Equipment
\$ 63,580				\$ 63,580			WW Other Equipment
\$ 25,750				\$ 25,750			Plants & Facilities
\$ 3,708,000				\$ -		\$ 3,708,000	Plants & Facilities
\$ 4,500,000				\$ -		\$ 4,500,000	Plants & Facilities
\$ 46,350				\$ 46,350			WW Other Equipment
\$ 46,350				\$ 46,350			Plants & Facilities
\$ 51,500				\$ 51,500			WW Other Equipment
\$ 647,185						\$ 647,185	Plants & Facilities
\$ 1,177,870				\$ -		\$ 1,177,870	Plants & Facilities
\$ 10,591,035	\$ -	\$ -	\$ -	\$ 557,980	\$ -	\$ 10,033,055	
<i>% of Total Funding</i>	<i>100%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>5.27%</i>	<i>0.00%</i>	<i>94.73%</i>

Town of Midland
Tax Supported
Capital Budget 2022 - Draft 1

Account	Project Description	2022 Cost	2022 Source of Funding					Category	
			Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Dev. Charges		Debt
125-1111-5540	CRM/Maintenance manager addition to Citywide	120,000			120,000				IT Hardware & Software
125-1111-5541	Workstation Replacements	60,000			60,000				IT Hardware & Software
125-1111-5541	Mobile & End Node Upgrades	15,000			15,000				IT Hardware & Software
126-B001	Media Equipment	7,000			7,000				Other Equipment
129-1111-5410	Window Replacement	20,000			20,000				Building & Leasehold Improvements
129-1111-5410	Carpet Replacement	20,000			20,000				Building & Leasehold Improvements
129-1111-5410	Front Step Replacement	45,000			45,000				Building & Leasehold Improvements
129-1111-5410	Designated Substance Plan	10,000			10,000				Building & Leasehold Improvements
129-1111-5415	Replacement of desks	16,000			16,000				Building & Leasehold Improvements
129-1111-5415	New Work Area	30,000			30,000				Building & Leasehold Improvements
129-1111-5415	Replacement of chairs	4,000			4,000				Building & Leasehold Improvements
211-1111-5520	Shared Drone Program with PFD	25,000			25,000				Other Equipment
221-1111-5410	Window Replacement North Office Area	10,000			10,000				Building & Leasehold Improvements
221-1111-5410	Flooring Replacment	8,000			8,000				Building & Leasehold Improvements
221-1111-5410	Garage bay - Floor drain repairs	5,000			5,000				Building & Leasehold Improvements
221-1111-5410	Changeroom/washroom/shower upgrades	10,000			10,000				Building & Leasehold Improvements
261-1111-5520	Two Bicycles for patrol	8,000			8,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	Various Vehicle Restoration every 3 years	30,000			30,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	2007 DAS with Holding Tank/De Icer	45,000			45,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7902 2009 GMC Sierra 1500 PU	53,000			53,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7918 2007 Chevrolet Silverado	65,000			65,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	Loader Push Plow with Wings	20,000			20,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7908 pickup Replacement	8,000			8,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	#7909 pickup 4x4 1/2 ton	8,000			8,000				Vehicles, Apparatus & Off-road Rolling Stock
315-1111-5520	Goose poop zomboni	15,000	\$ -	\$ 15,000	-				Vehicles, Apparatus & Off-road Rolling Stock
315-8512	Operations Complex-Building	200,000			200,000				Building & Leasehold Improvements
325-3202-2210	Controller Upgrades (Replacement)	40,000	\$ -		40,000	\$ -			Roads & Other
325-3202-2210	Pedestrian Cross Walks (11 in MP)	90,000			81,417	\$ 8,583			Roads & Other
325-3201-2220	Bay St (King to Midland Ave)	100,000	\$ 100,000		-				Roads & Other
325-3201-2220	Gawley Drive (Midland Point Rd- Parkview Crt	125,000		\$ 125,000	-				Roads & Other
325-3201-2220	Brebeuf Rd Pulverize and Double Lift Surface Treatment	30,000	\$ 30,000		-				Roads & Other
325-3230-2210	Tree replacement program	9,000			9,000				Roads & Other
325-B006	Road and Sidewalk Needs Study	90,000			90,000				Roads & Other
325-B007	Midland Point Rd Fuller-Portage Park	1,000,000	\$ 326,470		-		\$ 673,530		Roads & Other
325-B010	MPR-Portage Park-Glenbrook	35,000			35,000				Roads & Other
325-B011	Retaining Wall 353 Gloucester	35,000	\$ 35,000		-				Roads & Other
325-B017	Colborne St (Irwin-Johnson)	25,000			25,000				Roads & Other
325-B020	Parking Lots	30,000			30,000				Roads & Other
335-1111-2220	Spot Repairs (Various Locations)	45,000			45,000				Roads & Other
335-1111-2220	Slab Jacking and Grouting Various Locations	20,000			20,000				Roads & Other
335-1111-2220	Fifth St (E) Montreal- Quebec	100,000		\$ 100,000	-				Roads & Other

**Town of Midland
Tax Supported
Capital Budget 2022 - Draft 1**

Account	Project Description
335-1111-2220	Manly St Yonge-Elizabeth(E)
335-1111-2220	King St South of Yonge Spot Repairs (W)
335-1111-2220	Bay St (S) First St- Second St
345-1111-5410	Replacement Fare Boxes
345-1111-5600	New Bus 30 ft.
355-1111-2220	Additional Lighting as requested
375-4333	Storm Pond Maintenance Plan
375-B004	Storm Outfall Maintenance
375-B005	Ingram Crescent Sotrm Sewer Repair
385-1111-5410	Dock Replacements
385-1111-5410	Pier Paving (Per Peir)
385-1111-5410	Washroom/Shower Facility Update
390-1111-5450	Hugel-Cook Trail
390-1111-5450	Signage Restoration
390-1111-5520	CSA playground improvements
390-1111-5450	Various Park Improvements
390-1111-5600	#7731 Kubota
390-1111-5600	#7708 (Unit 8)- GMC Sierra 1/2 Ton
390-1111-5600	6 x 12 Grass Crew Trailer
390-1111-5600	Old Parks Van
390-1111-5600	Grass Cutting Trailer for 2 Mowers
390-1111-5600	#7717 - Ford 3930 Tractor with Loader
390-1111-5600	2009 truck #4
390-1111-5600	#7705- 2008 Ford F250 Superduty Ext.d Cab with Plow
390-7221-5410	Bathroom improvements
390-7222-5450	Sewage Pump Replacement and Sewage level alarm
390-7223-5450	Patterson Ground Improvements
390-7241-5450	Waterfront Trail Asphalt Improvements
390-7241-5450	Waterfront Trail Concrete Improvements
399-1111-5410	Flooring Replacement
399-1111-5410	Two new dressing rooms
399-1111-5410	Door Openers - AODA
399-1111-5410	HVAC Unit Replacement
399-1111-5410	Washroom - Team Dressing Room
399-1111-5410	Counter Top Replacement washroom public
399-1111-5410	Roof Repair
399-1111-5520	Cleaning Equipment
399-1111-5520	condensor pumps
399-1111-5520	Compressor Replacements
399-1111-5520	Electric Vehicle Charging Station
505-1111-5520	Level/Survey Equipment
505-3510-2210	Traffic Calming

2022 Cost	2022 Source of Funding						Category
	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Dev. Charges	Debt	
65,000			65,000				Roads & Other
35,000			35,000				Roads & Other
50,000			50,000				Roads & Other
11,500			11,500				Vehicles, Apparatus & Off-road Rolling Stock
420,000	\$ -	\$ 420,000	-				Vehicles, Apparatus & Off-road Rolling Stock
30,000			30,000				Roads & Other
200,000			200,000				Studies
30,000			30,000				Roads & Other
50,000			50,000				Roads & Other
50,000			50,000				Land & Land Improvements
20,000			20,000				Land & Land Improvements
12,000			12,000				Building & Leasehold Improvements
15,000			15,000				Land & Land Improvements
10,000			10,000				Building & Leasehold Improvements
300,000		\$ 300,000	-				Other Equipment
50,000			50,000				Land & Land Improvements
38,000			38,000				Vehicles, Apparatus & Off-road Rolling Stock
54,000			54,000				Vehicles, Apparatus & Off-road Rolling Stock
9,500			9,500				Vehicles, Apparatus & Off-road Rolling Stock
8,000			8,000				Vehicles, Apparatus & Off-road Rolling Stock
11,500			11,500				Vehicles, Apparatus & Off-road Rolling Stock
50,000			50,000				Vehicles, Apparatus & Off-road Rolling Stock
8,000			8,000				Vehicles, Apparatus & Off-road Rolling Stock
10,000			10,000				Vehicles, Apparatus & Off-road Rolling Stock
40,000			40,000				Building & Leasehold Improvements
7,000			7,000				Building & Leasehold Improvements
20,000			20,000				Land & Land Improvements
15,000			15,000				Land & Land Improvements
30,000			30,000				Land & Land Improvements
5,000			5,000				Building & Leasehold Improvements
50,000			50,000				Building & Leasehold Improvements
10,000			10,000				Building & Leasehold Improvements
45,000			45,000				Building & Leasehold Improvements
70,000			70,000				Building & Leasehold Improvements
40,000			40,000				Building & Leasehold Improvements
30,000			30,000				Building & Leasehold Improvements
10,000			10,000				Other Equipment
35,000			35,000				Other Equipment
33,000			33,000				Other Equipment
20,000			20,000				Vehicles, Apparatus & Off-road Rolling Stock
5,000			5,000				Other Equipment
50,000			50,000				Roads & Other

Town of Midland
Tax Supported
Capital Budget 2022- Draft 1

Account	Project Description
505-3515-2130	Town Asset Management Program
505-3516-2210	Balm Beach construction Phase 1
505-3518	Seventh St. Reconstructon
505-B001	CR93 Trail Project
505-B007	Queen St Reconstruction - Elizabeth to Hugel
505-B008	Love Your Laneways
762-1111-5410	building improvement-various
762-1111-5410	Interior Stairs and Specialities
762-1111-5411	Auxillary Equipment
762-1111-5412	Passenger Elevators
762-1111-5413	Lighting Equipment
811-B005	Planning and Building Fee Study
811-B009	Downtown Update & Attainable Housing
820-1111-5600	Hybrid vechicle for inspector
605-6700	Huronia Airport

2022 Cost	2022 Source of Funding							Category
	Donations & Grants	Fed/Prov Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Dev. Charges	Debt	Community Wide Reserve	
50,000			50,000					Studies
2,600,000			-			\$ 2,600,000		Roads & Other
2,000,000			-	\$ -		2,000,000		Community Revitalization
600,000		\$ 150,000	-		\$ 450,000			Roads & Other
165,000			-			165,000		Community Revitalization
50,000	\$ 39,000		11,000					Roads & Other
40,200			40,200					Building & Leasehold Improvements
52,200			52,200					Building & Leasehold Improvements
21,000			21,000					Other Equipment
159,600			159,600					Building & Leasehold Improvements
23,400			23,400					Building & Leasehold Improvements
70,000			70,000					Studies
60,000			60,000					Studies
50,000			50,000					Vehicles, Apparatus & Off-road Rolling Stock
21,000			21,000					Joint Boards Capital
Subtotal	\$ 10,645,900	\$ 530,470	\$ 1,110,000	\$ 3,108,317	\$ -	\$ 458,583	\$ 4,765,000	\$ 673,530
Grant Contingent Projects								
125-1111-5540	Electronic Document Mgmt System	200,000	-					IT Hardware & Software
385-1111-5410	gardens on piers	5,000	-					Building & Leasehold Improvements
390-7221-5450	LLP Accessibility Project	265,000	66,250					Building & Leasehold Improvements
740-B001	Public Art	120,000	-					Art
Total Tax Supported	\$ 11,235,900	\$ 1,054,220	\$ 1,110,000	\$ 3,174,567	\$ -	\$ 458,583	\$ 4,765,000	\$ 673,530
<i>% of Total Funding</i>	<i>100%</i>	<i>9.38%</i>	<i>9.88%</i>	<i>28.25%</i>	<i>0.00%</i>	<i>4.08%</i>	<i>42.41%</i>	<i>5.99%</i>
Rate supported Capital	\$ 10,591,035	\$ -	\$ -	\$ -	\$ 557,980	\$ -	\$ 10,033,055	\$ -
Total Capital plan for 2022	\$ 21,826,935	\$ 1,054,220	\$ 1,110,000	\$ 3,174,567	\$ 557,980	\$ 458,583	\$ 14,798,055	\$ 673,530

