

# Town of Midland Draft 2023 Budget



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



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# 1. Executive Summary

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## Executive Summary

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### Message from the Chief Administrative Officer (CAO)

On behalf of the Town Administration, I'd like to extend our appreciation to all our residents who were able to participate in the 2022 municipal election using a new electronic format. This kind of enhancement endorsed by Council illustrates our ability to adjust to changing times with the small-town personal support we all appreciate. We have a new council that is appreciative of the opportunity to support you and they are starting their term running with important budget deliberations. Thankfully we continue to receive very good feedback from our community. We listened to your input and made our survey easier to use and this resulted in more completed responses than the previous year. We also heard you when you said the document was too large and we changed the format to make it easier to read while preserving the transparency which is of course vital. I'd like to thank our new CFO, Lindsay Barron, for leading this effort with her team and we look forward to your feedback once again.

2023 certainly appears to be bringing us continued uncertainty, inflationary pressure, change and anxiety for so many lives. We also know that the services we support are vital to your daily lives and need to find ways to offer these safely and at a reasonable cost to the taxpayer. Our services as you would expect are facing the same inflationary pressures on material and supplies, a very competitive market for skills and very significant changes in legislation that are adjusting how we fund and build our communities. As has been documented in previous budgets and reports Midland is very dependent upon our existing tax base due to limited historical growth and a lack of consistent significant higher-level government funding that others benefit from. Over two years ago this administration assessed our financial situation and forecasted our needs for the next 10 years. We demonstrated that our aging infrastructure and capital needs are not adequately funded, and we need to correct this, or we will face higher costs and disruptions to our community. With Council's support we initiated steps to take advantage of historically low debt, advocate for and receive more funding and implement technology and processes to serve and save. We also were successful in filling open positions and training staff to eliminate costly gaps and use of external resources. We also brought forward alternatives to provide relief to our tax base with user pay systems and this was vigorously debated as it should, and Council provided their direction.

As a result of the hard work of our staff and the support of Council and our residents what has resulted is very good progress.





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## Executive Summary

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We understand our financial situation clearly. We have demonstrated our ability to effectively manage our budget and deliver a surplus in uncertain times with tremendous pressures of a pandemic on our lives and resources. This draft budget is significantly less than inflation, allows us to remain committed to fixing our funding gap for future capital needs and most importantly the support of residents with the services they have asked for. We look forward to Council's input and direction and will continue to provide our best advice and commitment to serve our residents with the value they expect and with the care and compassion everyone deserves in difficult times.

**David Denault, CAO**



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## Executive Summary

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### Our Roadmap: Midland's Strategic Vision

Midland is a safe, livable and prosperous community that respects its cultural heritage and celebrates the natural beauty of Georgian Bay.

Every project, initiative and goal is guided by our Community Strategic Plan. The 2018-2022 Strategic Plan serves as a roadmap that will take us from where we are today to where we want to be.

The current Plan is based on three Pillars.

1. Accountable, Responsive and Innovative Governance
2. Economic and Community Development
3. Safe, Sustainable, Healthy Community

We will work together with integrity and respect to build trust and optimism for the future.

As with every new term, this Council will have the opportunity revisit the Strategic Plan, and re-confirm the vision and priorities, reinforcing their commitment to working collaboratively with the Community in the first quarter of 2023.