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
125-1111-5520	Migration To SAAS Services	\$ -	\$ 6,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Infrastructure Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Network Additions	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5540	Electronic Document Mgmt System	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5540	CRM/Maintenance Manager Addition To Citywide	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Workstation Replacements	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-1111-5520	Mobile & End Node Upgrades	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
125-B003	Financial System New Module-Application	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
126-B001	Media Equipment	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Sign-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	\$ -	\$ -	\$ 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	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
129-1111-5410	Parking Lot Paving	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Door Access System	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Outside Railings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -
129-1111-5410	Office Space	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -
129-1111-5410	Front Step Replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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 Plan	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Electrical Panel, Switches & Transformer Upgrades	\$ -	\$ -	\$ -	\$ 47,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Exterior And Overhead Door Replacements	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5410	Restore Roof Sections 1&2 As Per Roof Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,000	\$ -	\$ -	\$ -
129-1111-5410	Restore Roof Sections 3,4,6 As Per Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -
129-1111-5415	New Work Area	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -
129-1111-5415	Replacement Desks	\$ 16,000	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000
129-1111-5415	Additional Office Space	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5415	Office Chair Replacement	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -
129-1111-5520	Electric Vehicle Charging Station	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Roof Refurbishing - 25 Yr Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
211-1111-5410	Windows Fire Hall - 20 Yr Replacement	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Door Replacement And Over Head Bay Doors. The Rep	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Electrical Panel And Switches Replacements	\$ -	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Carpet Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
211-1111-5410	Washroom Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
211-1111-5410	Reseal Concrete Floor And Flooring Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
211-1111-5410	Replace Heat And A/C Units	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Bunker Gear	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -
211-1111-5520	Boots and Helmets	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 27,000
211-1111-5520	Air Refilling Station - Upgrades	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Washer Extractor Machine	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Defibrillator	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -
211-1111-5520	Communications Equipments	\$ -	\$ -	\$ -	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Breathing Apparatus	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Portable/Equipment Upgrades	\$ -	\$ 22,500	\$ 22,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
211-1111-5520	Portable & Mobile Radios	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	RIT Bottles And Packs	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Shared Drone Program With PFD	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Hazard House Public Education Tool Shared	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5520	Generator Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
211-1111-5540	Upgrade To Cad Dispatch MFD	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Pump 1 Replacement	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Pump 2 Replacement	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Rescue 1 Replacement	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Tanker 1 Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -
211-1111-5600	Command 1 Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Command 2 Replacement	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5600	Command 3 Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -
211-1111-2130	NS Communtiy Risk Assesment	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-1111-5410	2019 To 2027 per Opp Costing Forecast	\$ -	\$ -	\$ 11,487	\$ 11,717	\$ 11,951	\$ 12,190	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Window Replacement North Office Area	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Flooring Replacment	\$ 8,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211-2114-5410	Painting - Wall Treatments	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Garage Bay - Floor Drain Repairs	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221-1111-5410	Changeroom/Washroom Upgrades/Shower Upgrades	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
261-1111-5520	Two Bicycles For Patrol	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
261-1111-5600	Bylaw Cartruck	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
265-1111-5520	8 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	\$ -	\$ -	\$ -	\$ -
315-1111-5410	Building Demolition	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
315-1111-5520	Salt Management Upgrades/Gps System	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 22,000
315-1111-5520	#7839 Asphalt Crack Sealer(2013) Replaecment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7942 Grader/Snow Plow	\$ -	\$ -	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7908 Pickup Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -
315-1111-5520	#7992 Macleans Sidewalk Plow Replacement	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	2007 DAS with Holding Tank/De Icer	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
315-1111-5520	Various Vehicle Restoration	\$ 30,000	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 37,000	\$ 37,000	\$ 37,000
315-1111-5520	Shoring Shield (Trench Box)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7998 Freightliner - Plow/Sander	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7909 Pickup 4X4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -
315-1111-5520	#7970 Freightliner Single Axle Plow	\$ -	\$ -	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Electronic Locator For The CCTV Camera	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7976 Tandam Sander With Underbody Plow	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7975 Freightliner Tri Axle Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7858 Power Broom For Loader	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7811 Macleans Finishing Mower	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7943 Sterling Sewer Flusher	\$ -	\$ -	\$ 660,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7855 Asphalt Hot Box	\$ -	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7928 Volvo Loader	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7825 Sweeper Elgan/Pelican	\$ -	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
315-1111-5520	#7934 Jd Loader/Plow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7916 Ford F350	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7828 Mcconnel Boom Flail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7991 Macleans Sdwk Machine With Attachments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 183,000	\$ -	\$ -	\$ -
315-1111-5520	#7997 Macleans Sdwk Machine With Attachments	\$ -	\$ -	\$ -	\$ 182,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7902 2009 GMC Sierra	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -
315-1111-5520	#7918 2007 Chevrolet Silverado	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
315-1111-5520	1 Ton Dump Truck Ford F350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,000
315-1111-5520	Alamo Flail Mower	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7973 Freightliner Tandem Plow Truck	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7974 Freightliner Tandem Plow Truck	\$ -	\$ -	\$ -	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7930 Volvo Loader	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7933 John Deere Loader	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 380,000	\$ -	\$ -	\$ -
315-1111-5520	#7876 Larue Detachable Snow Blower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,000	\$ -	\$ -	\$ -
315-1111-5520	#7917 Ford F550 Boom Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,000	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7833 Macleans Ashphalt Cold Planer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -
315-1111-5520	#7837 Macleans Trackless Stump Grinder	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
315-1111-5520	#7995 Maclean Sdwk Tractor With Attachments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 183,000	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
315-1111-5520	#7996 Maclean Sdwk Tractor With Attachments	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7822 Street Sweeper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,000	\$ -
315-1111-5520	#7980 Tandem Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ -	\$ -
315-1111-5520	#7985 Tandem Dump Truck With Plow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -
315-1111-5520	#7823 Asphalt Mtce Kettle	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Loader Push Plow with Wings	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7908 pickup Replacement	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	#7909 pickup 4x4 1/2 ton	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-1111-5520	Goose Poop Zomboni	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
315-8512-2210	New Operations Complex	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3200-2210	Trail Construction Or Bike Lane Construction	\$ -	\$ 60,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000	\$ 75,000	\$ 75,000	\$ 80,000
325-3201-2220	Bay St (King To Midland Ave)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	William St (Hwy 12 To Galloway)	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	Harbourview Dr (Fuller To Gianetto)	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	Fourth St (Hugel-Bay)	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	Midland Point Road (Puddicombe To Glenbrook)	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	Gawley Drive (Midland Point Rd To Parkview Crt)	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	Brebeuf Rd Pulverize and Double Lift Surface Treatment	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	2026 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	2027 Reurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 705,000	\$ -	\$ -	\$ -	\$ -
325-3201-2220	2028 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 715,000	\$ -	\$ -	\$ -
325-3201-2220	2029 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 730,000	\$ -	\$ -
325-3201-2220	2030 Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 740,000	\$ -
325-3201-2220	Brunelle Cost Share	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3201-2220	2025 Resurfacing	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3202-2210	New Signals	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
325-3202-2210	Controller Upgrades (Replacement)	\$ 40,000	\$ 40,000	\$ 25,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
325-3202-2210	Pedestrian Cross Walks	\$ 90,000	\$ 240,000	\$ 240,000	\$ 92,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3230-2210	Various Areas Plus Eab Plantings	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3230-2210	Various Areas Plus Reconstruction Areas	\$ -	\$ -	\$ 9,500	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3243-2220	Bay St & Aberdeen Blvd	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-3245 -2220	Dominion Ave 4Th St- 8Th St	\$ -	\$ 325,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B003	Manly Bayshore-Gloucesterc	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B006	Road And Sidewalk Study	\$ 90,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 115,000
325-B007	Midland Point Rd Fuller-Portage Park	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B008	King St & Robert St - Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
325-B010	Midland Point Rd- Portage Park -Glenbrook Construction	\$ 35,000	\$ -	\$ 410,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B011	Retaining Wall 353 Gloucester-Construction	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
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-B017	Colborne St (Irwin-Johnson)-Construction	\$ 25,000	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B018	Yonge St From Midland Ave- King St-Construction	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
325-B020	Asphalt, Concrete, Drainage And Lighting Repairs	\$ 30,000	\$ 50,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000
335-1111 -2220	Spot Repairs (Various Locations)	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Slab Jacking And Grouting Various Locations	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Fifth St (E) Montreal- Quebec	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Manly St Yonge-Elizabeth(E)	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	King St South Of Yonge Spot Repairs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Bay St (S) First St- Second St	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2023	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2024	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2025	\$ -	\$ -	\$ -	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2026	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ -	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 345,000	\$ -	\$ -	\$ -
335-1111 -2220	Various Locations 2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -
335-1111 -2220	Various Locations 2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 355,000	\$ -
335-1111 -2220	Various Location 2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
335-B002	Pedestrian & Cyclist Network	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
335-B003	Pedestrian & Cyclist Network	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
345-1111-5410	Bus Shelters X2 Replacements	\$ -	\$ -	\$ 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	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
345-1111-5410	Replacement Fare Boxes	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
345-1111-5600	New Bus 30 Ft.	\$ 420,000	\$ -	\$ 440,000	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -
345-3411-5600	Van #64 2016 Dodge Grand Caravan	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -
345-3411-5600	Van #63 2018 (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	\$ -	\$ -	\$ -	\$ -
355-1111-2220	Downtown Core Lighting (Side Streets)	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
355-1111-2220	Additional Lighting as Requested	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000
370-1111-5410	Piping And Plumbing	\$ -	\$ -	\$ 15,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Fire Protection System	\$ -	\$ 10,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
370-1111-5410	Various Building Testing And Report	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Interior Specialities	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Wood Flooring	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Insulation	\$ -	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Auxillary Equipment	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Exhaust System	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
370-1111-5410	Residential Equipment	\$ -	\$ -	\$ 3,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4333-2130	Storm Pond Maintenance Plan	\$ 20,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4333-2210	Other Pond Cleanout	\$ 180,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
375-4334-2220	Tie Catch Basins Ellen St(Manly-Russell)	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4334-2220	Sixth St Combnined Sewer- Install Storm Sewer	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4334-2220	Ellen St (King-Queen)- Install Storm Sewers	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-4335-2130	Clean Storm Chamber A-Harbour	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -
375-B003	Stormwater Master Plan	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
375-B004	Storm Outfall Maintenance	\$ 30,000	\$ -	\$ 35,000	\$ -	\$ 40,000	\$ -	\$ 45,000	\$ -	\$ 50,000	\$ -
375-B005	Ingram Crescent Sotrm Sewer Repair	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Dock Replacements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Replace Shelters	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Harbour Wall Bumper And Wood Replacement	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Pier Paving (Per Peir)	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Washroom/Shower Facility Update	\$ 12,000	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5410	Gardens On Piers	\$ 5,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
385-1111-5520	Portable Radios	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5450	Signage Restoration	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5450	Hugel-Cook Trail	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5450	Various Park Improvements	\$ 50,000	\$ 50,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000
390-1111-5520	CSA playground improvements	\$ 300,000	\$ -	\$ 125,000	\$ -	\$ 140,000	\$ -	\$ 150,000	\$ -	\$ 160,000	\$ -
390-1111-5520	Shades At Park	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5520	Bicycle Parking	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5520	Signage & Wayfinding	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5520	Urban Forestry Plan Deferred To 2024	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7727 (Unit 27) 2010 Kubota	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7701 Haul All Garbage Truck	\$ -	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7731 Kubota (2011)	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
390-1111-5600	#7729 Kubota (2012)	\$ -	\$ 39,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -	\$ -	\$ -
390-1111-5600	#7713 Kubota (2013)	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7708 (Unit 8)- GMC Sierra 1/2 Ton	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ -
390-1111-5600	#7710 (Unit 10) Gmc Sierra Crew Cab	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000
390-1111-5600	#7707 (Unit 7)- 2011 Chevrolate Silverado	\$ -	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7711 (Unit 11) 2011 Dodge Ram 2500	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7712 (Unit 12)- 1 Ton Dump Truck Dodge	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	6 x 12 Grass Crew Trailer	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7705 (Unit 5)- 2008 Ford F250	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,000	\$ -	\$ -
390-1111-5600	#7704 (Unit4) - Gmc Sierra 1/2 Ton	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ -
390-1111-5600	#7714 Kubota (2018) - Zero Turn	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -	\$ -
390-1111-5600	#7716 Kubota (2018) - Zero Turn	\$ -	\$ 39,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000	\$ -	\$ -	\$ -
390-1111-5600	#P7715 New Holland Tractor	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#P20 Volvo Mini Loader	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	Old Parks Van	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ -
390-1111-5600	New Purchase - Dethatching Unit	\$ -	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7718 Kubota (2019)	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ -
390-1111-5600	Grass Cutting Trailer For 2 Mowers	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	#7717 - Ford 3930 Tractor with Loader	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-1111-5600	2009 Truck #4	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5410	Building Addition & Improvements	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5410	Volleyball Pavilion Roof Upgrade	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5410	Bathroom Improvements	\$ 20,000	\$ 13,000	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5410	Install New Drainage System	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Tennis Court Resurfacing	\$ -	\$ 192,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
390-7221-5450	Beach Volleyball Courts	\$ -	\$ 15,600	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Parking Lot	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Garden Bed Retaining Walls And Stairs	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5520	Playground #2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
390-7221-5450	CCRF Match Funds- LLP Accessibility Project	\$ 265,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Amphitheatre Seating	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7221-5450	Bandshell/ Roof Rotary Stage? 750 Same Request?	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Tennis Court Resurfacing	\$ -	\$ -	\$ -	\$ 31,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Irrigation System Replacement	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Sewage Pump Replacement And Sewage Level Alarm	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Bathroom Upgrades	\$ -	\$ 12,000	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5450	Ballfield Warning Track Rejuvenation	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7222-5520	Bleachers Replacement	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
390-7223-5450	Ball Diamond Backstop Replacement	\$ -	\$ 14,000	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7223-5450	Pulverize And Regarde	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7223-5450	Bathroom Improvements	\$ -	\$ 1,500	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7224-5450	Road And Parking Lot Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -
390-7224-5450	Basketball Court Replacement	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7225-5450	Huron Park-Refurbish Staircase And Stonework	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7226-5450	Sports Fields Upgrades	\$ -	\$ 47,000	\$ 6,000	\$ 3,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
390-7230-5450	Bayview Park-Basketball Court Replacement	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7238-5450	Hanson Park Development	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-7240-5450	Veterans Waterfront Park-Concrete Repairs	\$ -	\$ 20,000	\$ 35,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 40,000	\$ -	\$ 20,000
390-7241-5450	Waterfront Trail Improvements	\$ 45,000	\$ 15,000	\$ 60,000	\$ -	\$ 40,000	\$ 30,000	\$ 30,000	\$ 15,000	\$ 65,000	\$ -
390-7252-2220	Splash Pad	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
390-B001	Parks Master Plan-Various	\$ -	\$ 263,000	\$ 263,000	\$ 185,000	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -
129-1111-5415	NSSRC/Arena -Sound Barriers Town Office	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Door Replacements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -
399-1111-5410	Flooring Replacement	\$ 5,000	\$ 40,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -
399-1111-5410	Two New Dressing Rooms	\$ 50,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ -
399-1111-5410	Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Sky Light Repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -
399-1111-5410	Garage Doors	\$ -	\$ 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	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Kitchen Upgrades Including Flooring	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Dehumidifier Plateform Expansion H & S Concerns	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Washroom - Team Dressing Room	\$ 70,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Reseal Concrete Floors Per Bca	\$ -	\$ -	\$ -	\$ -	\$ 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	Parking Lot Lighting Inspection And Repairs	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Interior Door Both Fire And General Doors	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Counter Top Replacement Washroom Public	\$ 40,000	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
399-1111-5410	Radiant Heater Unit Upgrades	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Painting - Ceilings Repaint	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Slad On Grade Restoration	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Painting - Walls Interior	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Parking Lot Paving Per	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Designated Substance Survey	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Exterior Overhead Door Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Resilient Flooring Replacement Various Locations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -
399-1111-5410	Hot Water Boiler Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ -
399-1111-5410	Elevator Modernization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -
399-1111-5410	Heating & Cooling Circulation Pumps Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -
399-1111-5410	Rink 2 Cooling Tower Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -
399-1111-5410	Suspended Metal Ceiling Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
399-1111-5410	Roof Repair	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Repair Section 6 As Per Inspection	\$ -	\$ -	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Repair Section 5 As Per Inspection	\$ -	\$ -	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Repair Section 1 As Per Inspection	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Repair Section 7 As Per Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
399-1111-5410	Roof Replace Section 2 As Per Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ -	\$ -	\$ -
399-1111-5410	Roof Repair Section 8 & 9 As Per Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -
399-1111-5410	Roof Restore Section 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
399-1111-5520	Dehumidifier Replacements X4(\$30000 Each) Based On 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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	4 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	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
399-1111-5520	Battery Powered Ice Edger	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Condensor Pumps	\$ 35,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Compressor Replacements	\$ 33,000	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Electric Vehicle Charging Station	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Ice Resurfacer Replacements	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Stage Replacements	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Condensor Replace	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
399-1111-5520	Sound System Replacement	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Irrigation System	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
399-1111-5520	Condensor Centennial	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4215-5520	WWTC Aerators	\$ 144,200	\$ 144,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4221-5520	Pump Station No.1	\$ -	\$ -	\$ 103,000	\$ 3,151,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4229-2210	Relining	\$ -	\$ 247,200	\$ -	\$ 267,200	\$ -	\$ 267,200	\$ -	\$ -	\$ -	\$ -
411-4231-2220	Wastewater Master Plan	\$ -	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ 206,000	\$ -	\$ -	\$ -
411-4237-2220	Boiler Lines	\$ 180,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4480-2220	Leachate Pretreatment Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,545,000	\$ -
411-4495-5520	Emergency Equipment Replacemnt	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ -
411-4513-5520	Replace Portable Gas Detector	\$ -	\$ 2,060	\$ -	\$ -	\$ 2,060	\$ -	\$ -	\$ 2,060	\$ -	\$ -
411-4516-2220	Ultra Violet Treatment Effluen	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,000	\$ 2,255,700	\$ -
411-4519-5520	Collection System Condition	\$ 25,750	\$ 25,750	\$ 25,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4522-5520	Sps #1 Pump Replacement	\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4524-2220	New Fine Bubble Aeration	\$ 3,708,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-4529-2220	Headworks Upgrade	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B002	New Secondary Clarifier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,000	\$ 1,766,450	\$ -	\$ -	\$ -
411-B009	Upgrade Valve Pedestals	\$ -	\$ 41,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B010	Replacement Snow Blower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,863	\$ -	\$ -
411-B011	Replace Secondary Clarifiers	\$ 46,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B014	Driveway To Pillsbury Sps#4	\$ -	\$ 25,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B017	Replace Non-Insulated Hypo Tank With Insulated Tank	\$ -	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B022	Return Activated Sludge Pump Replacement	\$ -	\$ 61,800	\$ 61,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B027	Primary Clarification - Lifecycle Capital Upgrades	\$ -	\$ -	\$ 127,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B030	Secondary Clarifiers - Lifecycle Capital Upgrades	\$ -	\$ 30,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B031	Chlorine Contact Tank - Lifecycle Capital Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 11,845	\$ -	\$ -	\$ -	\$ -	\$ -
411-B035	Dechlorination Building - Lifecycle Capital Upgrades	\$ -	\$ 2,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B036	Storm Tanks - Lifecycle Capital Upgrades	\$ -	\$ 1,030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B037	Sludge Building - Lifecycle Capital Upgrades	\$ -	\$ -	\$ -	\$ 197,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B038	Digesters And Digester Control Building - Lifecycle Capita	\$ -	\$ -	\$ -	\$ 207,339	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B039	Bay Sps#1 - 444 Bay Street - Lifecycle Capital Upgrades	\$ -	\$ 160,371	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B040	Bay Sps#2 - 200 Bay Street - Lifecycle Capital Upgrades	\$ -	\$ -	\$ 6,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B041	Aberdeen (Tiffin) Sps#3 - 518 Aberdeen Blvd. - Lifecycle C	\$ -	\$ -	\$ 9,888	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B042	Pillsbury Sps#4 - 101 Pillsbury Drive - Lifecycle Capital Up	\$ -	\$ 18,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
411-B046	New Primary Clarifier	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4409-2130	Master Plan Update	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -
431-4419-2210	Well #7A	\$ 20,000	\$ -	\$ 3,000	\$ -	\$ 20,000	\$ -	\$ 3,000	\$ -	\$ 20,000	\$ -
431-4419-2210	Well #7B	\$ -	\$ 3,000	\$ -	\$ 20,000	\$ -	\$ 3,000	\$ -	\$ 20,000	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
431-4419-2210	Well #9	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -
431-4419-2210	Well #6	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -
431-4419-2210	Well #11	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
431-4419-2210	Well #14	\$ -	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
431-4419-2210	Well #16	\$ -	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -
431-4419-2210	Well #17	\$ -	\$ 20,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
431-4419-2210	Monitoring Well Maintenace	\$ 3,350	\$ 3,440	\$ 2,750	\$ 3,350	\$ 3,440	\$ 2,240	\$ 780	\$ 1,890	\$ 1,200	\$ -
431-4440-5520	Emergency Equipment Replcmnt	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ -
431-4530-2220	Upgrade Pump Capacity	\$ 647,185	\$ 3,208,810	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4531-2220	East Pressure Zone Tank	\$ 1,177,870	\$ 8,740,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-4532-2220	Twin Harbourview Drive	\$ -	\$ 2,388,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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-B019	First Street Watermain Replacement	\$ -	\$ -	\$ 257,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B025	Penetanguishene Road Treatment System Uv Replaceme	\$ -	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
431-B065	Security Fencing	\$ -	\$ 22,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-1111-5520	Spin Lazer (Replacement)	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-1111-5520	Level/Survey Equipment	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-1111-5520	Minor Equip/Tools Replacement	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000
505-3509-2130	Transportation Master Plan Update To 2051	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3510-2210	Implementation Of Minor Traffic Calming Measures	\$ 50,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
505-3515-2130	Compliance - Financial Plans, Environmental Analysis	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
505-3516-2210	Balm Beach Construction Phase 1 2022	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3518-2220	Yonge St (King To Hwy 93)	\$ -	\$ -	\$ 3,365,000	\$ -	\$ -	\$ 2,465,000	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
505-3520-2220	Seventh St Reconstruction	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3521-2130	Community Energy Plan	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3523-2220	Vindin & Harbourview Intersection Improvements	\$ -	\$ 1,870,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-3524-2220	Fuller Ave - Construction	\$ -	\$ 2,430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B001	CR93 Trail Project	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B002	Update To Engineering Standards	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B007	Queen St Reconstruction - Elizabeth To Hugel	\$ 165,000	\$ 1,265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B008	Laneway Improvements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B009	Bay St Reconstruction - King St To Aberdeen Blvd	\$ -	\$ -	\$ -	\$ 450,000	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -
505-B013	Fuller Ave / Brunelle Roundabout-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ -
505-B014	Pillsbury Rd And William St Intersection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 300,000	\$ -	\$ -
505-B015	Fourth St And Bay St Intersection Construction	\$ -	\$ -	\$ 100,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
505-B016	William St Cross Section	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 5,100,000
505-B017	Ellen St Reconstruction - King St To Johnson St	\$ -	\$ -	\$ 275,000	\$ 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 Reconstr (Yonge To Hugel)	\$ -	\$ -	\$ -	\$ 200,000	\$ 2,050,000	\$ -	\$ -	\$ -	\$ -	\$ -
505-B029	Eighth St Reconstr (Yonge To Hugel)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,850,000	\$ -	\$ -	\$ -
605-6700-5520	Huronina Airport - Equipment Replacement	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
740-1111-5415	Public Art	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
750-B001	Stage Roof At Little Lake Park	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	New Kitchen Counter Tops	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Rubber Stair Treads	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	Auxillary Equipment	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Package Units	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Moveable Furnishings	\$ -	\$ -	\$ 39,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5410	Passenger Elevators	\$ 159,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

10 Year Capital Plan - 2022 to 2031

Project #	Project Name	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
762-1111-5410	Foundation Drainage	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5520	Book Vending Machine	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-1111-5541	Assembly Room Av	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
762-7627-5520	Equipment	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-8208-2130	Official Plan Review	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B005	Planning And Building Fee Review	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B006	Intensification Study	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B007	Development Charges Background Study	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B008	Urban Design Guidelines	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B009	Downtown Update & Attainable Housing	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
811-B010	Development Charges Background Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
820-1111-5600	Hybrid Vechicle For Inspector	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 21,826,935	\$ 32,263,434	\$ 18,483,575	\$ 18,196,315	\$ 10,328,376	\$ 8,313,710	\$ 9,031,650	\$ 11,409,426	\$ 11,685,980	\$ 7,012,000



**Section 16
Capital Project
Summary Forms**



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-11-17
Project Name:	WWTC Aerators			Date Revised:	
Project #:	411-4215			Department:	Wastewater
Maintenance or Growth:	Maintenance			Prepared By:	André Pepin
Project Description:	WWTC Aerators				
Project Justification & Readiness:	The six aerators located at the WWTC require repairs to the flow gates and refurbishment of the impellers and gear boxes. Equipment at end of life.				
Asset Numbers:	N/A	Asset Life:	N/A	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management	\$ 4,200					\$ 4,200
Design:						\$ -
Construction:						\$ -
Related Expenses	\$ 140,000					\$ 140,000
Total Capital Costs:	\$ 144,200	\$ -	\$ -	\$ -	\$ -	\$ 144,200

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 144,200					\$ 144,200
Reserve:						\$ -
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 144,200	\$ -	\$ -	\$ -	\$ -	\$ 144,200



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Boiler Line Replacement			Date Revised:	
Project #:	411-4237	Department:	Wastewater		
Maintenance or Growth:	Maintenance	Prepared By:	Roland Friedrich		

Project Description:	Replace Boiler lines
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Project Justification & Readiness:	The existing Boiler lines are badly corroded and have been repaired several times a year in the last few years. These lines supply heating water to the Egg Shaped Digester and are crucial in its operation.
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Asset Numbers:	N/A	Asset Life:	N/A	GIS Ref:	N/A
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Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management	\$ 5,250					\$ 5,250
Design:						\$ -
Construction:						\$ -
Related Expenses	\$ 175,000					\$ 175,000
Total Capital Costs:	\$ 180,250	\$ -	\$ -	\$ -	\$ -	\$ 180,250

Notes:	
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Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 180,250					\$ 180,250
Reserve:						\$ -
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 180,250	\$ -	\$ -	\$ -	\$ -	\$ 180,250



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Emergency Equipment Replacement			Date Revised:	
Project #:	431-4495			Department:	Wastewater
Maintenance or Growth:	Maintenance			Prepared By:	Roland Friedrich
Project Description:	Emergency Equipment Replacement				
Project Justification & Readiness:	This is a non-compounding fund. It is used for Emergency repairs and unforeseen replacement of aging equipment.				
Asset Numbers:	N/A	Asset Life:	N/A	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management	\$ 1,852	\$ 1,852	\$ 1,852	\$ 1,852	\$ 1,852	\$ 9,260
Design:						\$ -
Construction:						\$ -
Related Expenses:	\$ 61,728	\$ 61,728	\$ 61,728	\$ 61,728	\$ 61,728	\$ 308,640
Total Capital Costs:	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 317,900

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 317,900
Reserve:						\$ -
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 63,580	\$ 317,900



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-11-17
Project Name:	Collection System Condition Assessment			Date Revised:	
Project #:	411-4519	Department:	Wastewater		
Maintenance or Growth:	Maintenance	Prepared By:	André Pepin		
Project Description:	Collection System Condition (Using Closed Circuit Television - CCTV)				
Project Justification & Readiness:	This condition assessment entails a condition assessment 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.				
Asset Numbers:	N/A	Asset Life:	N/A	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management	\$ 750					\$ 750
Design:						\$ -
Construction:						\$ -
Related Expenses	\$ 25,000					\$ 25,000
Total Capital Costs:	\$ 25,750	\$ -	\$ -	\$ -	\$ -	\$ 25,750

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 25,750					\$ 25,750
Reserve:						\$ -
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 25,750					\$ 25,750



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Aeration Replacement Upgrade			Date Revised:	
Project #:	411-4524			Department:	Wastewater
Maintenance or Growth:	Maintenance and Growth			Prepared By:	Roland Friedrich
Project Description:	Replace and Upgrade the Aeration Process within the Wastewater Plant.				
Project Justification & Readiness:	The current Aeration equipment is inadequate to treat existing and projected 2041 flows based on ADF BOD5 and PDF TKN loadings.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 3,600,000					\$ 3,600,000
Project Management:	\$ 108,000					\$ 108,000
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 3,708,000	\$ -	\$ -	\$ -	\$ -	\$ 3,708,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	-\$ 2,472,000					-\$ 2,472,000
Reserve:						\$ -
Debenture/Loan Proceeds:						\$ -
Development Charges	-\$ 1,236,000					-\$ 1,236,000
Unfunded:						\$ -
Total of Funding Sources:	-\$ 3,708,000	\$ -	\$ -	\$ -	\$ -	-\$ 3,708,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Headworks Upgrade			Date Revised:	
Project #:	411-4529	Department:	Wastewater		
Maintenance or Growth:	Growth	Prepared By:	Roland Friedrich		
Project Description:	Headworks Upgrade				
Project Justification & Readiness:	A new Headworks or a significant upgrade is required to accommodate future peak flows, as per the Wastewater Master Plan				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 4,500,000					\$ 4,500,000
Project Management						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses						\$ -
Total Capital Costs:	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 460,000					\$ 460,000
Dev. Charges Reserve:	\$ 4,040,000					\$ 4,040,000
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	V-notch Weir Replacement			Date Revised:	
Project #:	411-B011			Department:	Wastewater
Maintenance or Growth:	Maintenance			Prepared By:	Roland Frirdrich
Project Description:	Replace Secondary Clarifier V-Notch Weirs				
Project Justification & Readiness:	Existing Steel weirs have become very corroded and are past there life expectancy, replacement with a non metallic corrosion proof weir.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Proiect Management	\$ 1,350					\$ 1,350
Design:						\$ -
Construction:						\$ -
Related Expenses	\$ 45,000					\$ 45,000
Total Capital Costs:	\$ 46,350	\$ -	\$ -	\$ -	\$ -	\$ 46,350

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ 46,350					\$ 46,350
Reserve:						\$ -
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 46,350	\$ -	\$ -	\$ -	\$ -	\$ 46,350



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Well Rehabilitation			Date Revised:	
Project #:	431-4419	Department:	Water		
Maintenance or Growth:	Maintenance	Prepared By:	Roland Friedrich		
Project Description:	Well Rehabilitation				
Project Justification & Readiness:	In order to maintain the quality and quantity of water available, regular scheduled well rehabilitation is required. Wells 7A, 9 ,11 - 2022, Wells 7B ,14 ,16 ,17 - 2023.				
Asset Numbers:	N/A	Asset Life:	N/a	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 45,000	\$ 48,000	\$ 25,000	\$ 45,000	\$ 48,000	\$ 211,000
Project Management	\$ 1,350	\$ 1,440	\$ 750	\$ 1,350	\$ 1,440	\$ 6,330
Design:						\$ -
Construction:						\$ -
Related Expenses						\$ -
Total Capital Costs:	\$ 46,350	\$ 49,440	\$ 25,750	\$ 46,350	\$ 49,440	\$ 217,330
Notes:						

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve	\$ 46,350	\$ 49,440	\$ 25,750	\$ 46,350	\$ 49,440	\$ 217,330
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 46,350	\$ 49,440	\$ 25,750	\$ 46,350	\$ 49,440	\$ 217,330



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Emergency Equipment Replacement			Date Revised:	
Project #:	431-4440	Department:	Water		
Maintenance or Growth:	Maintenance	Prepared By:	Roland Friedrich		
Project Description:	Emergency Equipment Replace				
Project Justification & Readiness:	This is a non-compounding fund. It is used for Emergency repairs and unforeseen replacement of aging equipment.				
Asset Numbers:	N/a	Asset Life:	N/a	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
Design:						\$ -
Construction:						\$ -
Related Expenses	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Total Capital Costs:	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 257,500
Notes:						

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 257,500
Debt/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 51,500	\$ 257,500



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-30
Project Name:	Upgrade pump capacity of Hanly and Everton			Date Revised:	
Project #:	431-4530	Department:	Water		
Maintenance or Growth:	Maintenance	Prepared By:	Roland Friedrich		
Project Description:	Upgrade pump capacity of Hanly and Everton				
Project Justification & Readiness:	As per the Water Master Plan these near term upgrades would increase the fire flow capacity in the Lescault and Everton pressure zones.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management						\$ -
Design:	\$ 647,185					\$ 647,185
Construction:		\$ 3,208,810				\$ 3,208,810
Related Expenses						\$ -
Total Capital Costs:	\$ 647,185	\$ 3,208,810	\$ -	\$ -	\$ -	\$ 3,855,995

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve	-\$ 575,995	-\$ 2,889,166				-\$ 3,465,161
Debenture/Loan Proceeds						\$ -
DC	-\$ 71,190	-\$ 319,644				-\$ 390,834
Unfunded:						\$ -
Total of Funding Sources:	-\$ 647,185	-\$ 3,208,810	\$ -	\$ -	\$ -	-\$ 3,855,995



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022-2023	Date Prepared:	2021-10-18
Project Name:	East Pressure Zone: Tank			Date Revised:	
Project #:	431-4531			Department:	Water
Maintenance or Growth:	Maintenance and Growth			Prepared By:	André Pepin
Project Description:	Construction of a new water storage tank				
Project Justification & Readiness:	As identified in the Master Water Plan a new water storage in the east pressure is required. This will account for capacity needs associated with future growth, allow for service opportunities along Highway 12, and allow the removal of the 120 year old Dominion standpipe from operation.				
Asset Numbers:	N/A	Asset Life:	75 years	GIS Ref:	N/A

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management						\$ -
Design:	\$ 1,177,870					\$ 1,177,870
Construction:		\$ 8,740,000				\$ 8,740,000
Related Expenses						\$ -
Total Capital Costs:	\$ 1,177,870	\$ 8,740,000	\$ -	\$ -	\$ -	\$ 9,917,870

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Water Reserve:	-\$ 177,787	-\$ 874,000				-\$ 1,051,787
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Development Charges	-\$ 1,060,083	-\$ 7,866,000				-\$ 8,926,083
Total of Funding Sources:	-\$ 1,237,870	-\$ 8,740,000	\$ -	\$ -	\$ -	-\$ 9,977,870



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Window Replacement			Date Revised:	
Project #:		Department:			
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	Replacement of existing windows, existing windows are inefficient and past useful life.				
Project Justification & Readiness:	The existing windows are past their expect life, these were identified in the BCA as a deficiency item for this building.				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 20,000	\$ 20,000	\$ 20,000			\$ 60,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 20,000	\$ 20,000	\$ 20,000			\$ 60,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Carpet Replacement			Date Revised:	
Project #:				Department:	
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	Replace existing Carpet.				
Project Justification & Readiness:	Carpet reached end of life, due for replacement as per BCA.				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 20,000	\$ 20,000	\$ 20,000			\$ 60,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 20,000	\$ 20,000	\$ 20,000			\$ 60,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Front Step Replacement			Date Revised:	
Project #:		Department:	Townhall		
Maintenance or Growth:	Maintenance	Prepared By:	Shawn Berriault		
Project Description:	Exterior front stair replacement (Dominion Street)				
Project Justification & Readiness:	Front Stair due for replacement as per BCA. Also identified as a Health and Safety Hazard.				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 45,000					\$ 45,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:		\$ -	\$ -	\$ -	\$ -	\$ 45,000
Notes:						

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 45,000					\$ 45,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Designated Substance Plan			Date Revised:	
Project #:		Department:	Townhall		
Maintenance or Growth:	Maintenance		Prepared By:	Shawn Berriault	
Project Description:	Designated Substance Plan to establish measures and procedures to control workers exposure to substance.				
Project Justification & Readiness:	As per BCA, complete Designated Substance Survey (2021) and subsequent plan (2022) to create a control program should designated substances be identified.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 10,000					\$ 10,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 10,000					\$ 10,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Annual Desk & Chair Replacement	Department:	Townhall
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Annual Desk & Chair Replacement to continue to upgrade outdated furnishings		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 16,000										\$ 16,000
Capital Purchase	\$ 4,000										\$ 4,000
											\$ -
											\$ -
Total Capital Costs:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 20,000										\$ 20,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	2 New cubicles	Department:	Townhall
Project #:		Prepared By:	EM
Maintenance or Growth:	Growth		
Project Description, Justification & Readiness:	Addition of two new cubicle workstations outside the CAO office area.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Window Replacement OPP	Department:	OPP -221
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Window replacement for the north office area.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Flooring Replacement	Department:	OPP -221
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Flooring needs to be replaced at OPP entrance from Townhall side, worn, peeling etc.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Floor Drain repair	Department:	OPP -221
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	The floor drain in the OPP garage bay has heaved & cracked. Health and Safety tripping hazard.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 5,000										\$ 5,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 5,000										\$ 5,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Changeroom/Washroom Upgrades	Department:	OPP -221
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Changeroom and Washroom area required general repairs and upgrades (fixture replacements)		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Flooring Replacement			Date Revised:	
Project #:				Department:	NSSRC
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	Flooring Replacement (Various locations)				
Project Justification & Readiness:	Flooring repairs and replacements at various locations around the facility as per BCA.				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 5,000	\$ 40,000		\$ 20,000		\$ 65,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 5,000	\$ 40,000	\$ -	\$ 20,000	\$ -	\$ 65,000
Notes:						

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:	\$ 5,000	\$ 40,000		\$ 20,000		\$ 65,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 5,000	\$ 40,000	\$ -	\$ 20,000	\$ -	\$ 65,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Two new dressing rooms			Date Revised:	
Project #:		Department:			NSSRC
Maintenance or Growth:	Growth	Prepared By:			Shawn Berriault
Project Description:	Two new dressing rooms with associated bathrooms on south side of facility.				
Project Justification & Readiness:	Require additional space to accomodate for tournaments etc. Assuming grant to cover 75% of cost.				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management						\$ -
Design:						\$ -
Construction:	\$ 50,000					\$ 50,000
Related Expenses						\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 50,000					\$ 50,000
Debenture/Loan Proceeds						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Door Openers			Date Revised:	
Project #:				Department:	NSSRC
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	Install door openers to comply with AODA Standards.				
Project Justification & Readiness:	Compliance with AODA				
Asset Numbers:		Asset Life:	30	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 10,000		\$ 15,000			\$ 25,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 25,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 10,000		\$ 15,000			\$ 25,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 25,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	HVAC Replacement Program			Date Revised:	
Project #:		Department:	NSSRC		
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	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.				
Project Justification & Readiness:	With the replacement schedule that we have for the next 3 years, we will have replaced all of the 19 HVAC units.				
Asset Numbers:		Asset Life:	15	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 45,000	\$ 45,000				\$ 90,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 90,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 45,000	\$ 45,000				\$ 90,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 90,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Washroom - Teams Dressing Room Reno			Date Revised:	
Project #:				Department:	NSSRC
Maintenance or Growth:	Maintenance			Prepared By:	Shawn Berriault
Project Description:	Washroom renovation in the Team Dressing room.				
Project Justification & Readiness:	Renovation and upgrades as per the BCA				
Asset Numbers:		Asset Life:	15	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design:						\$ -
Construction:	\$ 70,000					\$ 70,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Notes:						

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 70,000					\$ 70,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Counter Top Replacement Program			Date Revised:	
Project #:		Department:	NSSRC		
Maintenance or Growth:	Maintenance	Prepared By:	Shawn Berriault		
Project Description:	Replace counter tops in the public washroom.				
Project Justification & Readiness:					
Asset Numbers:		Asset Life:	20	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 40,000	\$ 20,000				\$ 60,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 40,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 40,000	\$ 20,000				\$ 60,000
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 40,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 15-2021
Project Name:	Roof Repair	Department:	NSSRC
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Spot roof repairs		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 15-2021
Project Name:	Cleaning Equipment	Department:	NSSRC
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Walk behind floor cleaner.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 15-2021
Project Name:	Condensor Pumps	Department:	NSSRC
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Pumps for controlling temperature of the floor to cool and avoid cracking etc.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 35,000										\$ 35,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 35,000										\$ 35,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 15-2021
Project Name:	Compressor Replacements	Department:	NSSRC
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Arena refrigeration compressors		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 33,000	\$ 33,000									\$ 66,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 33,000	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 33,000	\$ 33,000									\$ 66,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 33,000	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-08-25
Project Name:	Electric Vehicle Charging Station			Date Revised:	
Project #:				Department:	Town Hall
Maintenance or Growth:	Growth			Prepared By:	Shawn Berriault
Project Description:	Installation of one electric vehicle charging station. Remaining costs would hopefully be provided through ZVIP program, this is only the municipal contribution amount.				
Project Justification & Readiness:	To provide charging stations as a service to visitors of NSSRC. To support eventually purchasing an electric fleet vehicle.				
Asset Numbers:		Asset Life:	15	GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 20,000					\$ 20,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Wastewater Reserve:						\$ -
Reserve:	\$ 20,000					\$ 20,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 17-2021
Project Name:	Domestic Water Supply	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Allow for localized plumbing replacements and repairs		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 4,200										\$ 4,200
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 4,200										\$ 4,200
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Exhaust System as per BCA	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace exhaust fans, seal and insulate ductwork.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Identification & Insulation as per BCA	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Allow for identification and insulation of piping in boiler room.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Package Units as per BCA	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Addition of control valves to radiator units to modulate heat supply and temperature requirement.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,400										\$ 8,400
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 8,400										\$ 8,400
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 17-2021
Project Name:	Pipes and Plumbing	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace sump pump in heritage building and install high water alarm.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 9,600										\$ 9,600
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,600

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 9,600										\$ 9,600
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,600

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Rubber Stair Tread	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	To install rubber stair tread at front entrance for slip hazard.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 6,000										\$ 6,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Interior Stairs and Specialties as per BCA	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Steel stairs at northwest corner of building require nosings to be painted in textured contrast paint. Main wooden stairs require modified hand rails and guards to meet current standards. Clock tower access ladders require new design and install.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 52,200										\$ 52,200
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 52,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,200

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 52,200										\$ 52,200
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 52,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,200

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Auxillary Equipment as per BCA	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Re-install humidifier, refurbish heating and cooling pumps associated with boiler. Allow for replacement of pot deeders and in-line filters associated with boiler water treatment system.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 21,000										\$ 21,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 21,000										\$ 21,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Passenger Elevator	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Requires maintenance and controller upgrades. Possible replacement. Quoted by Company Elevator 1		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 159,600										\$ 159,600
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 159,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,600

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 159,600										\$ 159,600
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 159,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,600

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Lighting Equipment	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Conversion to LED		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 23,400										\$ 23,400
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 23,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,400

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 23,400										\$ 23,400
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 23,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,400

Notes:



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-12-06
Project Name:	Spin Laser Replacement			Date Revised:	
Project #:	55-505-1111-5520			Department:	Engineering
Maintenance or Growth:	Maintenance			Prepared By:	M. Sobil
Project Description:	Replacement of the Engineering Department Levelling and Survey Equipment.				
Project Justification & Readiness:	The current equipment is a number of years old and due for replacement. As this equipment ages they can become less accurate over longer distances.				
Asset Numbers:		Asset Life:	10	GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 5,000					\$ 5,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000

Notes:

Funding Sources

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Donations:						\$ -
Eng. Cap Reserves	\$ 5,000					\$ 5,000
Reserve:						\$ -
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-12-06
Project Name:	Traffic Calming			Date Revised:	
Project #:	55-505-3510			Department:	Engineering
Maintenance or Growth:	Maintenance			Prepared By:	M. Sobil
Project Description:	The project includes initiatives that will be used for traffic calming throughout town.				
Project Justification & Readiness:	The Traffic Calming policy will be adopted end of 2021 and be ready for implementation. We are expecting a number of location to request analysis and potential measures be installed. Of the budget requested for 2022 \$45k is for five (5) additional pole mounted speed radar signs that can be installed in areas to provide awareness for speeding.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:						\$ -
Construction:	\$ 50,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 70,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 50,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 70,000

Notes:

Funding Sources

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Area Rated DC						\$ -
PW Capital Res.	\$ 50,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 70,000
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 50,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 70,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	Nov 17-2021
Project Name:	Town Asset Management Program	Department:	Library
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Consultant funds		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Study	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Other	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-12-06
Project Name:	Balm Beach Rd Servicing			Date Revised:	
Project #:	55-505-3516			Department:	Engineering
Maintenance or Growth:	Growth			Prepared By:	M. Sobil
Project Description:	This project is extending services (Water, sanitary and sidewalks) along Balm Beach Rd from CR93 to Sundowner Rd west.				
Project Justification & Readiness:	This project was approved in 2020 at \$1.7M and construction was deferred due to Covid. The design has been underway since 2020 and now complete and ready for construction to accommodate growth. The below costing is what is required to complete the design.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:						\$ -
Construction:	\$ 2,600,000					\$ 2,600,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000

Notes:

Funding Sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Area Rated DC	\$ 2,600,000					\$ 2,600,000
PW Capital Res.						\$ -
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-12-06
Project Name:	Seventh St Reconstruction			Date Revised:	
Project #:	505-3520	Department:	Engineering		
Maintenance or Growth:	Maintenance	Prepared By:	M. Sobil		
Project Description:	Complete reconstruction of Seventh St between Hugel Ave and Yonge St approx. 380m in length. Includes new watermains and sanitary sewers, Addition of storm infrastructure and grading improvements as well as a complete new road structure.				
Project Justification & Readiness:	The sanitary main has failed in this section of street and requires rehabilitation. Project was previously brought forward to council earlier in 2021 where the reallocation of budget was approved to start the design to facilitate construction in 2022.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design and Inspection:						\$ -
Construction:	\$ 2,000,000					\$ 2,000,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
External Financing	\$ 2,000,000					\$ 2,000,000
Wastewater Reserve:						\$ -
Storm Reserve:						\$ -
PW Capital Reserve:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2002-2024	Date Prepared:	2021-12-06
Project Name:	CR93 Trail Project			Date Revised:	
Project #:	55-505-B001			Department:	Engineering
Maintenance or Growth:	Growth			Prepared By:	M. Sobil
Project Description:	The County Multi-Use Trail project which extends between Midland and Penetanguishene.				
Project Justification & Readiness:	The county is current under construction with this project and they have informally engaged staff on requesting Town contributions to pay for the project however a formal request has not come from council. This funding is in preparation for the county to formally ask and the funds have been budget for 1/3 of the cost over the next three years.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Consultant:						\$ -
Construction:	\$ 600,000	\$ 600,000	\$ 600,000			\$ 1,800,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ 1,800,000

Notes:

Funding Sources

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Mall Contribution:	\$ 74,700					\$ 74,700
PW Capital Res.:	\$ 525,300	\$ 600,000	\$ 600,000			\$ 1,725,300
Reserve:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ 1,800,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022-2023	Date Prepared:	2021-12-06
Project Name:	Queen St Reconstruction			Date Revised:	
Project #:	505-B007			Department:	Engineering
Maintenance or Growth:	Maintenance			Prepared By:	M. Sobil
Project Description:	Complete reconstruction of Queen St between Elizabeth St and Hugel Ave St approx. 220m in length. Includes new watermains and sanitary sewers, Addition of storm infrastructure and grading improvements as well as a complete new road structure and sidewalks.				
Project Justification & Readiness:	The underground infrastructure is of 1929 vintage is failing along with this being a combined storm and sanitary sewer. Along with the failing undergrounds the road structure is also failing.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:	\$ 15,000	\$ 15,000				\$ 30,000
Design and Inspection:	\$ 150,000					\$ 150,000
Construction:		\$ 1,250,000				\$ 1,250,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 165,000	\$ 1,265,000	\$ -	\$ -	\$ -	\$ 1,430,000

Notes:

Funding Sources

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:						\$ -
Water Reserve:	\$ 35,357	\$ 271,071				\$ 306,429
Wastewater Reserve:	\$ 31,429	\$ 240,952				\$ 272,381
Storm Reserve:	\$ 29,464	\$ 225,893				\$ 255,357
PW Capital Reserve:	\$ 68,750	\$ 527,083				\$ 595,833
Current User Fees:						\$ -
Total of Funding Sources:	\$ 165,000	\$ 1,265,000	\$ -	\$ -	\$ -	\$ 1,430,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-12-06
Project Name:	Love Your Laneways			Date Revised:	
Project #:	505-B008			Department:	Engineering
Maintenance or Growth:	Maintenance			Prepared By:	M. Sobil
Project Description:	Upgrades to the downtown laneways as proposed through the Love your laneways committee and deisgn proposal that was prepared in 2020.				
Project Justification & Readiness:	The downtown laneways require a number of small upgrades in order to make them more accessible and inviting. The King St rejuvenation project is complete and these laneway improvements will complement the entire downtown core. We have secured a grant for \$39k of the requested budgted and we are seeking furhter grants to increase the busget in the future.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:						\$ -
Project Management:						\$ -
Design and Inspection:						\$ -
Construction:	\$ 50,000					\$ 50,000
Related Expenses:						\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:	\$ 39,000					\$ 39,000
Donations:						\$ -
Wastewater Reserve:	\$ -					\$ -
PW Capital Reserve	\$ 11,000					\$ 11,000
Debenture/Loan Proceeds:						\$ -
Current User Fees:						\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-11-10
Project Name:	Work Order & Customer Service Solution	Department:	IT
Project #:		Prepared By:	Emily Morden
Maintenance or Growth:			
Project Description, Justification & Readiness:	This is to add additional modules to the Citywide web based platform. This will add a corporate wide work order management solution as well as a customer service request portal. This will incorporate work orders, customer service requests within our asset inventory. This solution will replace E11 as well as GoCanvas.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 120,000										\$ 120,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Notes:											

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 120,000										\$ 120,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Notes:											



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-11-10
Project Name:	Electronic Document Management System			Date Revised:	
Project #:				Department:	CS/IT/Clerks/CAO
Maintenance or Growth:				Prepared By:	J. Reichheld/A. Grenier
Project Description:	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.				
Project Justification & Readiness:	Additional funds required for 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.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 200,000					\$ 200,000
Project Management:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Budget	2024 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ 200,000					\$ 200,000
Wastewater Reserve:	\$ -					\$ -
Unfunded:						\$ -
Total of Funding Sources:	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-10-10
Project Name:	Workstation Replacements			Date Revised:	
Project #:	IT2021-02			Department:	IT
Maintenance or Growth:	Maintenance & Growth			Prepared By:	Jim Reichheld
Project Description:	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				
Project Justification & Readiness:	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.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current User Fees:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total of Funding Sources:	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 120,000



Capital Project Summary Form

Budget Year:	2022	Timelines:	2	Date Prepared:	2021-10-10
Project Name:	Mobile & End Node Replacements			Date Revised:	
Project #:	IT2022-03			Department:	IT
Maintenance or Growth:	Maintenance & Growth			Prepared By:	Jim Reichheld
Project Description:	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				
Project Justification & Readiness:	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.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Purchase Price:	\$ 15,000		\$ -	\$ -	\$ -	\$ 15,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 15,000		\$ -	\$ -	\$ -	\$ 15,000
Debenture/Loan Proceeds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current User Fees:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total of Funding Sources:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	22-Oct-21
Project Name:	Media Equipment	Department:	Customer Experience Office (CXO)
Project #:	126-B0001	Prepared By:	Randy Fee
Maintenance or Growth:			

Project Description, Justification & Readiness: As we continue to improve our communications efforts, we are shifting to producing more and more visual material (videos, photos) to share news, promote initiatives, and provide information. In an effort to save costs, ideally this should be produced in-house, therefore new and upgraded equipment will be required. Many of our current video productions are filmed downtown, where wind and noise play a large factor. Having a quality video camera with proper microphones will improve the quality of the material we produce, and make the process more efficient than our current abilities, which consists of filming with a cell phone with an attached microphone. The proposed purchase price for equipment will cost less than 1 or 2 videos produced by an external vendor (depending on time length and graphic requirements), thus providing significant savings if we continue to shift to video/graphics as a means to communicate.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 7,000										\$ 7,000
											\$ -
Total Capital Costs:	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Sustainable Capital	\$ 7,000										\$ 7,000
											\$ -
Total of Funding Sources:	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Timelines:	September	Date Prepared:	2020-11-24
Project Name:	Shared Drone Program			Date Revised:	2021-09-15
Project #:	MFD# 2022-01	Department:	Fire & Emergency Services		
Maintenance or Growth:	Maintenance	Prepared By:	PR		

Project Description: This project would implement a shared drone program with Penetanguishene. The drone would be used at calls, and declared emergencies. The drone would allow the incident commander to size up the situation before committing resources to the call. The drone would be able to go and get into areas that would be dangerous for firefighters and equipment. Types of calls the drone would beneficial at are bush fires, and rescues, structural fires, building collapse, water rescues. The drone program would be an asset to both fire departments in thier operations. The use of the drone would be a health and safety asset to fire

Project Justification & Readiness: MFD and PFD has firefighters selected and prepared to attend the training to become drone pilots but with COVID-19 this has been postponed. Training is scheduled to occur in early 2022 and then with approval the drone will be purchased.