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## Executive Summary

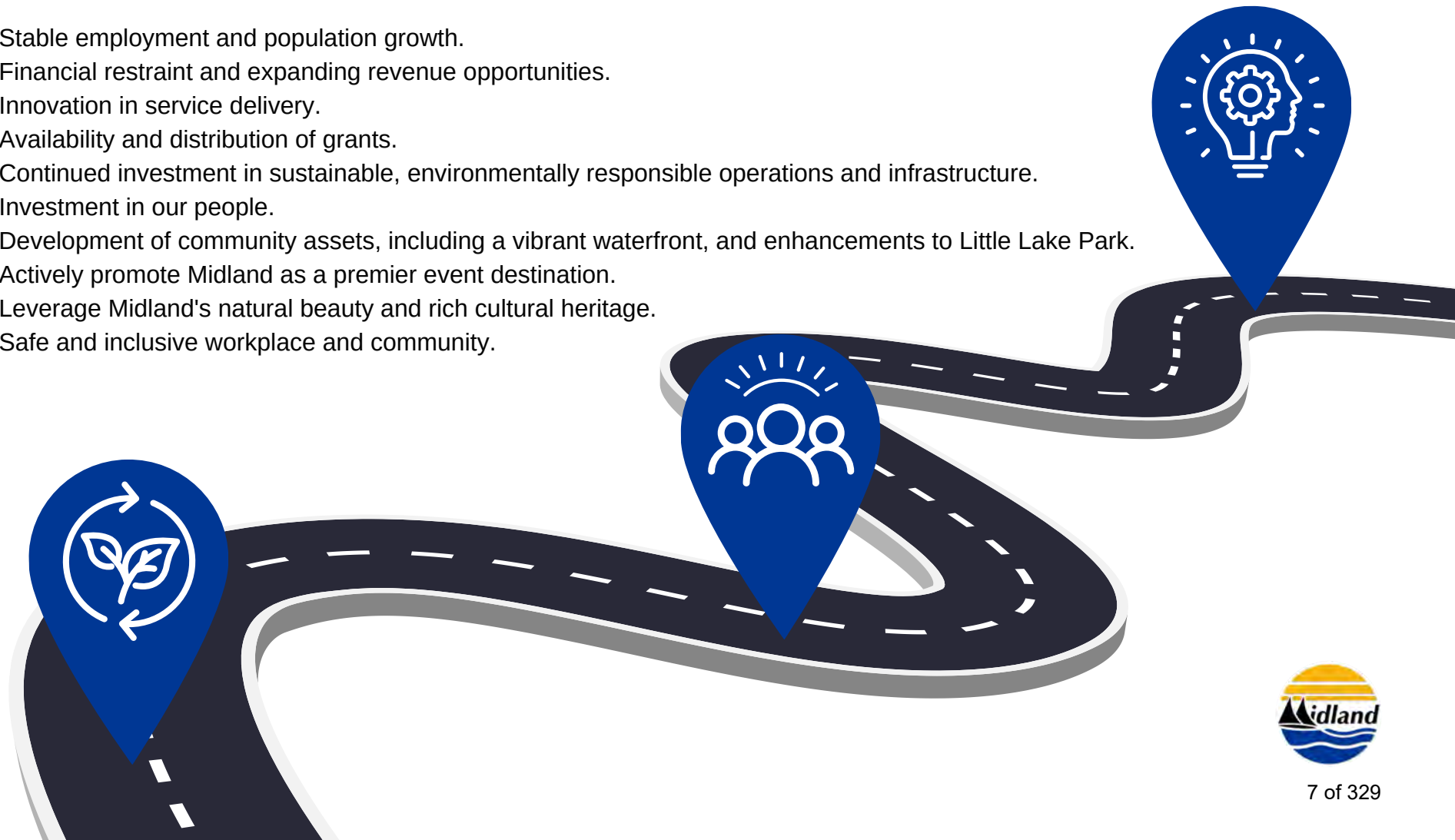
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### Midland's Road to Recovery

Finding new ways to work and bringing unique services to the community is critical to the way we operate. Never has the need for this approach been more apparent.

The roadmap to recovery has 10 distinct components, that in partnership have the potential to really transform Midland into a prosperous, sustainable, and affordable community.

- Stable employment and population growth.
- Financial restraint and expanding revenue opportunities.
- Innovation in service delivery.
- Availability and distribution of grants.
- Continued investment in sustainable, environmentally responsible operations and infrastructure.
- Investment in our people.
- Development of community assets, including a vibrant waterfront, and enhancements to Little Lake Park.
- Actively promote Midland as a premier event destination.
- Leverage Midland's natural beauty and rich cultural heritage.
- Safe and inclusive workplace and community.