Asset Numbers:		Asset Life: 10 years	GIS Ref:	
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Expenditures

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:		\$25,000				\$ 25,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000

Notes:

Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:						\$ -
Wastewater Reserve:	\$ -					\$ -
Reserve:		\$ 25,000				\$ 25,000
Unfunded:						\$ -



Capital Project Summary Form

Budget Year:	2022	Timelines:	2022	Date Prepared:	2021-09-21
Project Name:	By-Law patrol equipment			Date Revised:	
Project #:		Department:	By-law		
Maintenance or Growth:	Growth		Prepared By:	Jim Reichheld	
Project Description:	Purchase of bicycles, related equipment and communication devices to support additional staff for Parks, Trails and By-law enforcement patrols.				
Project Justification & Readiness:	With the passing of the new Parks and Trails by-law in 2021, prohibiting e-bikes on trails, among other new regulations, the additional patrol equipment will be required to support staff.				
Asset Numbers:		Asset Life:		GIS Ref:	

Expenditures

Capital Costs	2021 Budget	20212 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Purchase Price:	\$ 8,000	\$ -	\$ -			\$ 8,000
Project Management:						\$ -
Design:						\$ -
Construction:						\$ -
Related Expenses:						\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total
Grant:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Reserve:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Current User Fees:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total of Funding Sources:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	28-Oct-21
Project Name:	Public Art	Department:	Corporate Services
Project #:		Prepared By:	Karen Mealing
Maintenance or Growth:	maintenance and growth		

Project Description, Justification & Readiness: To allocate funding for the commissioning and maintenance of indoor and outdoor Public Art included in the Town of Midland's Public Art Collection and/or situated within the public realm. In 2021, Council approved and adopted the Public Art Policy with funding to support new commissions and maintenance being approved by Council annually as part of the annual budget process. As Midland continues to commission new Public Art works, such as Sown, the Bee Murals and small art panels in 2021, funds need to be allocated to maintain these assets. With a focus on developing the waterfront and parks, additional Public Art pieces should be considered. Additionally, in 2021 an evaluation of the murals located in Downtown Midland, excluding the ADM grain elevator, estimated restoration at \$300,000 and would likely be a multi-year project. While grants for this project, as well as all Public Art projects, are being investigated, some murals require immediate attention and may be lost before grant funding is secured.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000							\$ 500,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Grant - Other	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000							\$ 500,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Various Vehicle Restoration	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	for various large scale vehicle/ equipment repairs and restorations as needed.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes: PW Equip/Vehicles Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	DAS Two Lane Spray Bar Kit Replacement	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace water tank and spray bar kit as it is in poor condition.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 45,000										\$ 45,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 45,000										\$ 45,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7902 GMC Sierra 1500 4x4 Replacement	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: This vehicle is at the end of its useful life.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 53,000										\$ 53,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 53,000										\$ 53,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7918 Chevrolet Silverado 2500 With Plow Replacement	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
End of life vehicle replacement.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 65,000										\$ 65,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2022-10-29
Project Name:	Loader Plow With Hydraulic Wings	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	New loader plow with hydraulic wings allows for width adjustments to service multiple areas. This will allow the operator to make adjustments on the fly instead of having to switch out plows. The wings will also help with efficiency as they reduce windrows.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 20,000										\$ 20,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 20,000										\$ 20,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7908 Pickup Replacement (Additional Funds Required)	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Funds approved in 2021 however, vehicle shortages have lead to increased costs.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7909 Pickup 4x4 Half Ton Replacement (Additional Funds Required)	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Funds approved in 2021 for replacement however, vehicles shortages have increased costs.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes: PW Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-11-17
Project Name:	Grass Crew Trailer Number 1	Department:	Operations
Project #:	2-51-315-1111-5520	Prepared By:	Dylan Flannery
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Equipment purchase of specialized unit as part of the Town's Geese Management plan.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-25
Project Name:	Operations Complex- Building	Department:	Operations
Project #:	2-51-315-8512	Prepared By:	Quinton Kenney
Maintenance or Growth:	Growth		
Project Description, Justification & Readiness:	Build Additional Storage Building for Operations Equipment. The Operations Department still has equipment and materials stored at the old yard on Ontario Street as we do not have adequate indoor space at the new Operations Centre		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 200,000										\$ 200,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 200,000										\$ 200,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Notes: Facility Replacement Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-25
Project Name:	General Resurfacing	Department:	Operations
Project #:	51-325-3201-2220	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Resurface; Bay St (King-Midland Ave), Gawley Dr (or alternate depending on development timeline), Resurface Brebeuf Rd (north leg)		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 255,000										\$ 255,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Grant - Other	\$ 255,000										\$ 255,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000

Notes: OCIF



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-25
Project Name:	Traffic Controller Upgrades	Department:	Operations
Project #:	2-51-325-3202-2210	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Replace out of date traffic controllers.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 40,000	\$ 40,000	\$ 25,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 385,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 40,000	\$ 40,000	\$ 25,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 385,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 40,000	\$ 40,000	\$ 25,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 385,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 40,000	\$ 40,000	\$ 25,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 385,000

Notes: PW Capital/Const Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-25
Project Name:	Pedestrian Crosswalk Installation	Department:	Operations
Project #:	51-325-3202-2210	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance and Growth		

Project Description, Justification & Readiness:
Install Pedestrian Crossings at strategic locations.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 90,000										
Total Capital Costs:	\$ 90,000										

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Development Charges	\$ 3,150										
Reserve - Other	\$ 86,850										
Total of Funding Sources:	\$ 90,000										

Notes: PW Capital/Const Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Tree Replacement Program	Department:	Operations
Project #:	2-325-3230	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Replace street trees that have been removed due to old age.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 9,000	\$ 9,000									\$ 18,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 9,000	\$ 9,000									\$ 18,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000

Notes: PW Capital/Const Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Road and Sidewalk Needs Study	Department:	Operations
Project #:	2-51-325-B006	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: To gain a better understanding of what condition our roads and sidewalks are currently in. This is an important part of creating an accurate capital plan.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Study	\$ 90,000			\$ 90,000			\$ 90,000			\$ 90,000	\$ 360,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ 360,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 90,000			\$ 90,000			\$ 90,000			\$ 90,000	\$ 360,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ 360,000

Notes: Capital Construction Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Midland Point Rd From Fuller Ave to Portage	Department:	Operations
Project #:	2-51-325-B007	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Road and cross culvert failing. These funds are in addition to the \$226,843.00 approved in the General Resurfacing budget in 2021.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 1,000,000										\$ 1,000,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Grant - Other	\$ 326,470										\$ 326,470
Grant - Other	\$ 673,530										\$ 673,530
											\$ -
											\$ -
Total of Funding Sources:	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

Notes: \$326, 470 (OCIF), \$673,530 (MPUC Fund)



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-11-17
Project Name:	Midland Point Road Portage Park to Glenbrook	Department:	Operations
Project #:	2-51-325-B010	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Start design in 2022 to resurface Midland Point Road from Portage Park Lane to Glenbrook Drive.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Design	\$ 35,000										\$ 35,000
Construction			\$ 410,000								\$ 410,000
											\$ -
											\$ -
Total Capital Costs:	\$ 35,000	\$ -	\$ 410,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 445,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 35,000		\$ 410,000								\$ 445,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 35,000	\$ -	\$ 410,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 445,000

Notes: Capital Construction Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	353 Gloucester Retaining Wall	Department:	Operations
Project #:	2-51-325-B011	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Retaining wall to be installed along road at 353 Gloucester as slope is very steep.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Design	\$ 5,000										\$ 5,000
Construction	\$ 30,000										\$ 30,000
											\$ -
											\$ -
Total Capital Costs:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 35,000										\$ 35,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Notes: Capital/Const Res



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Colborne Street (Irwin- Johnson)	Department:	Operations
Project #:	2-51-325-B017	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace road, curb and repair catch basins.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Design	\$ 25,000										\$ 25,000
Construction		\$ 315,000									\$ 315,000
											\$ -
											\$ -
Total Capital Costs:	\$ 25,000	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 25,000	\$ 315,000									\$ 340,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 25,000	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000

Notes: PW Capital/Const Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Parking Lot repairs	Department:	Operations
Project #:	2-51-325-B020	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Various infrastructure repairs as required in Parking Lots		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes: Parking Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Sidewalk Replacement and Repairs	Department:	Operations
Project #:	2-51-335-1111-2220	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace the following sidewalk sections; Bay St from First St to Second St, Manly St from Yonge St to Elizabeth St, Fifth St from Montreal to Quebec St. Patch repairs where needed on King St south of Yonge St and patch repairs where needed on Midland Avenue. Slab Jacking and grouting repairs in various locations.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 315,000										\$ 315,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 315,000										\$ 315,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000

Notes: Capital/Const Sidewalk Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Additional Streetlighting As Requested	Department:	Operations
Project #:	2-51-355-1111-2220	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance and Growth		

Project Description, Justification & Readiness:
Residents often request additional streetlighting in areas that may not have originally had any lighting.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 400,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 400,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ -

Notes: Streetlight Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Storm Pond Maintenance Plan	Department:	Operations
Project #:	2-51-375-4333	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
Restore existing storm ponds to its original design annually.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 180,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,980,000
Design	\$ 20,000										\$ 20,000
											\$ -
											\$ -
Total Capital Costs:	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000

Notes: Storm Water Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Storm Outfall Maintenance	Department:	Operations
Project #:	2-51-375-B004	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
Existing Storm Outfalls are blocked and need to be dredged to perform properly.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 30,000		\$ 35,000		\$ 40,000		\$ 45,000		\$ 50,000		\$ 200,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ 35,000	\$ -	\$ 40,000	\$ -	\$ 45,000	\$ -	\$ 50,000	\$ -	\$ 200,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000		\$ 35,000		\$ 40,000		\$ 45,000		\$ 50,000		\$ 200,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ 35,000	\$ -	\$ 40,000	\$ -	\$ 45,000	\$ -	\$ 50,000	\$ -	\$ 200,000

Notes: Storm Water Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Ingram Crescent Storm Sewer Repair	Department:	Operations
Project #:	2-51-375-B005	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Storm sewer failing, flooding private property.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes: Storm Water Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	November 15-2021
Project Name:	Dock replacement	Department:	Operations, Harbour
Project #:		Prepared By:	Rick Dalziel
Maintenance or Growth:	this is a Maintenance project		
Project Description, Justification & Readiness:	Replacing one 30 foot finger dock with 20 feet of main dock in the Rotary pier and replacing 250 feet of rub rail along north wall. The one finger dock is 20 years old and the wood is rotten the finger dock needs to be replaced to facilitate for seasonal slip the rub rail has missing top boards along with rotten wood, by not replacing rub rail we can't facilitate 30,40,50 or 60 foot boats without severe damage happening to the boats/yachts.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	November - 15-2021
Project Name:	Harbour front walkway trip hazards	Department:	Operations, Harbour
Project #:		Prepared By:	Rick Dalziel
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replacing paving stones along Harbour front walkway adjacent to sea wall between center pier and south sea wall. The walkway has several trip hazards and by replacing paver stone with concrete this will eliminate the trip hazards.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	November 15 2021
Project Name:	Accessibility facility washroom updates	Department:	Operations, Harbour
Project #:	385-1111-5410	Prepared By:	Rick Dalziel
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Updating Accessibility washroom to meet the accessibility standards. Grab handles are not secure and pulling out of the walls, sink taps and toilet do not meet standards, drywall needs replaced and painted, install new shower curtain rod and shower curtain due to damaged shower tiles.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	November 15 2021
Project Name:	Gardens on piers	Department:	Operations, Harbour
Project #:		Prepared By:	Rick Dalziel
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Replacing railroad ties that border all three gardens on pier. The railroad ties that border all three gardens are rotten and won't allow dirt/materials to stay in place, the railroad ties need to be replaced.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
											\$ -
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Hugel- Cook Trail	Department:	Operations
Project #:	2-51-390-1111-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Second Phase of Project- Landscaping and Planting

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-11-17
Project Name:	Parks Sign Restoration	Department:	Operations
Project #:	2-51-390-1111-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Restore and replace existing dedication signs and other outdated signage in Town Parks.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Various Parks Improvements	Department:	Operations
Project #:	2-51-390-1111-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	To complete small scale parks repairs and projects as needed.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Playground Improvements	Department:	Operations
Project #:	2-51-390-1111-5520	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace out of date playground equipment.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 300,000										\$ 300,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Federal Gas Tax	\$ 300,000										\$ 300,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7731 Kubota Replacement	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: This piece of equipment is at the end of its useful life.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 38,000										\$ 38,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 38,000										\$ 38,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	7708 GMC Sierra 1500 Replacement	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
End of life vehicle replacement.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 54,000										\$ 54,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 54,000										\$ 54,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-28
Project Name:	Grass Crew Trailer Number 1	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Required to implement new grass cutting program. This program will allow for more efficient and thorough grass cutting throughout Town.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 9,500										\$ 9,500
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 95,000										\$ 95,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Old Parks Van Replaced with Supervisor SUV (Additional Funds)	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Funding was approved in 2021 however, vehicle shortages have caused prices to increase, additional funding is required. The operations management team does not currently have a vehicle for site meetings or inspections and often drive end of life vehicles from other departments that do not look professional. There is no need to replace the parks van and funding will be repurposed for an SUV.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	
Project Name:	Grass Crew Trailer Number 2	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Required to implement new grass cutting program. This program will allow for more efficient and thorough grass cutting throughout Town.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 11,500										\$ 11,500
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,500

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	
Project Name:	Unit 17 Ford Tractor Replacement with Sand Sifter (Additional Funds)	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Funds approved to replace in 2021 however, costs have increased. Additionally, the purchase of a sand sifter attachment is also required with this purchase to maintain beaches, volley ball courts and playground surfaces.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 50,000										\$ 50,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-28
Project Name:	2009 Truck 4 Replacement (Additional Funds)	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: Funds approved in 2021 to purchase however, vehicle shortages have become an issue and costs have increased, additional funding required.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 8,000										\$ 8,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-28
Project Name:	7705 Ford F-250 w/ plow replacement (Additional Funds)	Department:	Operations
Project #:	2-51-390-1111-5600	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Funds approved in 2021 to purchase however, vehicle shortages have become an issue and costs have increased.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 10,000										\$ 10,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Notes: Parks Equip/Vehicle Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Parks Bathroom Improvements	Department:	Operations
Project #:	2-51-390-7221-5410	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Various repairs and improvements as per Facility Condition Assessments.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 40,000										\$ 40,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 40,000										\$ 40,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-27
Project Name:	Little Lake Park Accessibility Project	Department:	Operations
Project #:	2-51-390-7221-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance and Growth		
Project Description, Justification & Readiness:	If successful with our Canada Community Revitalization Fund, the Town will need the below funds to match the funding contribution. Project to proceed only if funding is successful. Potential CCRF amount of \$198,750.00		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 265,000										\$ 265,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 66,250										\$ 66,250
Grant - Other	\$ 198,750										\$ 198,750
											\$ -
											\$ -
Total of Funding Sources:	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,000

Notes: Canada Community Revitalization Fund \$198,750.00 Parks Facility Reserve \$66,250.00



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Tiffin Park Sewage System Improvements	Department:	Operations
Project #:	390-7222-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Replace sewage pump and sewage alarm system.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 7,000										\$ 7,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 7,000										\$ 7,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-26
Project Name:	Pete Pettersen Park Parking Lot Improvements	Department:	Operations
Project #:	2-51-390-7223-5450	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
Pulverize and regrade parking lot, some small asphalt repairs.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 20,000										\$ 20,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 20,000										\$ 20,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Waterfront Trail Asphalt Repairs	Department:	Operations
Project #:	2-51-390-7241	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Replace failing asphalt		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 15,000										\$ 15,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	2021-10-29
Project Name:	Waterfront Trail Concrete Repairs	Department:	Operations
Project #:	2-51-390-7241	Prepared By:	Quinton Kenney
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:
 Repair failing concrete surfacing on Waterfront Trail

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Construction	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 30,000										\$ 30,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Notes: Parks Facility Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	27-Aug-21
Project Name:	Planning & Building Process & Fee Review	Department:	Planning, Building, By-law
Project #:		Prepared By:	Adam Farr, Executive Director, Planning, Building & By-law
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness: This is a project to review Planning & Building review/approvals fees to confirm the full cost of delivering the related services and to determine the appropriate fees in each application category. The Town has not completed a full cost recovery review of fees in these two divisions. The costs of conducting these reviews are recoverable as follows: reserves for the Building portion and increased future fees for the Planning portion. Currently Town fees collected in various application categories are significantly lower than those collected for the same services in other municipalities. In Planning this is reflected in lower revenues where the difference to finance the costs of delivering the service may be subsidized through transfers from general tax revenues thereby reducing available funds to the municipality for other projects and lower fees may also impact the ability to effectively deliver the related services. In Building, revenues from fees cover the costs of delivering the service and include reserves which, among other things, stabilize revenues through variations in the construction cycle. The Ontario Planning Act and the Ontario Building Code Act respectively both speak to fee related matters and include provisions for appeal of fees. A number of experienced consulting firms are active in conducting fee reviews. If retained, their methodology and experience in working widely with municipalities on these projects would enable the Town to review best practices based on available information, make informed decisions on the fees it charges and protect the municipality against any appeals of its fee framework. This project would include a consultation component. There is some urgency to complete this review in order to stabilize financial matters resulting from lower fees in the respective divisions.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Study	\$70,000										\$ 70,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Other	\$ 35,000										\$ 35,000
Reserve - Other	\$ 35,000										\$ 35,000
											\$ -
											\$ -
Total of Funding Sources:	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000

Notes: The Building portion of the study is recoverable through building reserves while the Planning portion of the study is financed through future revenues.



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	30-Aug-21
Project Name:	CIP - Downtown and Housing	Department:	Planning, Building, By-law
Project #:		Prepared By:	Adam Farr, Executive Director, Planning, Build
Maintenance or Growth:	Maintenance		

Project Description, Justification & Readiness:

This is a project with two objectives:
 - to review the Downtown Community Improvement Plan and its related programs to determine if any changes are required and adopt any changes or renew programs as appropriate; and
 - to complete a Community Improvement Plan that enables the delivery of incentives in prescribed categories to promote attainable and affordable housing.

The Downtown CIP program applies to the defined Downtown area set out in the existing CIP. Three incentive programs are offered and set to expire on December 31 2021. The CIP calls for the review of those programs to consider any changes that may be appropriate.

One of Council's strategic priorities is to encourage new accessible and affordable housing. To advance this priority, Council's Affordable Housing Task Force recommended providing incentives in the form of various types of financial relief. In Ontario, a Community Improvement Plan is required to deliver such incentives.

A consultant would be retained to advance the work on both components of this project.

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Study	\$60,000										\$ 60,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 60,000										\$ 60,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000

Notes: Planning Reserve



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	18-Nov-21
Project Name:	Building Inspector Vehicle Purchase	Department:	
Project #:	820-1111-5600	Prepared By:	Terry Paquette
Maintenance or Growth:	Growth		
Project Description, Justification & Readiness:	Year 1 to purchase the first vehicle for building inspectors. 2 Additional vehicles will be requested in the 2023 Capital budget. Currently, Inspectors utilize personal vehicles for inspection purposes which is sub-optimal and not a common practice for inspectors in Ontario. Inspector vehicles will provide safe, reliable transportation to inspection sites and remove the onus and responsibility from the employee to provide regular work related transportation		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
	\$50,000	\$50,000	\$50,000								\$ 150,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$50,000	\$50,000	\$50,000								\$ 150,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Notes:



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Replacement Fare Boxes	Department:	Transit
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	The fare boxes on the transit buses need to be replaced. Funding is from Transit Capital Reserve.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 11,500										\$ 11,500
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,500
Notes:											

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Reserve - Other	\$ 11,500										\$ 11,500
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,500
Notes:											



Capital Project Summary Form

Budget Year:	2022	Date Prepared:	10-28-2021
Project Name:	Replace Transit 69	Department:	Transit
Project #:		Prepared By:	EM
Maintenance or Growth:	Maintenance		
Project Description, Justification & Readiness:	Transit 69 is due for replacement as it is 20 years old.		

Expenditures

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Capital Purchase	\$ 420,000										\$ 420,000
											\$ -
											\$ -
											\$ -
Total Capital Costs:	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,000

Notes:

Funding Sources

Funding Source	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	Total
Provincial Gas Tax	\$ 420,000										\$ 420,000
											\$ -
											\$ -
											\$ -
Total of Funding Sources:	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,000

Notes:



**Section 17
2022 Budget
Survey Results**

Q1 Please provide your full name:(All information and comments received will be compiled and considered by staff for use under the purposes of this survey and the specific project for which it is collected. Information will be collected and used in accordance with the Municipal Freedom of Information and Protection of Privacy Act and other relevant legislation. All comments made on this survey will be available to the public, including the name of the submitter, and may form part of the public record. For questions, please contact clerks@midland.ca)

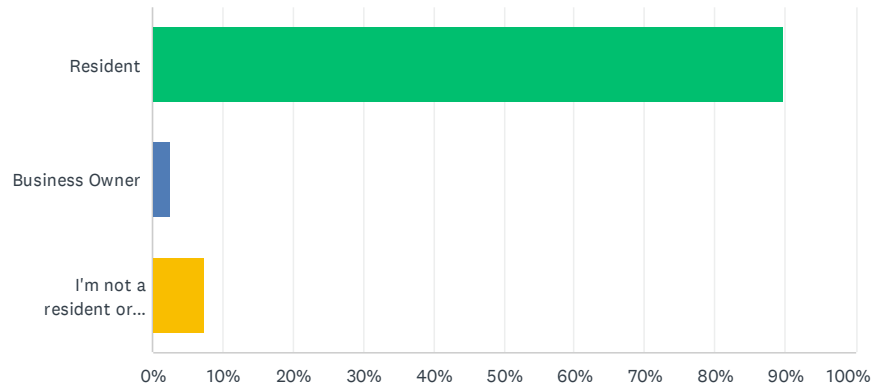
Answered: 253 Skipped: 53

The names submitted by participants have been removed.

The Town of Midland thanks all 306 participants for taking the time to participate in our 2022 Budget Survey.

Q2 Are you responding as a resident or a business owner in Midland

Answered: 306 Skipped: 0



ANSWER CHOICES	RESPONSES	
Resident	89.87%	275
Business Owner	2.61%	8
I'm not a resident or business owner in Midland	7.52%	23
TOTAL		306

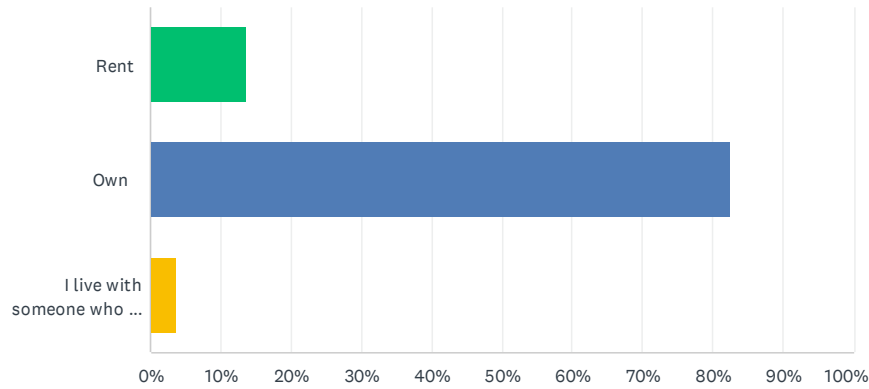
Q3 If you are not a resident or business owner in Midland, do you use services provided by the Town and if so, which ones?

Answered: 17 Skipped: 289

Camping	Roads, parking, parks, libraries, main street, other shopping
I shop, bowl and spend a great deal of time in Midland. I'm a past resident	Shopping
Penetanguishene	Building permits, Askennonia, parks
Employed by the corporation. Access shopping in the downtown and highway district. Access many public amenities	My family does
shops and restaurants	Recreation facilities/parks/ roads
No	Yes
Live in Tay, frequent midland for all services	Boy
Yes, NSSRC, Harbour	Employed by the corporation
	Yes, Building Department and Planning Department services.

Q4 If you are a resident, do you own or rent your current place of residence?

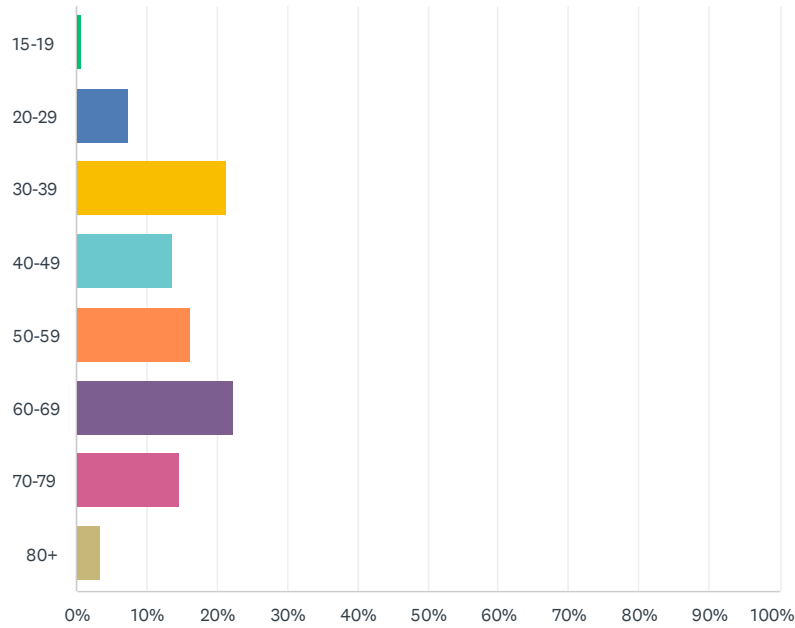
Answered: 270 Skipped: 36



ANSWER CHOICES	RESPONSES	
Rent	13.70%	37
Own	82.59%	223
I live with someone who is the owner or renter	3.70%	10
TOTAL		270

Q5 In which age category do you fall?

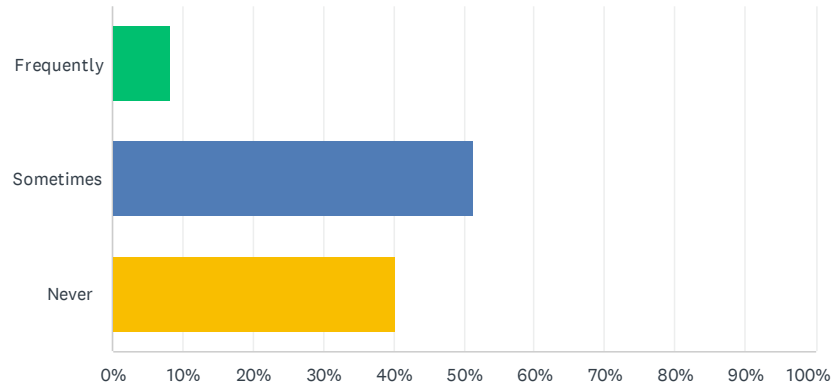
Answered: 291 Skipped: 15



ANSWER CHOICES	RESPONSES	
15-19	0.69%	2
20-29	7.56%	22
30-39	21.31%	62
40-49	13.75%	40
50-59	16.15%	47
60-69	22.34%	65
70-79	14.78%	43
80+	3.44%	10
TOTAL		291

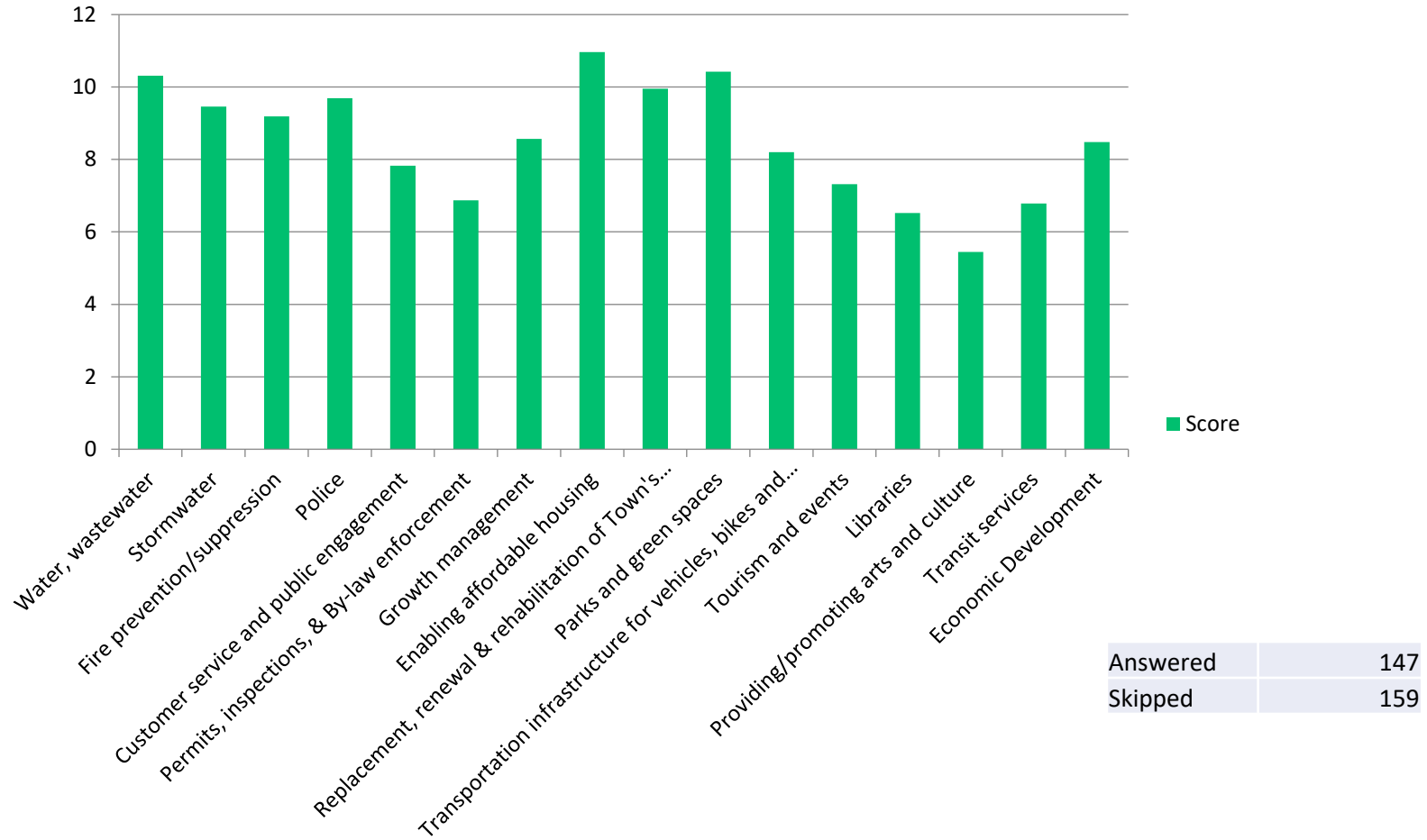
Q6 How often do you watch/attend Council, Committee, Board, or Public meetings?

Answered: 298 Skipped: 8



ANSWER CHOICES	RESPONSES	
Frequently	8.39%	25
Sometimes	51.34%	153
Never	40.27%	120
TOTAL		298

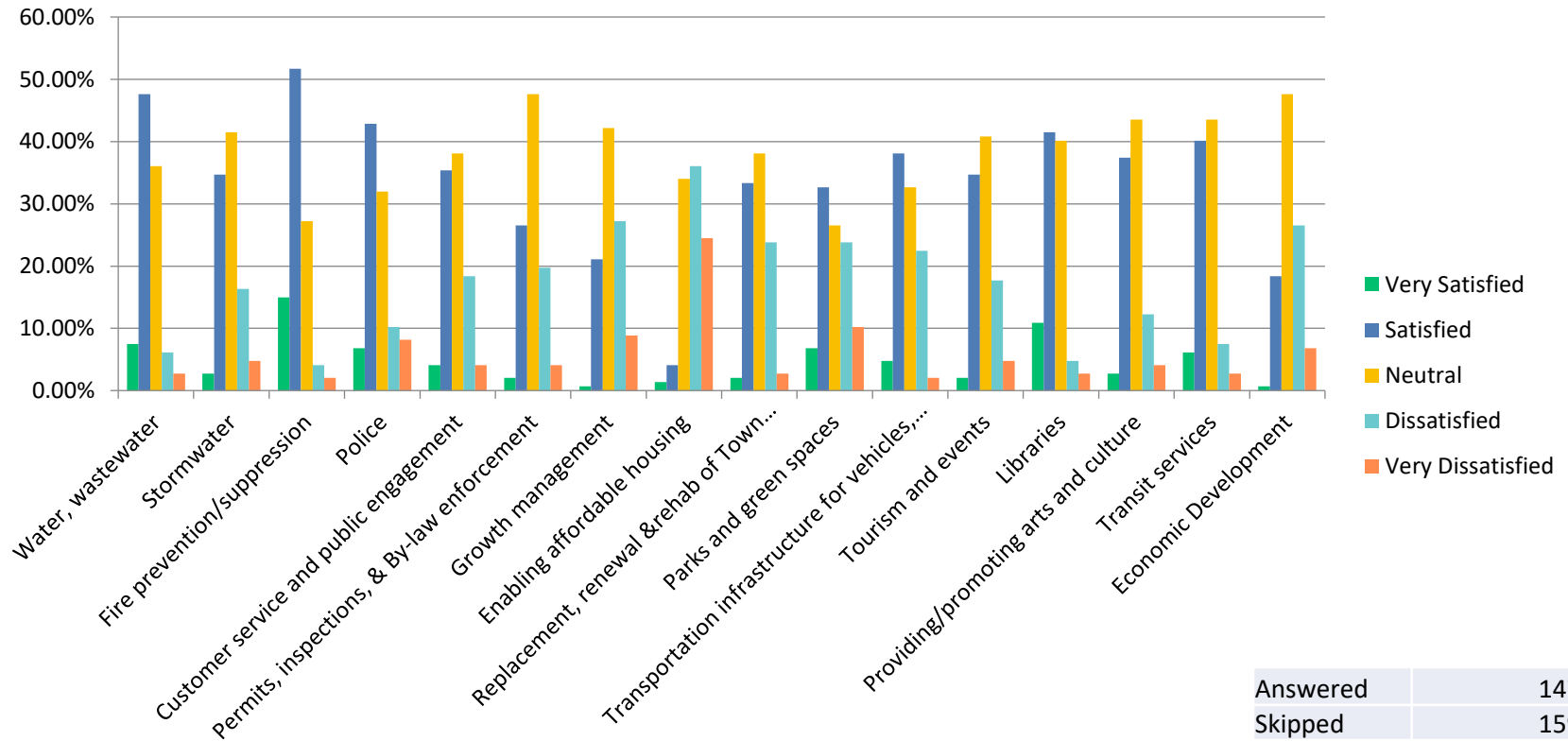
Q7 This next set of questions focus on your priorities for spending at the Town, and your thoughts on how the Town manages its finances. With respect to how your money is spent on municipal services/programs; what are your highest spending priorities? (Ra



2022 Budget Survey

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	TOTAL	SCORE
Water, wastewater (funded from user rates)	12.24% 18	8.16% 12	9.52% 14	5.44% 8	3.40% 5	13.61% 20	9.52% 14	8.16% 12	4.08% 6	4.76% 7	4.76% 7	2.04% 3	6.80% 10	3.40% 5	2.72% 4	1.36% 2	147	10.31
Stormwater	4.76% 7	7.48% 11	6.12% 9	7.48% 11	8.84% 13	8.16% 12	10.20% 15	9.52% 14	9.52% 14	3.40% 5	4.08% 6	4.76% 7	4.76% 7	4.08% 6	4.76% 7	2.04% 3	147	9.46
Fire prevention/suppression	6.12% 9	6.80% 10	11.56% 17	6.80% 10	4.76% 7	4.76% 7	4.76% 7	8.84% 13	12.24% 18	3.40% 5	8.16% 12	5.44% 8	0.68% 1	4.76% 7	6.12% 9	4.76% 7	147	9.19
Police	10.20% 15	10.20% 15	11.56% 17	9.52% 14	6.80% 10	2.04% 3	3.40% 5	6.12% 9	7.48% 11	4.08% 6	4.08% 6	3.40% 5	5.44% 8	1.36% 2	3.40% 5	10.88% 16	147	9.69
Customer service and public engagement (e.g. responding to inquiries, public meetings, sharing information on website)	2.04% 3	3.40% 5	2.72% 4	8.16% 12	7.48% 11	4.08% 6	7.48% 11	6.80% 10	9.52% 14	8.84% 13	7.48% 11	6.80% 10	8.84% 13	6.12% 9	3.40% 5	6.80% 10	147	7.83
Permits, inspections, and by-law enforcement (e.g. building permits)	0.00% 0	1.36% 2	3.40% 5	0.68% 1	7.48% 11	11.56% 17	4.76% 7	7.48% 11	5.44% 8	10.88% 16	5.44% 8	9.52% 14	7.48% 11	6.12% 9	11.56% 17	6.80% 10	147	6.87
Growth management (i.e. new subdivisions, businesses and industry)	5.44% 8	9.52% 14	4.76% 7	5.44% 8	4.08% 6	10.20% 15	8.16% 12	4.76% 7	6.12% 9	4.76% 7	6.80% 10	5.44% 8	3.40% 5	6.80% 10	5.44% 8	8.84% 13	147	8.57
Enabling affordable housing	23.81% 35	11.56% 17	6.12% 9	4.76% 7	8.84% 13	2.72% 4	7.48% 11	4.76% 7	2.04% 3	6.80% 10	4.08% 6	3.40% 5	2.72% 4	4.76% 7	3.40% 5	2.72% 4	147	10.96
Replacement, renewal and rehabilitation of the Town's infrastructure, facilities and equipment	9.52% 14	6.80% 10	8.84% 13	5.44% 8	10.20% 15	5.44% 8	7.48% 11	8.16% 12	10.88% 16	5.44% 8	4.76% 7	4.76% 7	4.08% 6	6.80% 10	0.00% 0	1.36% 2	147	9.95
Parks and green spaces	12.24% 18	8.16% 12	7.48% 11	9.52% 14	10.88% 16	5.44% 8	3.40% 5	6.12% 9	7.48% 11	7.48% 11	8.16% 12	5.44% 8	4.76% 7	2.04% 3	0.68% 1	0.68% 1	147	10.42
Transportation infrastructure for vehicles, bikes and walking	1.36% 2	5.44% 8	4.76% 7	6.80% 10	4.76% 7	7.48% 11	4.76% 7	5.44% 8	7.48% 11	12.93% 19	12.24% 18	10.88% 16	6.12% 9	4.76% 7	3.40% 5	1.36% 2	147	8.20
Tourism and events	2.04% 3	4.08% 6	4.76% 7	7.48% 11	6.80% 10	2.04% 3	4.76% 7	4.08% 6	4.08% 6	8.16% 12	8.84% 13	9.52% 14	14.29% 21	6.12% 9	6.80% 10	6.12% 9	147	7.32
Libraries	0.00% 0	2.04% 3	4.76% 7	4.08% 6	4.76% 7	4.76% 7	6.12% 9	8.16% 12	4.08% 6	3.40% 5	7.48% 11	12.24% 18	9.52% 14	10.88% 16	6.80% 10	10.88% 16	147	6.52
Providing/promoting arts and culture	0.00% 0	2.72% 4	3.40% 5	1.36% 2	3.40% 5	6.12% 9	6.80% 10	2.04% 3	2.04% 3	4.08% 6	4.08% 6	4.76% 7	11.56% 17	21.09% 31	14.97% 22	11.56% 17	147	5.45
Transit services	0.00% 0	6.12% 9	4.08% 6	7.48% 11	3.40% 5	8.16% 12	4.76% 7	2.04% 3	4.76% 7	4.08% 6	5.44% 8	8.16% 12	7.48% 11	7.48% 11	16.33% 24	10.20% 15	147	6.78
Economic Development	10.20% 15	6.12% 9	6.12% 9	9.52% 14	4.08% 6	3.40% 5	6.12% 9	7.48% 11	2.72% 4	7.48% 11	4.08% 6	3.40% 5	2.04% 3	3.40% 5	10.20% 15	13.61% 20	147	8.48

Please rate the following municipal services based on how well you think the municipality-funded services are being delivered in our community?



2022 Budget Survey

	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL
Water, wastewater (funded from user rates)	7.48% 11	47.62% 70	36.05% 53	6.12% 9	2.72% 4	147
Stormwater	2.72% 4	34.69% 51	41.50% 61	16.33% 24	4.76% 7	147
Fire prevention/suppression	14.97% 22	51.70% 76	27.21% 40	4.08% 6	2.04% 3	147
Police	6.80% 10	42.86% 63	31.97% 47	10.20% 15	8.16% 12	147
Customer service and public engagement (e.g. responding to inquiries, public meetings, sharing information on website)	4.08% 6	35.37% 52	38.10% 56	18.37% 27	4.08% 6	147
Permits, inspections, and by-law enforcement (e.g. building permits)	2.04% 3	26.53% 39	47.62% 70	19.73% 29	4.08% 6	147
Growth management (i.e. new subdivisions, businesses and industry)	0.68% 1	21.09% 31	42.18% 62	27.21% 40	8.84% 13	147
Enabling affordable housing	1.36% 2	4.08% 6	34.01% 50	36.05% 53	24.49% 36	147
Replacement, renewal and rehabilitation of the Town's infrastructure, facilities and equipment	2.04% 3	33.33% 49	38.10% 56	23.81% 35	2.72% 4	147
Parks and green spaces	6.80% 10	32.65% 48	26.53% 39	23.81% 35	10.20% 15	147
Transportation infrastructure for vehicles, bikes and walking	4.76% 7	38.10% 56	32.65% 48	22.45% 33	2.04% 3	147
Tourism and events	2.04% 3	34.69% 51	40.82% 60	17.69% 26	4.76% 7	147
Libraries	10.88% 16	41.50% 61	40.14% 59	4.76% 7	2.72% 4	147
Providing/promoting arts and culture	2.72% 4	37.41% 55	43.54% 64	12.24% 18	4.08% 6	147
Transit services	6.12% 9	40.14% 59	43.54% 64	7.48% 11	2.72% 4	147
Economic Development	0.68% 1	18.37% 27	47.62% 70	26.53% 39	6.80% 10	147

Keep taxes and salaries low, limit spending and work in the best interest of the people.

Use taxes for what our taxes are designed to support

Still waiting for a final inspection on a new build after 7 years. No response to emails or follow through from in person meetings with Town officials on major concerns. Taxes too high to attract Economic Development or housing projects. Storm water still overflowing into lake after major King Street Rejuvenation Project that installed additional storm mains but, yet a sewer discharge event which occurred as a result of a heavy rainstorm where water still overflowed from one chamber. Spending money on Midland Bay Landing Waterfront Promenade is putting the cart before the horse. Murals, rainbow crosswalks are all well and fine but are they necessary? If you want rainbows paint them on fire hydrants, they need painting maintenance anyway, instead of creating new maintenance with sidewalks and Murals that will need constant repainting. You need to attract low income housing builders with tax incentives, even if it's converting existing houses. And for Gods sake have your downtown businesses' clear their sidewalks in the winter. Last time I was downtown in the winter it was a hazard. Never went back.

"Affordable housing is the biggest issue facing Midland, and it has to be affordable housing with easy access to downtown and affordable transportation, not just aimed at car owners. Midland has to be a great place to live for everyone, not just the comparatively wealthy. I moved here 8 years ago, but I could not afford to move here now.

We also need to pay more attention to our downtown. That means people living nearby, and shopping there, as opposed to on the outskirts and shopping at Walmart. The new downtown facelift looks great (yes, even the parking meters - I'm sure the bugs will work out) but there are storefronts that have been vacant since I moved here, and that will get worse as property prices continue to rise.

A fairly minor point about parks: Little Lake Park has a great paved walking trail, even more important during the time of COVID. Why is it not plowed in winter as the sidewalks are? Last winter we all ended up sharing the road with traffic."

"The reason I ranked parks and green spaces the way I did is we live on the beautiful waters of Georgian Bay and the lack of beaches that are not contaminated with blue-green algae bloom in the summer is embarrassing. Not to mention the so-called beaches covered in goose feces or right next to a busy marina and boat launch.

I also ranked Economic Development the way I did as the town invests approximately \$170,000 into this EDCNS & The Heart of Georgian Bay and what have they really done over the last year. "

We need more year round businesses and looking to start one myself the spaces for lease here are too few and not always ideal.

I debated putting dissatisfied for a handful of these. Specifically events and arts and culture. But I think my frustrations are more towards Covid than they are for the town.

I have voiced my concerns about several things with certain people within the town only to be ignored. I found this very disheartening.

Most services seem to be working reasonably well, however there are a few that could be improved. As you can see by the answers above stormwater management is in dire need of improvement. Council could do a better job at replying to people when they present a problem or suggestion. Bylaws could be enforced a lot better especially regarding pets such as cats and dogs.

There's too much focus on economic development and growth -- need to sustain what makes this area special, that is the natural environment and healthy neighbourhoods. Why are trees not vauded or protected especially with those darn caterpillars all ovre the place this year. Too much money spent on fire and police, and not enough on arts and culture.

I am reasonably certain that Midland spends more than its comparators in almost all (maybe all) of these service areas. The amount Midland spends is certainly adequate and there is no reason to increase it. Midland should explore cost reductions by more service sharing with our neighbours. Because Penetanguishene has an existing splash pad is not a reason for Midland to build one too since the Penetanguishene splash pad is not fully utilized without Midland and Tiny visitors. Imagine residents of Penetanguishene telling Wal-Mart they need to build a store in Penetanguishene because there is a Wal-Mart in Midland.

"The Town has recently seen quite a bit of growth both in new residents and newly developed subdivisions.

Serious thoughts into future development and replacement of aging infrastructure.

Also as our biggest employment should be tourism the development of more festivals and bigger attractions need to be considered to remain a vital destination.

Midland has quickly adapted to a transit friendly community. Further attention is needed to hone our delivery.

As building continues permits will provide regular additions to the coffers.

Policing and fire should remain a constant discussion as public safety remains a priority.

Aging water infrastructure is being renovated as money permits."

For the most part I am satisfied or okay with the way things are. I don't understand why Little Lake Park is not taken care of better. The stairs and retaining wall are crumbling, there is a "volleyball" court which isn't used and full of weeds and the geese need to be culled. The other disappointing thing is reading that the new Midland Point area will not have a beach where swimming access is available to public. With all the water that surrounds Midland there is very little chance to use it unless you have a boat or a waterfront home. Gawley Park is inadequate for an entire town to use and Pete Petterson is a haven for geese and disgusting. You need to listen to what the residents want and have a vote on what to do with these lands before going ahead with your plans.

"There's a goldmine at the waterfront that is still just sitting there.

Young street was fine before bike lane's

Sometimes things are changed just for the sake of change sometimes the way things are are fine. "

Listen to the residents

It differs. In some cases "neutral" means no opinion (eg. Water / Wastewater), other times it is an average of good and bad elements (eg. Infrastructure). Dissatisfaction may reflect poor value for money (wasteful) or deficient delivery of service.

"As a senior living on my own with a guaranteed pension my concerns are very different from what they would have been 20 -30 years ago. I am still driving but can see that in my future I may become more dependent on transit. Because I own my own home and live in a beautiful setting I'm content with housing but can see seniors assistance and seniors activities becoming more and more important. I believe Midland already does an excellent job in meeting Seniors' needs. We are so lucky to have Little Lake Park in the middle of our town. It's important to maintain that gem.

Parking metres - I don't object to paying for parking, but I do object to the system that was installed. I find it hard to believe that the many problems with the machines were not discovered and corrected before the public was forced to use them."

Preventing rain water and sewage overflow into the Bay is critical environmentally and the Town has done a great job with ongoing enhancements to its infrastructure systems. The beautification of the main street is a welcome byproduct that does Midland proud. While affordable housing is very much an issue (rents are impossibly high), the preservation of green spaces is equally vital. I see swaths of forests coming down in order to put in housing. I appreciate the difficulty in balancing both of these concerns. Lastly, the Library is one of the crown jewels of the Town, along with the MCC. As a retired librarian its services are impressive and, I believe, highly valued.

"Neutral indicates no real experience with these services and or not impressed or unhappy.

Wish we had more garbage receptacles in parks/ walking areas year round to give people options to keep environment clean.

If something has to drop to lower importance consider issues that business/arts/ cultural groups will promote as part of their mandate.

Still very worried about storm water and overflow into our waterfront, affordable and low income housing for our less fortunate.

Also back to community/enviro/ communications - would like to see town work with partners or in their absence commit to community building initiatives in a truly committed way - not just adv in paper-organizing spring cleanups, parks and roads, share unwanted items day etc."

The fact our town had plenty of money, time and people to take all of the beautiful character out of downtown but not put up any of the parks they destroyed in 2020 is beyond frustrating. Not too mention the housing market for renters in this town is horrendous. Stop trying to become a mini barrie and focus on keeping the small town charm that we're known for.

I ranked the services the way I did because that's how I feel

Public transportation needs dramatic expansion, and affordable housing doesn't even exist in this town as of writing this. Our town is failing those of us on or under the poverty line by allowing such expensive rental prices.

The town needs to prioritize the environment and make the community climate change adaptable and reduce local emissions. Parks, alternatives to cars, and ensuring more city owned trees would help with this. As well, the town should subsidize trees as many in my neighbourhood are being cut down and not replaced which increases energy use and raises the local air temperatures in the summer. Affordable housing is also a huge need in the community. Too much money is being spent on fire and police services that could be redirected to these urgent needs.

Police and fire cost too much at the expense of other important initiatives.

New parking meters/elimination of free parking hurting downtown economic development. Focus on projects without broader public consultation wasteful/ineffective. Focus on essentials and existing services priority.

“As areas to the south of us continue to grow and expand, more and more people are moving north (myself included) to escape the urban sprawl. As we try to stay ahead of the growth curve, I think it is important for the Town to recognize the significant issues faced with affordable housing (or rather, the lack thereof) across Central Ontario. If we are able to leverage our collective power as a community to invest in affordable housing, and continue to make our town a great place to live, we will be able to attract new people, grow smart, and contribute to a greener, more sustainable future.

In line with affordable housing, transit will continue to be an important part of our community. I love seeing people on the buses as they pass my house! That shows me that people in the community are taking advantage of what the Town has to offer. It is also important to provide a safe, reliable transit system, which will allow people to be mobile and independent as our community’s demographic changes, both from an aging population and a younger demographic looking for places where they are not car-dependent.

Although police and fire are ranked low on my list, that is not to minimize their importance in our community. Rather, I hope that by investing in our human infrastructure all across the Town, the rest will follow. As we continue to grow smart, we will be able to fund all of the critical needs of the Town for years to come. “

i think midland should be doing a great deal more with parks. many people travel daily during the summer from midland to penetang to use their parks, which are great and their splashpad. why has a splashpad not been buily in midland? if you cant improve anything in midland, stop raising the taxes. the town needs a major employer, that is not healthcare.

I admit I am not familiar with most municipal services, however I do think bylaw enforcement is lacking in this town, I do not see evidence of affordable housing, and I think the town overspent on the King Street reconstruction.

The system for storm water is so archaic. Dumping waste into the bay every time it rains heavily is disgusting. We spent so much money on this trail from Penetanguishene to Midland but Midland can’t even have proper parks or festivals for its residents. Our taxes are so much more than surrounding areas and we have the least amount for residents. We can’t say it is going to repair roads because the roads are horrible. Parking metres and metal poles along the entire road is the biggest waste of money ever. I used to love being a midland resident but the amount I pay for taxes to attend festivals, events and the downtown areas of surrounding communities annoys me to no end. Midland needs to do better

“I don’t think we are doing enough to promote and provide affordable housing for all ages - youth, families, seniors. It is becoming more difficult for people to find affordable rental housing.

I think we need to do more to provide access to the water and beaches in Midland. Pete Peterson is not a very nice beach to swim at.

I think Covid has interfered with arts and culture and tourism - so it is difficult to say or see what we are doing in this area. MCC has been closed and the library has been limited in access - i don’t think the maker space is open yet. I think we were doing a good job before Covid - so hopefully that will continue soon.

I am happy to see the downtown rehabilitation for the streetscape and the support to the BIA for store front improvements. It looks great. Not very happy with the new parking meters in the back lots or how many there are in the downtown and on first and midland ave. I think it will discourage people coming back to the downtown.

Not enough is being done to make the community safe at certain times of the day.

“We are still in a major affordable housing crisis. I have some friends and know many that are struggling to keep or find affordable housing that suits their families.

The Midland Public Library deserves more funding as their costs increase to keep up with evolving technology to continue to offer quality services and programming to the community. “

In my opinion, governments role is to provide basic needs. The focus should be toward those first and foremost. All others are nice to have but not necessity.

“That’s the way we feel.

“I live in a neighbourhood with combined sewers which has been problematic due to heavy rains. We took advantage of the help for the backflip preventer but until it is repaired totally is still a risk. We are unable to improve our basement and remain concerned about sewage back ups. Our street was subject to a widespread back up and we all worry about heavy rains knowing the sewer has a narrowing at the next street (moving from old to repaired at the corner.

The little lake park is in need of planning and upgrading or naturalizing it is stuck in between and collecting the wrong crowd as a result.

Affordable housing is nicely imbedded in several neighbourhoods but more can be built and spread around the town rather than creating “desirable” vs “not desirable” areas. Need enforcement on landlords who don’t keep up their properties. King St business upgrades were great but parking spots, metal poles and the meters actually make it difficult to park on the street. Parking was not improved. I’ll happily pay for parking but I don’t want to struggle or have my door dinged by the closely located poles. Too short, can’t be seen while parking. “

Im dissatisfied with the parks and playgrounds. For example the one at the rotary would be much nicer with swings, but all the money has been put towards the Little Lake rejuvenation, and we are not getting a splash pad... That would have been nice since most of the time we cannot swim at Little Lake because of the geese poops. So we will continue having to drive to Penetang to enjoy their water splash pad but its SO busy there. Midland is definitely missing swimgs and a splash pad.

I feel that there should be some education on how to use bike lanes and new transportation infrastructure

“Police funding seems excessive.

Water costs are significant compared to other regions.

I understand the difficulty of trying to have a balanced budget with no or minimal tax increases. In relation to other towns our size our taxes are too high and the town needs to work harder to get them “ in check”

“Parks and green spaces could be much more beautiful with planting and pruning.

Always see a lot of orange paint on the sidewalks. There are spots where there is no sidewalk such as south William St.

Big need for affordable housing.

There are always dogs off leash in Little Lake Park. That never seems to be monitored.”

I would like to see a much more proactive approach to the town’s enticement of new “well paying” businesses to provide local job opportunities.

In my opinion, the service sectors listed as ‘dissatisfied’ are of greatest priority this year.

Could see and appreciate effort to keep parks and gardens maintained. King Street improvements completed but parking situation is not an improvement. The pay stations are not user friendly in any way and attempting to enter license plate when it is in the minus degrees is only going to make it worse. Downtown merchants must be losing business.

Ecoomies need growth to provide jobs. Keeps our tax base from eroding. Keeps people supporting the community.

Not familiar with all services. Any I have used are fine. I am most concerned with the extremely high property taxes.

“The Police budget (22%) seems too high. Investing in infrastructure to the lower housing and living costs and supporting social programs to help our citizens rather than policing them will be a more efficient use of tax dollars. More police doesn’t equate to less crime.

New subdivisions are short sited and don’t address the housing or environmental crisis. We need better multi-purpose higher density housing infrastructure that incorporates a work, live, play concept. For example: <https://www.legat.com/live-work-play-the-new-town-center-experience/>

I like the new bike paths being installed around town, and the better buses/routes. The new art installation downtown is nice.

Storm Water Management Infrastructure is outdated as Storm intensity and frequency increases due to climate change. Midland SWM Ponds, like the one on the corner of Yonge and William, are poorly designed, better multi-purpose zones and more greenspace and parks are required.

Some items I don’t know enough about to comment on, and some are difficult to invest in during COVID, like tourism. “

no comments

My own personal thoughts.

Salaries for municipal employees are excessive when you see what workers with similar abilities and work performed in the public sector is much less. I wish council members would pretend that they are paying from their own pockets.f

“Ranking was difficult, because all items are important - some equally important.

“I’m concerned about the impact of climate change on infrastructure, public and private property and the environment.”

Need to get moving on midland bay landing project. All that money being spent on a paid board and Executive Director is ridiculous and nothing to show for it.

I never see the police patrol my neighbourhood anymore. There are known drug houses on my street and a there is a ongoing problem With illegal ATVs and dirt bikes in the area, yet I never see the police

I think we should cut spending in areas where we don’t need

“Police & Fire we can’t live without

Basic housing & transportation important for all

Jobs, water and outdoor spaces for sanity

Tourism & events, although brings business boost, it also causes chaos for locals

Libraries, arts & culture should be more self sufficient “

“From my point of view the municipality does nothing to promote or enable affordable housing.

The transit system is somewhat antiquated and there needs to be a stop in Sunnyside. They pay taxes too.

New subdivisions only offer expensive housing, which is great for property taxes, but not people’s wallets. Also new subdivisions don’t allow enough green space and condo towers on the waterfront are unsightly and intrusive.

Parking downtown is a disaster. And the municipality knows why. This is Midland, not Toronto. And local businesses suffer the consequences.”

I feel we need to do more to explore zoning laws to allow a more community feel by including more town homes and duplex/triplex and encourage the development of shops/businesses amongst residential homes. This allows accessibility for all people to stores and services.. not just those with cars. Having businesses on 12 hwy and 93 hwy mainly is nor conducive to accessibility for all. Also.. lack of bike paths on 93 and 12 that are safe for bikers . People move here for green space. We should look at building on the space we already have rather than destroy forest for houses. Not high rises but duplex triplex and townhouses.

The town needs to look at their own staffing levels and cut costs with number of council members and staff. It's time to share more services with Penetanguishene.

Cut the police budget by a half. Redistribute those funds to adequately respond to calls that don't require police presence.

Need a big focus on outdoor areas during covid.

The town could take the answers 2 ways, when i answer dissatisfied, that could mean i dont like the way its done, for more to be done, or too much time and money is being spent on it now

Yep

"I think the next question answers this nicely. At the end of the day, the most important issue going forward for our community (and all communities) is ensuring that climate change is mitigated because it will have devastating impact on the economy, health, infrastructure, and social equity.

We need to offer safe alternatives to cars. We should ensure that any development/housing is high density and transit accessible. We should heavily fine anyone that is developing/building without proper environmental assessments and responsible choices afterwards. We need parks and green space to enjoy and public transit to ensure these are accessible to all."

"Could make better use of existing decommissioned developments and land instead of developing green spaces.

Convert the unimin (waterfront property) to a park with public boat launch, walking trails, etc.

Work more inclusively with severn sound environmental association to support environmental initiatives.

Invest in affordable housing and higher level job opportunities. "

Hoping the town does NOT sell the waterfront to a developer and looks at Orillia as an example of a beautiful waterfront which is enjoyed by residents and visitors. A public waterfront can easily accommodate restaurants; events and attract tourists.

I am not pleased with the way by-law is being used, we have called multiple times and our neighbours as well. With no by-law officer attending to the concern or following up with us

MBL should be a PARK without residential/ commercial development. Economic development should focus on attracting high tech / government/ specialized industry. Tourism is summer orientated and only offers short term benefits. We need good year round employment and we we should be selling a lifestyle to industries that might be looking for a new home.

"Housing affordability is thru the roof. As a single person, I thought I had a good paying job (over \$20/hr and full time) I have been priced out of the market, I will never be able to afford to buy again. And the rental market is more than tight. I can't afford to pay \$1700/month or more, which would be more than 62 % of my take home pay. Leaving no \$ for transportation, food, utilities etc. I am also approaching retirement in the next 8 or so years.. Where will I go? And how much for rent then? I shouldn't have to be renting a room, with no privacy/ and protection from being evicted as I wouldn't be protected by the LTB.

We also can't keep driving our workers (many of them part time- as there are limited # of full time positions in town) out of town, if they can't find affordable rentals that are safe and secure."

Not happy with closed door meetings. No manufacturing future. Sidewalks were flagged for repairs not done. Highest rate of taxes in the area. No support for seniors. Limited police patrols. Midland caters to the downtown but not many shop there but we do have lots of pizza places.

The direction of the town is similar to most other southern Ontario towns and cities - more concern for short term gain rather than looking several years into the future and as a result not keeping Midland's uniqueness. One example of this would be the suburban sprawl of subdivisions and loss of green spaces - loss of public waterfront. It is becoming harder to be proud of Midland.

Affordable housing, cost of living, and opportunities for better paying, more human-friendly etc work are the top three issues I see in the town. Of those I believe the town isn't doing enough on the affordable housing front because I think we cannot wait for senior levels of government to get the message, and municipal is where people live. I also believe that lack of affordable housing is a major contributor to issues like criminal behaviour and money is better spent on the root causes than trying to 'police away' the issues. I also believe things like transit, accessibility, and economic development are import for residents to be able to have the opportunities to succeed and be hopeful and choose a path of hope instead of despair.

Downtown continues to be ignored by Midland. The fact that it's not even an option on this survey speaks volumes. The Buttertart Festival is one of the reasons I chose to invest in Midland and it's been mismanaged since we've moved here 3 years ago. Our revenues have halved with the introduction of the parking meters. We've decided to open locations in other towns instead of growing larger in Midland. We'd like to buy out our neighbors similar to Mariposa Market in Orillia but the customer demand is no longer here due to the parking fiasco.

The homeless population is at an all time high in Midland. They are part of our community and need help, rentals are in high demand here and with outrageous cost.

The growth management seems to have no or little thought to the future. Just seems that greed drives this - the fastest way to make a buck isn't always the best for the community and citizens.

"Greater concern for affordable housing which doesn't seem to be addressed accordingly, unaffordable, and whatever services are available are very limited. This includes the annual income of a family set at a unreasonable cap to gain assistance.

Policing and enforcement was better when Midland had its own police force. The whole catch and release for those charged should not occur. Repeat offenders are being released to cause more issues in our town. Subdivisions are being built accordingly but it's not resolving the affordable housing issues. Plazas being built are not priority

where the health unit is now sits wasted space and where it use to be sits empty yet another plaza is being built on balm beach road that seems to be a big mistake and would have been more suited for affordable housing for low income families who do not drive and can walk to local amenities nearby. Everythingg else is at par. Satisfied and not concerning at this point in time. "

I'm more interested in maintaining the town as is..keeping the small slow moving happy town while still knowing growth is going to happen but hope we don't turn into Barrie

Environmental sustainability is lacking in the municipality and the amount aggregate pits is a perfect example of that.

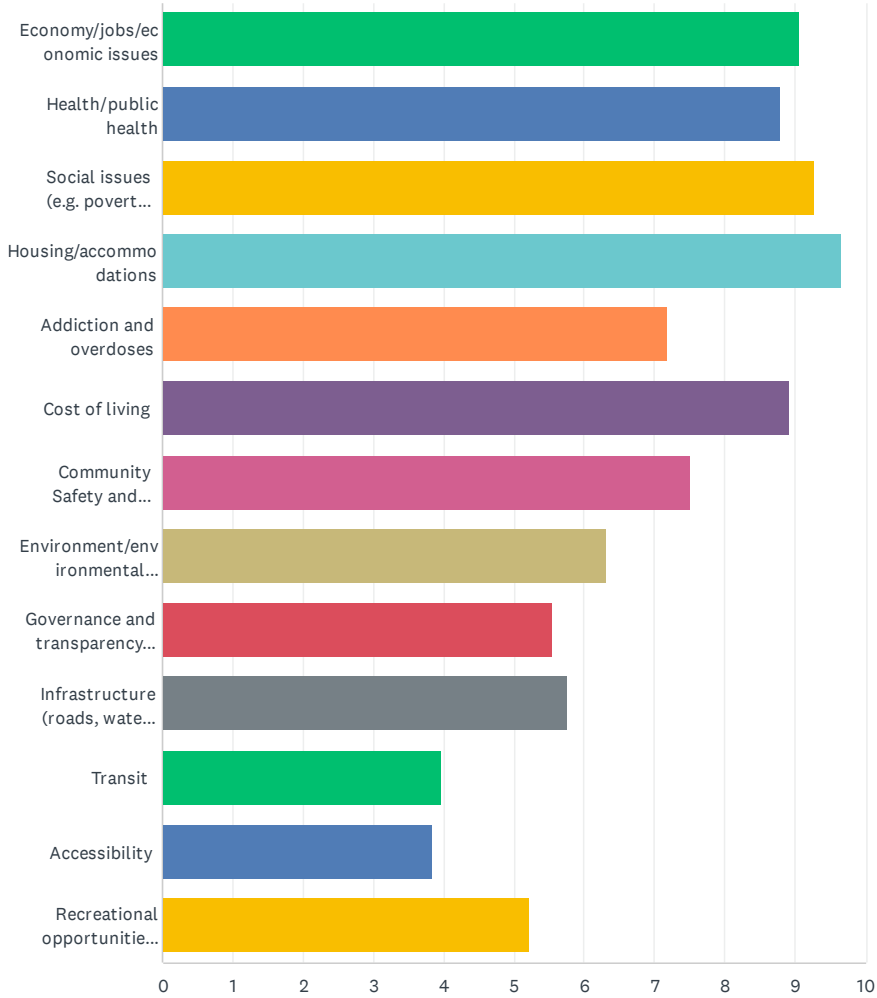
One thing they should get rid of is the snow piled up in the center of the road in the downtown core

And get rid of those stupid stainless steel pole on the main st so you can park easier "

"Really no service have changed in this town for many many years it's the same old same old

Q9 From your perspective, and recognizing that not everything is within Town control, what are the most important local issues or service gaps facing the Town at the present time?(Rank the below items with 1 = most important)

Answered: 147 Skipped: 159



2022 Budget Survey

	1	2	3	4	5	6	7	8	9	10	11	12	13	TOTAL	SCORE
Economy/jobs/economic issues	19.05% 28	17.01% 25	10.20% 15	10.20% 15	5.44% 8	10.20% 15	3.40% 5	6.12% 9	3.40% 5	3.40% 5	2.04% 3	4.08% 6	5.44% 8	147	9.07
Health/public health	9.52% 14	16.33% 24	10.20% 15	10.88% 16	14.29% 21	8.16% 12	8.16% 12	5.44% 8	4.76% 7	2.72% 4	2.72% 4	3.40% 5	3.40% 5	147	8.78
Social issues (e.g. poverty, social services and resources, child care)	6.80% 10	16.33% 24	16.33% 24	16.33% 24	9.52% 14	13.61% 20	5.44% 8	4.08% 6	3.40% 5	4.76% 7	0.68% 1	1.36% 2	1.36% 2	147	9.27
Housing/accommodations	17.69% 26	14.29% 21	12.93% 19	15.65% 23	10.88% 16	6.80% 10	8.16% 12	4.08% 6	2.04% 3	1.36% 2	4.08% 6	0.68% 1	1.36% 2	147	9.65
Addiction and overdoses	3.40% 5	6.12% 9	8.16% 12	5.44% 8	13.61% 20	17.01% 25	10.20% 15	6.80% 10	6.80% 10	4.08% 6	5.44% 8	5.44% 8	7.48% 11	147	7.18
Cost of living	15.65% 23	10.20% 15	14.97% 22	12.24% 18	6.80% 10	8.16% 12	8.84% 13	5.44% 8	5.44% 8	3.40% 5	2.72% 4	2.72% 4	3.40% 5	147	8.92
Community Safety and crime/criminal activity	4.76% 7	6.12% 9	7.48% 11	7.48% 11	13.61% 20	8.16% 12	16.33% 24	10.88% 16	8.84% 13	8.16% 12	1.36% 2	2.72% 4	4.08% 6	147	7.50
Environment/environmental issues/sustainability	7.48% 11	2.72% 4	4.08% 6	3.40% 5	2.04% 3	8.16% 12	8.84% 13	19.05% 28	14.97% 22	11.56% 17	8.84% 13	5.44% 8	3.40% 5	147	6.31
Governance and transparency (e.g. by-laws, resident-government relations, community engagement activities)	4.76% 7	2.72% 4	4.76% 7	4.08% 6	5.44% 8	4.08% 6	6.80% 10	6.80% 10	17.69% 26	10.88% 16	10.88% 16	11.56% 17	9.52% 14	147	5.55
Infrastructure (roads, water, sewers, etc...)	4.08% 6	0.68% 1	3.40% 5	6.12% 9	7.48% 11	6.80% 10	3.40% 5	12.24% 18	12.93% 19	19.05% 28	12.93% 19	6.80% 10	4.08% 6	147	5.76
Transit	0.00% 0	1.36% 2	1.36% 2	2.72% 4	0.68% 1	4.08% 6	8.84% 13	5.44% 8	6.80% 10	8.16% 12	27.21% 40	22.45% 33	10.88% 16	147	3.96
Accessibility	1.36% 2	0.00% 0	2.72% 4	2.72% 4	4.08% 6	2.72% 4	4.08% 6	6.12% 9	3.40% 5	14.29% 21	12.24% 18	27.89% 41	18.37% 27	147	3.84
Recreational opportunities (e.g. parks, trails, pools, splash pads, recreation centres)	5.44% 8	6.12% 9	3.40% 5	2.72% 4	6.12% 9	2.04% 3	7.48% 11	7.48% 11	9.52% 14	8.16% 12	8.84% 13	5.44% 8	27.21% 40	147	5.22

Q10 If the most important local issue facing the Town presently wasn't listed above, please tell us what it is:

Answered: 40 Skipped: 266

Balancing the Budget and keeping taxes low as promised by the Mayor and Deputy Mayor back in 2018

Cost of housing. Why are we focused on building large homes no one can afford. My children don't believe home ownership is possible for them despite having a post secondary education and full time employment.

New Management

Overspending on staffing costs. Massive increases affecting our taxes.

property taxes

Taxes are too high.

Failed parking meter system and total disrespect of majority of the town council for their constituents.

Economy and Jobs

n/a

Year round entertainment.

Increasing staffing demands at the Operations level to aid in

services provided to the growing population and the growing town boundaries.

The new parking meters downtown

Homelessness

Parking in the core

Cost-effective delivery of services we already have.

It's listed, but I need to emphasize: It Costs Too Much To Rent Here

Issues with weeds all in the cracks of the streets.

Waste of money

Cost of parking meters in town plus the added hidden fees online which are not displayed.

Lack of Growth. Town lacks identity.

Insanely High property taxes

Jobs and safety especially downtown/drugs

There should be more stop signs on Yonge street between

Kind and William, people run accross that street, includings a lot of kids..

Parking

size and disfunction of council

Downtown parking meter fiasco.

High taxes. Do not support additional funding through tax increases.

Food Security

making MPL public and getting rid of that board.

Population growth is too high

People not working together...only interested in their own agenda

Economic growth. Look to Collingwood for inspiration.

Waisting money on issues that will never stop, eg. Homelessnes and opiods and overdoses

More weed

Sustainability. Please call/email me and we can talk. Please?

MBL PARK..not a housing development

Keep taxes low!!

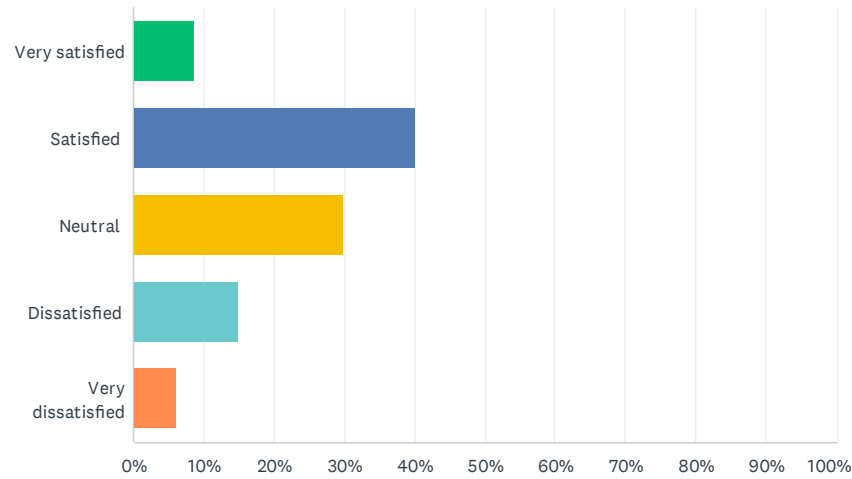
Loss of trees and natural beauty

Willful neglect of the downtown.

recognition that we can't have a healthy economy without a healthy environment

Q11 Generally, how do you feel about the overall quality of services provided by the Town of Midland?

Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Very satisfied	8.84%	13
Satisfied	40.14%	59
Neutral	29.93%	44
Dissatisfied	14.97%	22
Very dissatisfied	6.12%	9
TOTAL		147

The staff, the CAO David Denault and most of Council, Mayor Strathhearn, Deputy Mayor Mike Ross, Councillor's Jim Downer, Cher Cunningham, Cody Oschefski, Jonathan Main continuously out vote the remaining three Councillor's Bill Gordon, Beth Prost and Carole McGinn on most items that towns people are looking for helping keep taxes low, spending money wisely, keeping salaries lowered and having the MBL accessible for residents to use.

"No one is perfect and we can always do better.

I appreciate you seeking public input like this. "

I feel priorities are skewed. I don't want to hear about budgeting for more murals and splashing paint around when our roads, especially Yonge Street need paving. The area of Bay Street from King Street to Midland Avenue is a huge disgraceful eyesore. Spending on a few extra paintings here and there can't disguise that blot on the horizon AND it's one of the first areas visitors to our town dock view. It's an embarrassment!

Too many new Town employee hires with inflated salaries. Should have reduced the number of councillors.

The council doesn't listen to the concerns of the residents.

"I've been reasonably impressed since moving here - some smart decisions have been made: the downtown upgrade, extending David Onley park along the waterfront, the new Waypoint Centre for Mental Health Care, new apartment building downtown, lane reduction on Yonge Street, traffic signals at Yonge and 93, extension of the trail/sidewalk system along 93, the new roundabout.

But, I'm one of the financially fortunate ones, and I haven't had any reason to deal with social services or the police, or really with city hall, so my opinions are undoubtedly not the whole story. "

As someone who is not eligible to vote. There seems to be a disconnect between the town and residents whether this is due to the wrong council presentation or the lack of engagement from residents I am unsure most probably a combination of both.

I think the town is doing well to provide areas for growth and change. Midland Bay Landing is an incredible idea and I am sincerely hopeful for it's success. I think that once Covid isn't on our minds council will do well to make Midland a vibrant community again.

If we cannot support our present growth, why do we want to grow more and place more burden on people and the environment. Sustainability. Why do we need all this development, we should only have what we truly need, a healthy balance. We need to really address what we bring into our town, the benefits to the people, the issues with additional garbage, environmental concerns and the health of the people. If we do not have new growth we can better support our aging infrastructure. I am not in favor of destroying our forests to build.

Personally I feel that for the amount of property taxes that we pay services should be much better than they are now.

The Town has always been able to handle the summer population boom. But with the increase in permanent residents the Town is quickly becoming a city with the old time feel.

"Infrastructure projects like downtown need to be done. But you want to raise my taxes because you chose fancy interlocking bricks.

When I needed to do my driveway I would have loved to do fancy interlocking bricks but I couldn't afford it so i paved it. You want to raise my taxes because at the corner of bay and king you finished all the work and then ripped it all up to erect the ugliest giant rusted statue that cost \$200,000. And adds nothing. Our taxes are high enough spend my money wisely fix things that need to be fixed without using money we don't have use the waterfront to create wealth for the town. "

The council has been ignoring the population of the town

The above question is a “red herring”. The ranking presumes service gaps with no option for me to answer ‘none’ or eliminate any of the options. In my opinion, we have very few service gaps. In fact, we are over-serviced and the services are delivered inefficiently. Poor questionnaire design.

“My husband and I moved to Midland from Toronto in 1970 as young adults. We made the conscious decision to stay in Midland and to raise our family here. We have no regrets. We have seen growth and changes, and overall the results have been positive for the Town and its’ people. We’ve seen many different Mayors and Councils and the Town continued to move forward and grow in size.

I live in a condo by Little lake and I’m seeing many out-of-towners moving into our Town. People are realizing the many benefits to living in a small town close to bigger cities.”

From my perspective services are available as needed; however, my perspective is of course limited. I appreciate the garbage being picked up, streets being plowed and cleaned, the sense of safety provided by the fire station, police and hospital, our Library, etc. Room for improvement... always, especially in terms of environmental protection. The green spaces and the water are what make this town not Toronto! Lastly, I am grateful for all the work done by our Mayor, Councilors, and the many Town employees that make Midland a great place to live. Thank you.

Alot of money is waisted every couple years to spiffy up downtown just to change your minds and redo everything. Mean while our parks were falling apart because they hadn’t been tended to in years. You need to focus on the young families living in the community that are supporting it year round and less on looking pretty for tourists. At least you’ve added transit to access near by towns incase we need to access a good hospital.

Sometimes it’s good sometimes it’s bad

Not really sure what they provide.

The town provides many services that are important and work well, such as the library, MCC, and parks. However, more trees and green space, climate change mitigation/adaptation, and affordable housing are lacking in the community.

I feel the town has not been sensitive to businesses or residents during the pandemic and not great on consultation.

Although I am fairly new to Midland, I have been more than satisfied with the services I have utilized. The town is clean, downtown is beautiful, and the parks and trails are great! I haven’t used the transit service, but I see the buses with people on them every day passing my house. The library is BEAUTIFUL, and the staff there were super friendly and helpful. When I moved to town, I had a few questions I submitted that were answered quickly. Public safety is present and visible (police, fire, EMS).

Not getting what are taxes pay for.

I think for a small town population, we have a lot of wonderful amenities in the cultural and recreational area and a lovely downtown and I am hoping that we can once again fully utilize these when the covid pandemic gets under control. We seem to be able to continue to repair the infrastructure and modernize it. For me, I can afford to live here and work from home and to pay what are quite high taxes. But I can see that for others, there are more challenges to the cost of living and the lack of affordable housing and I think we should do more on this front. I think that the issue of climate change and sustainability is a critical issue even at the local level and I don’t really see the town moving on these issues in a big way or in a way that is inspiring and helping residents to do more themselves - there are some small developments for bike paths and walkability that are a start but we need to do more. It looks like we spend a lot of our budget on policing and fire as compared to other aspects.

They never actually take into consideration what the residents want. Things get done and don't work IE the bike lanes on Yonge St. I still share the sidewalk daily with bikers. Another example are the lights downtown, that do not have an automatic walk sign on the green...

Considering property taxes in the town of Midland are significantly higher than neighboring communities, services should be much better.

I think the town does a fairly good job but feel they failed with narrowing of Yonge St, the parking meters and often transparency.

I believe the funds wasted on "upgrading" the sidewalks on King Street and putting in undefined parking spots there could have been better spent improving the infrastructure and possibly repaving Yonge St.

"ToM seems to respond well. We had an amazing support from the staff during the issue we had in the street. Fair and open.

There appears to be a good spread of upgrades across the issues.

Midland exists in two very clear zones of wealth."

The council running the town are do crooked things.

I have written letters, emails, left messages, have spoken directly with various departments and when feedback/answers weren't readily available staff often do not get back to you. Better response time would be beneficial. After reading an article in Midland Today: I had a concern regarding the installation of street light on Easy Street (in Midland) and the article mentioned the online tool for requests/questions for concerns related to our Municipality. You could complete the online form but you would receive a "failed to send" message when the submit button was clicked.

I believe that the Town's core services and priorities are being given due consideration.

Any concern expressed regarding bylaw infractions was satisfactorily dealt with. Process to purchase and place bench and tree at Little Lake was courteously and thoughtfully accomplished by Park Staff.

Overall midland is a great town. Lived here most of my life. Improvements in the cost of living would be beneficial for retirement.

"I think generally Midland provides good services, however there is still room for improvement.

Housing prices are really high so I don't know how young adults/families are supposed to move/live here, and therefor Midland generally caters to wealthy retirees, which is not sustainable in the long run.

Subdivisions with single detached houses are not efficient designs for healthy living or growing populations and have a terrible impact on the environment. We need to build up not out.

Food security will also be an issue in the near future, so we need to promote urban agriculture, which means rooftop gardens and changing the bylaws to allow stuff like chickens in town. "

"Not a fan of parking meters. Tourists can't read the screen because of sun.

Water front should not charge parking on weekends. "

From my own experiences.

Midland staff seem to have too much influence on council members and we did not vote for them.

Town looks great...parks and downtown. Roads are good. Many other small towns not in same situation

We have everything we need

“Not enough being done to find affordable housing for low income families and seniors

Too many homeless people

Police don’t focus enough on street drugs, break-ins and thefts”

I’m simply on the fence, because I know council makes some good decisions, but there’s room for improvement.

Town is working on infrastructure and have to be commended for that. It’s a pity no roundabout was placed at king and bay during the construction there last year. Town missed a trick with that. Bus service is a god send here.

The current council is out of touch with the exception of a few first term councillors. Midland needs help as our community is falling behind Collingwood, Barrie, Orillia and Wasaga Beach.

“Town spends too much of its budget on policing.

Cut the police budget and redirect to helping families and individuals experiencing poverty.

Do something to provide more affordable housing. Rent in this small town is unsustainably high, especially for working parents. “

The parking system downtown is my only gripe. And I wish playground equipment would get more of a bump.

“Bringining in too much housing and not keeping up the services.... addind thousands of people and adding no doctors, dentists, more streets less snow removal, more housing the same policing

Growth is rarely a good thing.”

Stone

“In regards to question 13:

user pay should be in place for parking, boat launches, stormwater, and some recreation facilities at certain times, but the recreation facilities should also have some open access community hours because there should be some access for all.

I am opposed to user pay model for transit (we should encourage transit use however we can)”

See above comments

“Services are good in Midland, however taxes are the highest in the area. Non-residents should be paying a user fee to use Midland amenities.

One item to note - Wondering how a developer was able to develop a wetland ... Bayport area. This area was full of wildlife ... nothing was retained. Very disheartening.”

By-law needs some work, when it comes to responding to residents concerns

High cost of taxes

Necessary actions appear to take place.

I don’t think the town is doing enough to help it’s lower wage earners trying to live here. Our community is changing once again, with most of the real estate being purchased by out of town people-- which is fine... but locals are loosing the ability to stay in their hometown. I don’t know the solution, but we need some stability for all demographics- from single, to single parent with kids, to blended families, to seniors etc. We are so busy catering to families and those with \$\$, we are forgetting the ones that need the help.

The town hall seem very dysfunctional.

As mentioned there are some important gaps, but where the town does provide service, I believe it has done a good to excellent job (depending on the specific service).

My workers cannot afford to live here. My customers cannot afford to visit my store. It costs triple to have supplies delivered to my store compared to Barrie and the town just doesn't care. I'm actively looking to invest elsewhere.

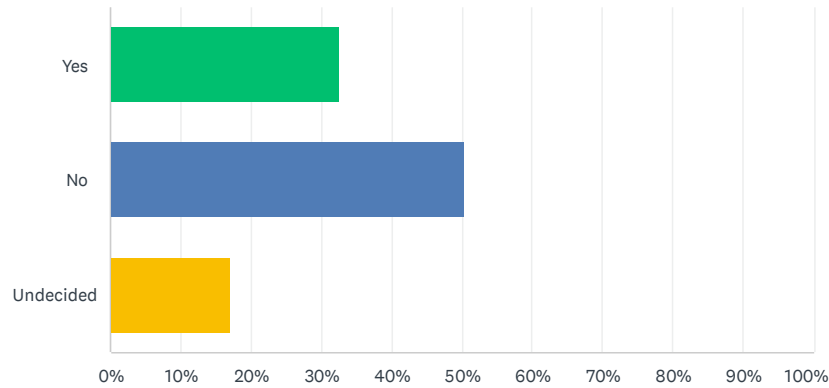
I live in what used to be Tiny Township until about 20+ years ago, so we're on the very edge of town, so to speak. No municipal services such as water or sewer (which suits us just fine) and frankly the only service I seem to get from the town is the collection of my high taxes. The county maintains our road & waste services (so I guess that can be justified for the county portion of taxes); but otherwise the town doesn't seem to even be aware that we exist.

Any time I've used the services, my questions were answered in a professional and friendly way

Not enough is being done to support the marginalized members of our community. Forcing them out of their encampment last year was deplorable and embarrassing from a community perspective

Q12 Do you agree with continuing to support a special levy (special tax increase) to support rebuilding the Town’s ageing infrastructure (e.g. roads, sidewalks, playgrounds, equipment, etc.)?

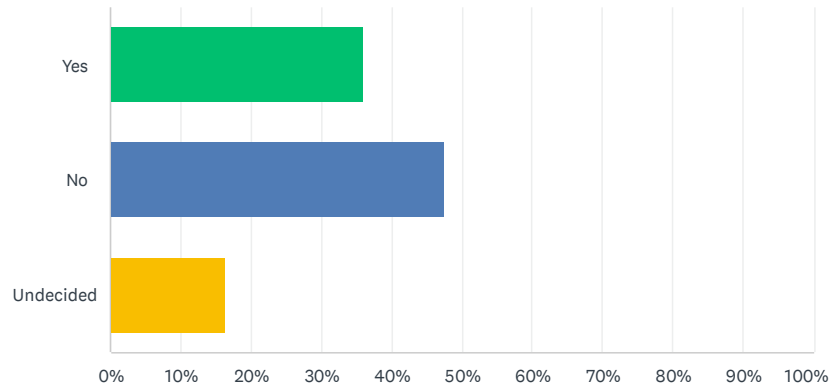
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Yes	32.65%	48
No	50.34%	74
Undecided	17.01%	25
TOTAL		147

Q13 Do you support increasing your local taxes to fund local affordable housing initiatives?

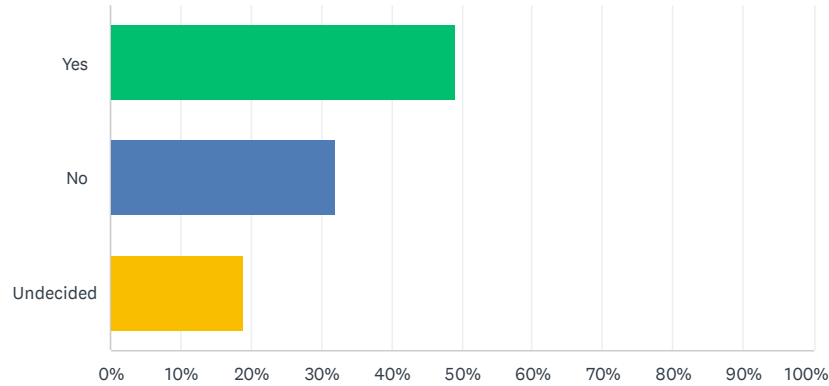
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Yes	36.05%	53
No	47.62%	70
Undecided	16.33%	24
TOTAL		147

Q14 Are you in favour of the Town making greater use of a 'user pay' model for specific services such as boat launches, parking, transit, stormwater, recreation facilities (e.g. ice/gym rental, court/field rental, room rental)?

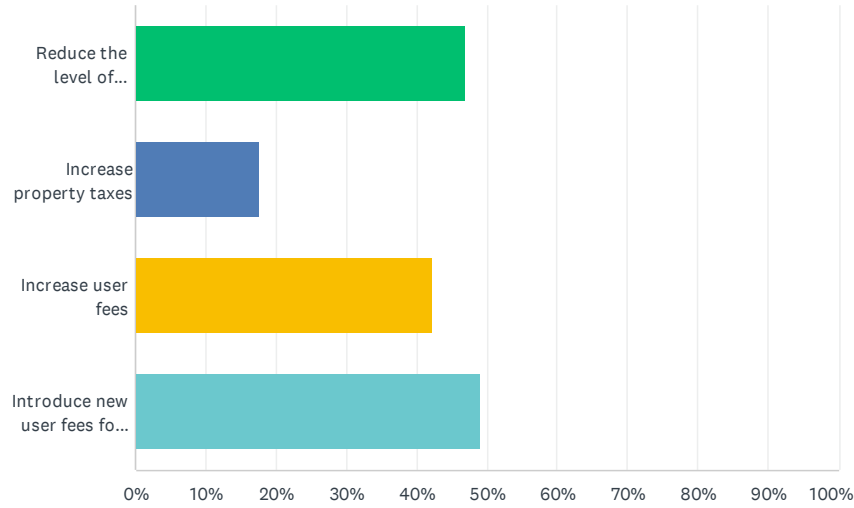
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Yes	48.98%	72
No	31.97%	47
Undecided	19.05%	28
TOTAL		147

Q15 To balance the budget as required by law, the Town of Midland has several options to consider. Which of the following options would you prefer the Town use to balance its budget?
 Note: User fees are charges or costs you would pay to use Town services. (e.g. boat launch, building permits, fire permits). Check all that apply.

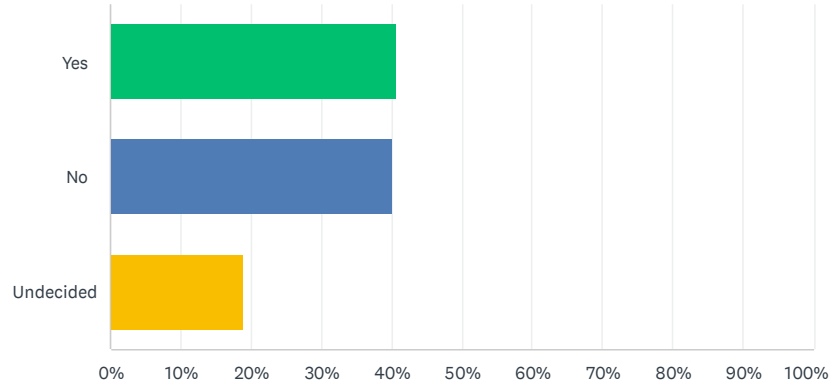
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Reduce the level of service(e.g. reduced hours, frequency)	46.94%	69
Increase property taxes	17.69%	26
Increase user fees	42.18%	62
Introduce new user fees for some Town services that currently have no fees	48.98%	72
Total Respondents: 147		

Q16 Do you agree with increasing the budget to match inflation to keep the Town's current service levels?

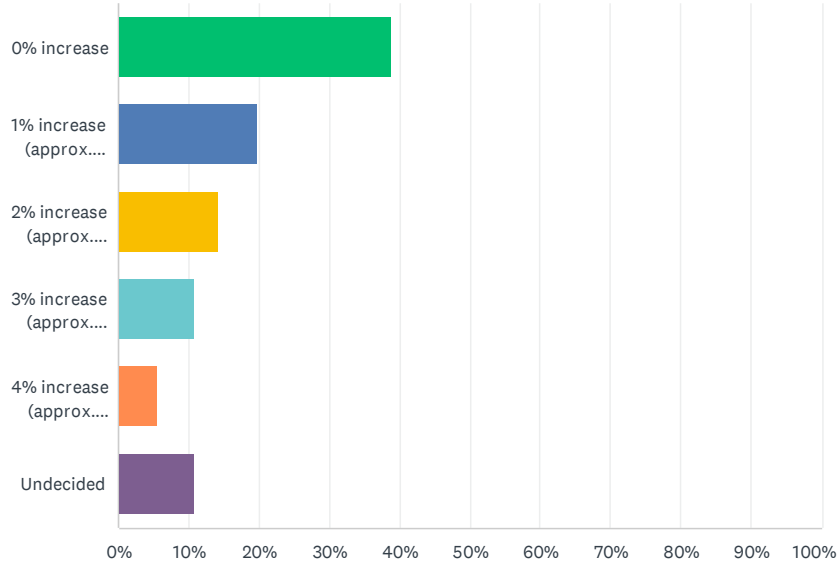
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
Yes	40.82%	60
No	40.14%	59
Undecided	19.05%	28
TOTAL		147

Q17 In 2021, the Town portion of your tax bill is \$1,047/ 100,000 of assessment (increased by \$3/month for each \$100K of assessment). How much would you be willing to pay on your taxes in addition to inflation so that the Town can provide additional services?

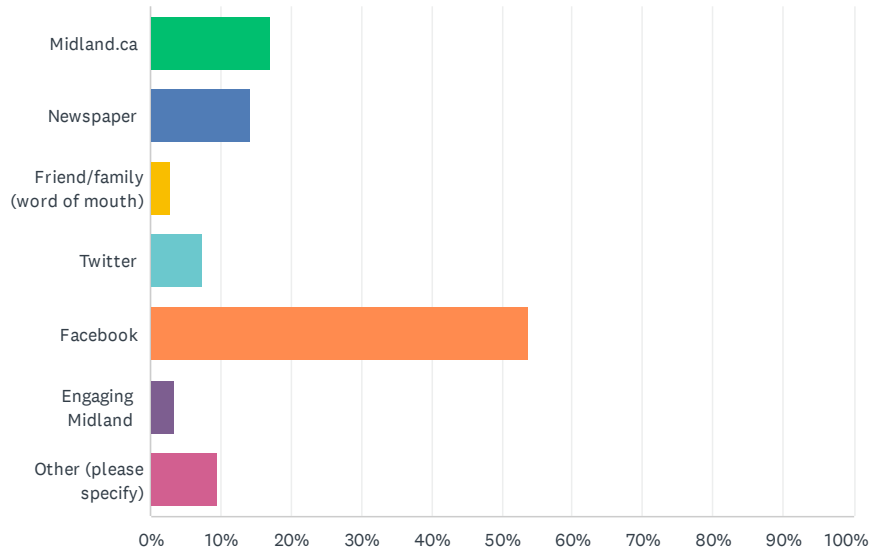
Answered: 147 Skipped: 159



ANSWER CHOICES	RESPONSES	
0% increase	38.78%	57
1% increase (approx. \$0.84/month for each \$100,000 of assessment)	19.73%	29
2% increase (approx. \$1.68/month for each \$100,000 of assessment)	14.29%	21
3% increase (approx. \$2.53/month for each \$100,000 of assessment)	10.88%	16
4% increase (approx. \$3.37/month for each \$100,000 of assessment)	5.44%	8
Undecided	10.88%	16
TOTAL		147

Q18 How did you find out about the 2022 Budget Survey?

Answered: 147 Skipped: 159



Other (please specify)

- Midland Today email
- Midland Today
- Simcoe.com
- Email
- Simcoe.com
- midlandtoday.ca
- Midland Today article
- Midland Today
- Radio
- Employee at the town office
- Online News
- Bingo
- Councillor Bill Gordon
- by accident

ANSWER CHOICES	RESPONSES	
Midland.ca	17.01%	25
Newspaper	14.29%	21
Friend/family (word of mouth)	2.72%	4
Twitter	7.48%	11
Facebook	53.74%	79
Engaging Midland	3.40%	5
Other (please specify)	9.52%	14
Total Respondents: 147		

Q19 Finally, the Town of Midland would like to know if you have any further comments or suggestions to add about any topics covered in this survey. Please type your comments in the space provided.

Answered: 101 Skipped/No comment: 205

Keep taxes low, stop high spending \$ on salaries, and work in the best interest of the residents.

Consider other options than taxing residents (tax and user fees). The MBLDC as an example should not be subsidized by the town. No nonprofit in the county pays its board of directors, how is it that a land development corporation can't generate income?

How much has high turnover in upper management and increase in levels ie executive directors of various departments added to budget. How about succession planning within organization rather than hiring people who never attend actual office. Town needs to get back to cohesion.

Housing new development please

we seem to have a dysfunctional council, you need to work together

Taxes keep going up but everything keeps shutting down and closing

Why are we among the highest tax payers for Simcoe County? Why do we need so many consultants for projects?

I appreciate that everything costs money and the rates are ever increasing. But when looking at the fact that water, property taxes, etc go up yet the amount we can increase rent in the second home we own is pennies and does not cover anywhere near the increases. As well as continuing increases but people's wages are not going up (out of your control), it is becoming increasingly harder to 'stay ahead of the game' and provide for my family.

I found it difficult to comment on questions about paying more property tax/user fees/cutting services to balance the budget without knowing which services would be cut and where user fees would be applied. I am absolutely against anything which cuts any services to lower income folks. I would happily pay more property taxes to ensure that the people that require social services have better access to them.

I find it hard to believe a tax increase when assessments have increased substantially and the number of housing units are increasing. Where is all that money going?

Island bay landing not to waste money on too many committees

Midland needs more focus on retention of its people, the dream for our youth should not be to save enough money to escape so they can find a career and start a family

Privatize the rec center and library

I would like to extend my sincere appreciation for Midland's willingness to move forward like other municipalities. The new parking system (specifically the app) is great and I can't believe the way people are complaining about it. Once Covid is done I would like to see more concerts and events for families and younger residents. Ribfest + Chilliwack was great a couple years ago, but getting a younger band would be fantastic for an event like that. We need to keep this town young and thriving.

Increase fees for dogs and cats. I fully respect the decisions that you have to make regarding our town. I found it hard to make some. But again, substantially is important. I also feel that if you are wealthy you should give back to your community in any way you can. I know there are many that do. I have concerns for all people who struggle, but I also worry about seniors who only live on their payments, and may not be able to keep up with these increases. I also think people living outside our town should have to pay additional costs to use our services.

I would like to suggest that licensing for dogs would increase and that it includes cats as well.

Bon Voyage!

I would have been reasonably content to say OK to LOCAL tax increases in line with inflation EXCEPT Midland's year-over-year spending increases have far exceeded inflation for years now. Encourage responsible growth by restraining the town's appetite for spending.

Continue to grow and push the boundaries. Utilize our proximity to Georgian bay, our local attractions to continue to help tourism thrive.

Focus on areas within municipal responsibility and do not waste the tax payers money on things that should be done by the higher levels of government.

Affordable housing to get people out of long term motel stYs

Too many NEW subdivision developments

STOP using rates and increases per \$100,000 assessment as the standard for measuring opinions on tax rates. Especially in this period of rampant property inflation it is entirely irrelevant, misleading and a smokescreen for unreasonable taxes and tax increases. STOP looking for new spending opportunities and instead look for places where spending can be reigned in. STOP assuming, through question design, that the issue is service delivery or new services and instead consider whether past year's increases were or still are needed.

Most residents provide feedback on immediate priorities, we need Council to show leadership in making budget devions for the future, not just the present.

Midland council seems to always believe that taxes and more taxes are the only way to budget. Why is it that Newmarket has a tax rate at 50% of Midland's based on a \$100,000 levy?

User fees need to be reasonable. Be careful not overwhelm the public with too many user fees at first. Introduce slowly.

Please see my comments above. Thank you for this opportunity to provide input.

Problem with user fee increases in our area is that they often penalize or leave out those least able to afford services. Making sports and other community recreation services more expensive will leave out too many kids/adults who need this social connection. Lots of working poor who would be left out. Also affordable housing needs to be a partnership with organizations that have the means to help at the corporate level.

More activities like group sports for special needs kids would be great.

Thanks.

The weeds need to get taken care of. I'll do the job. Contact me

Please provide more town subsidized housing and trees to provide climate change mitigation and adaptation. My neighbourhood is becoming increasingly bare and this summer's heat wave made the sidewalks and houses without AC inaccessible.

The only area of concern I have is with the parking situation downtown. I am NOT opposed to paying to park, and I like the idea of using the app to pay for parking, but I hope the Town is able to make sure that every parking meter has the QR code or other information to help pay for parking in the zones.

if you're not going to get rid of new parking lot metres please post large signs at every lot to inform people that parking is free on weekends and evenings. more people would shop downtown on weekends if they knew this information.

Do better with what you have.

I think your survey is a bit biased. I don't like the options presented where it seemed that it directed the options to either pay more taxes or pay user fees when we already pay taxes for services or cut services. There is not an option for continuing to look for efficiencies and savings in working with our neighbouring communities and other levels of government, modernizing where this would result in cost savings, etc. We are having growth which we can all see with new developments - why are we not better able to meet our needs with the increased tax revenues from these developments? There is nothing in the survey about how we would benefit from investing in affordable housing by leveraging funds from other levels of government and leaving more money in people's pockets to spend in the community, less stress on families, etc.

In the last 5 years my taxes have seen a large increase and the services being provided to me have not. I do want to see better snow removal of sidewalks. There are times the machine has gone through and they are still not walkable.

Keep focusing on finding solutions to the affordable housing crisis issues please. Too many are suffering.

It would be better if all counselors would simply listen to what is needed for the town and have a better way to communicate with senior members who have limited communication access to town news. That way everyone gets the information and can vote accordingly. By watching the town council meetings it's very easy to see which counselors truly understand and want to do the right thing for the town and the ones who are simply not. This will be known and remembered when the next election comes to vote new counselors to better the town.

Please consider a third option when trying balance the budget, apart from cutting services and raising taxes. Efficiencies must be found within each department. Midland already has by far the highest taxes in the region. Tax increase is not acceptable.

Midland doesn't have an income problem they have a spending problem. Property taxes are already too high in comparison to neighbouring municipalities

Raising taxes in a pandemic seems ridiculous

Do something concrete to eliminate the lack of respect GBDS students display in their school, surrounding properties and fellow citizens by throwing trash en route to & from the local eateries and ignoring traffic on residential streets by insisting on walking in groups on the streets instead of using the sidewalks. Also they congregate around the mailbox structure on Cook Drive blocking access to our boxes.

If facilities in the town are to be upgraded, like playgrounds, the turn around time needs to be as short as possible. In my opinion, decisions about what will replace it or how will be updated need to be made and scheduled BEFORE the facilities are removed or closed. There should be minimal interruptions to the use and enjoyment of these facilities. Also the addition of a splash pad to midland would be great for our young families as well as additional facilities and play spaces for youth. We need to engage our youth better to provide them with options that can be accessed without pay for those families unwilling or unable to afford it. Tiered user pay options based on income may need to be considered.

It seems that waste water user fees and recreation fees shouldn't be lumped together or at least I'm not clear about that connection

I think that all questions in this survey that require an answer should also have a comment box to provide context.

Less councilors or pay cuts will help balance the budget. Stop relying in the people to pay for it.

Taxes are high. Services are many. New revenue opportunities are needed.

Do better. Stop spending money on useless stuff.

Return to paid meter parking on the street and free parking in the municipal lots

Thanks!

Add more services for the children, outside rinks and childcare

Affordable/availability housing is important

Some compassionate decision making in light of the current reality where people are under employed, retired etc and no longer can support constant tax increases

Support user fees, excluding accessibility related uses i.e. transit, health services, library

Thanks for all you do

Keep Little Lake pliers over the winter. Have a Christmas light display in the park area. Similar to what Niagara Falls puts together during Christmas season. As other cities have done you could charge a tourism improvement fee.

Our property tax rates are higher than surrounding municipalities, and some services should be covered on a more equitable basis across North Simcoe.

Balancing a budget is a challenging task. Undecided comments were made to some of the questions because I would have to know more information. There was not mention of waterfront development plans.

Please provide the results of this survey in the local paper.

I'm in favor of increasing rates or adding user fees to services, provided there is an alternative for poor or disenfranchised members of our community. If these rates are too high, then it could keep services away from people who could potentially need them the most. Tax the rich to support the poor.

Last year's tax increase was excessive and should be mitigated by 0 per cent increase this year.

Although very happy to be consulted, I am concerned that the survey questions are designed to support current assumptions and do not reflect an information gathering exercise. We are facing a changing world with new challenges where the same approach will not succeed unless sage wisdom prevails.

No parking fees at water front on weekends

Stop enabling/supporting those who choose to be irresponsible & do not contribute to society

pls do not increase taxes. Considering home price appreciation prop taxes increased much more than inflation!

I urge council to sell the property known as edgehill park and

with that money keep mbl public.

I believe midland should keep services at same level but keep tax increase to 0. Too much money is being spent on staff and new positions added.

Our taxes are high. Work within your budget. Remember that every government action has consequences that need to be evaluated for long term costs and issues each action causes.

With MpAC assessments this year people are already hurting. I do not get raises that match inflation so can't keep up with the rising costs of EVERYTHING!

Having fewer councillors would save some money

Stop allowing new residential areas to be built. The only people that can afford the new houses are rich people moving from the city. Don't make Midland the next Barrie.

My wife and I bought in May 2020 and moved here permanently in April of this year and we love it here!

Consider developing tiny home communities which would allow our younger generation to enter the housing market and to assist in housing our homeless population.

Thank you for making the survey as an easy and accessible way for residents to voice their opinions

Some Town of Midland employees are more interested in treating our beautiful small town more like a city, with their big expensive ideas, salaries, etc...we need to live within our means. We need decent paying jobs for everyone...not high paying town employee jobs and minimum wage jobs for the rest of people

Please do something about drug addiction. Many people don't feel safe at night in Midland.

Look into other ways to increase income in the Town. Smart Town initiative talks about the value of a community with housing and business blended together rather than just new single family dwellings. Please explore how we design our Town more.

Reduce council size and town staffing levels

Pat yourselves on the back. People are generally quite upset right now - more at the provincial and federal government but town is the one they engage with.

We keep paying more taxes every year and see no more benefits

Reduce middle management

Free willy

Thank you for the opportunity to provide input.

Have entrances to King Street shops accessible.

Splash pad little lake park, to increase pollinator habitat allow residents to plant pollinator plants along boulevards.

More effort to consolidate with region to reduce costs should be undertaken

MBL PARK on Georgian Bay....PEte Peterson/Gawley are not sufficient for future needs.We will lose an opportunity of a lifetime to create a wonderful lakefront park if we turn it into a housing development.Follow the example of the Rotary Park in Penetang.

we need action to save our citizens from homelessness

Affordable housing is a province wide issue and I hope that affordable housing will be a priority. I think recreational activities is lacking, perhaps introducing more amenities/splash pads/seasonal recreation. Better website is desperately needed to. It's not customer friendly or easy to navigate.

Keep taxes low. Just about every other municipality in the area kept taxes low last year except Midland.

The town needs more people with a vested interest in Midland rather than just doing it for a pay cheque.

I have found the staff recommendations sensible in the past, and have been frustrated by some councillors to second guess every line item (or as near as the budget process allows). I do like that there will be SLR requests for both increases and decreases, to make it crystal clear what choices are being made. I'd also like to know what some of the ad-hoc decision through the year have cost.

Stop spending. Get out of your offices and meet people. Realize that investing in downtown is investing in local culture. Realize that there was nothing wrong with King St and the businesses never asked for a new street. It was forced on them for the sake of clean water in the Harbour. Taxes should increase for all waterfront properties that benefit from the clean Harbour.

Try to stay away from social justice issues and manage the town

Though probably not feasible, ideally I would like to see no increase for next year's taxes; we pay enough already.

Police enforcement and residential area speed limits need to be enforced. Perhaps installation of speed bumps as well. Public works department should only engage in the work that needs to be completed during daytime hours and not during the overnight hours unless it's an emergency repair.