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## Executive Summary

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### Proposed Projects that Respond to our Community's Needs

The following initiatives are proposed as part of the budget process to assist the community today, while re-building the even more vibrant Midland of tomorrow.

#### Improvements to Service Delivery and fee updates for new development

The intent is to deliver recommendations regarding service delivery improvements and fee updates that are consistent with the overall corporate effort to support the Town's long term financial sustainability and modernize service delivery fees and standards to streamline services where possible and ensure adequate resources to meet expected growth and development demands, while enabling the Town to meet their legislative obligations.

#### Park Enhancements

Upgrades to Little Lake, Tiffin, and Pete Pettersen Park, the Waterfront Trail, and our various Sports Fields all help to develop vibrant public spaces and promote a beautiful Midland.

#### Midland Bay Landing Development Corporation

The sale and development of this property will not only provide unprecedented public access, but will also assist the Town with reinforcing its financial reserve capacity and it will aid the Town in generating significant long-term, sustainable growth.

#### Removal of end of life infrastructure

The demolition of the old Parks Operations depot will allow for increased opportunities to repurpose Town properties to encourage strategic community development.





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## Executive Summary

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### Community Improvement Plan

Initiate Downtown and Attainable Housing Community Improvement Plan to stimulate and support key advances in environmental, social and economic development.

### Renewal of existing core infrastructure and equipment

Continuing to plan, design and reconstruct the Town's core assets is vital to the sustainability of the community. The replacement of aging infrastructure ensures that the community will continue to benefit from reliable and safe roads, sidewalks, and underground pipes.

Systematic equipment renewal ensures that the right equipment is available for operational tasks, such as snow plowing, grass cutting and tree trimming.

### Community Safety

New pedestrian crossings at three of our main pedestrian intersections are included in this year's budget, as recommended in the Transportation Master Plan. These include William at Elizabeth Street, First at Elizabeth Street and William at Donald Street.

Upgrades to the Transit buses ensures that the service remains accessible to the entire community. Buses will have automatic audio announcements that speak the name of each stop as they approach it. This system allows riders who are blind or visually impaired to know where they are and when they have reached their stop. Audio announcements also indicate which bus is coming. Visual display of the same info is equally helpful for riders who are Deaf or hearing impaired. The camera system will aid in the protection of our drivers and passengers. Cameras act as a deterrent to crime, as well as evidence in the event of an incident or collision.

### North Simcoe Community Risk Assessment (legislated July 1, 2024)

The Community Risk Assessment will identify and prioritize local risks, followed by the recommended strategic investment of resources to reduce their occurrence and impact. Its primary purpose is to provide data to better inform local decisions on the planning and implementing risk reduction measures.





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# Executive Summary

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## 2023 Budget – Public Consultation

### Engagement – Budget Survey (November 2023)

For the past several years the Town has prepared a budget survey to engage with the community to provide an opportunity to comment. This survey does not accurately represent a statistical sample of the community but may reflect key themes. The survey may help to inform Council's decision-making during budget deliberations. This year's survey was open to the public from November 1st to November 28th.

Through our many channels of outreach we heard from over 300 residents and businesses, with a 77% completion rate. Based on feedback from the previous year's survey we redesigned the 2023 survey to make it easier to participate in, resulting in an increased completion rate of 31% over last year's results (46%).

The full results of the survey are included in Section 18 of the 2023 Draft Budget. To highlight a few results, here is what we heard from residents and businesses on some topics:

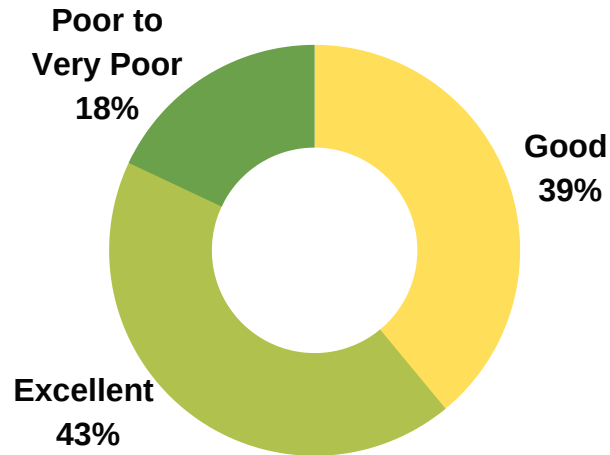




# Executive Summary

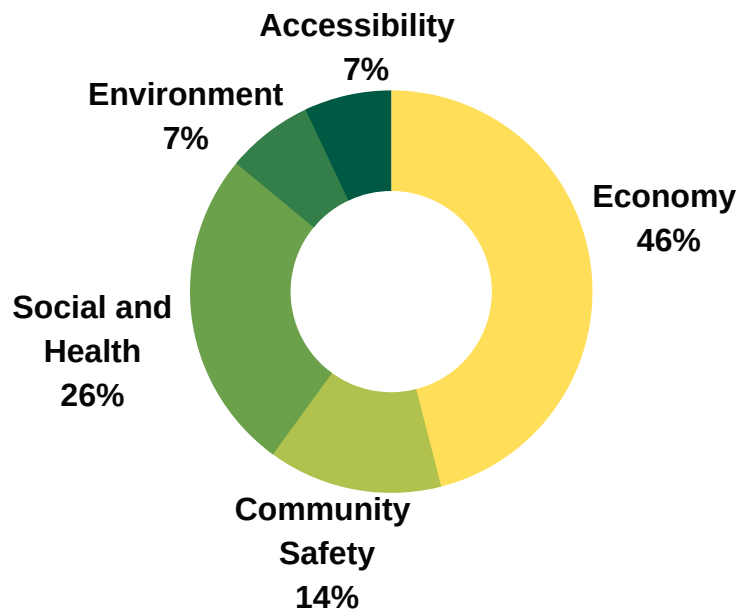
## Quality of Life (Question 7)

The quality of life score on the 2023 Budget Survey was 82% (good or better).



## Social and Economic Issues Facing Midland (Question 8)

The top three categories noted as the most important issues facing Midland were Economy; Community Safety; and Social and Health.

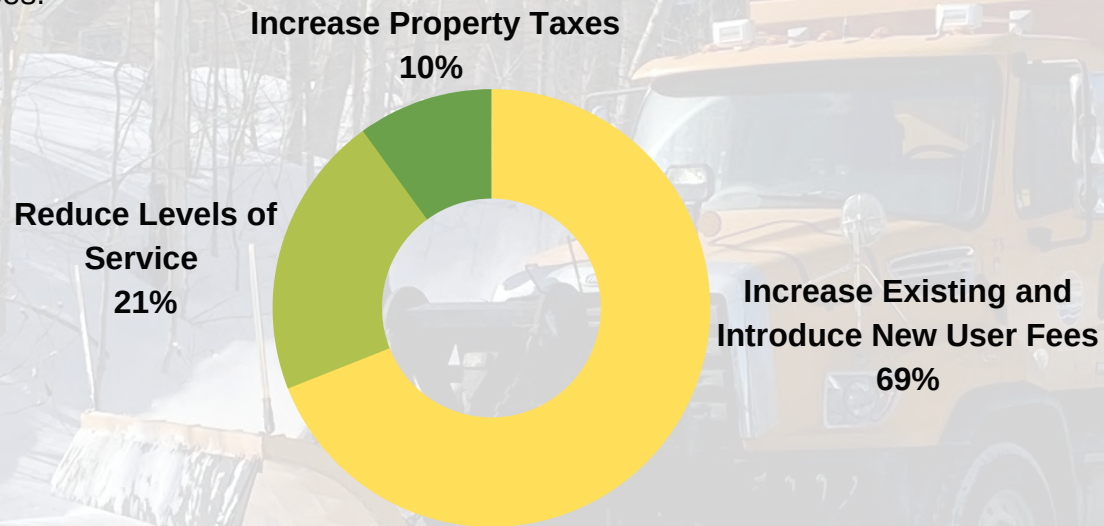




## Executive Summary

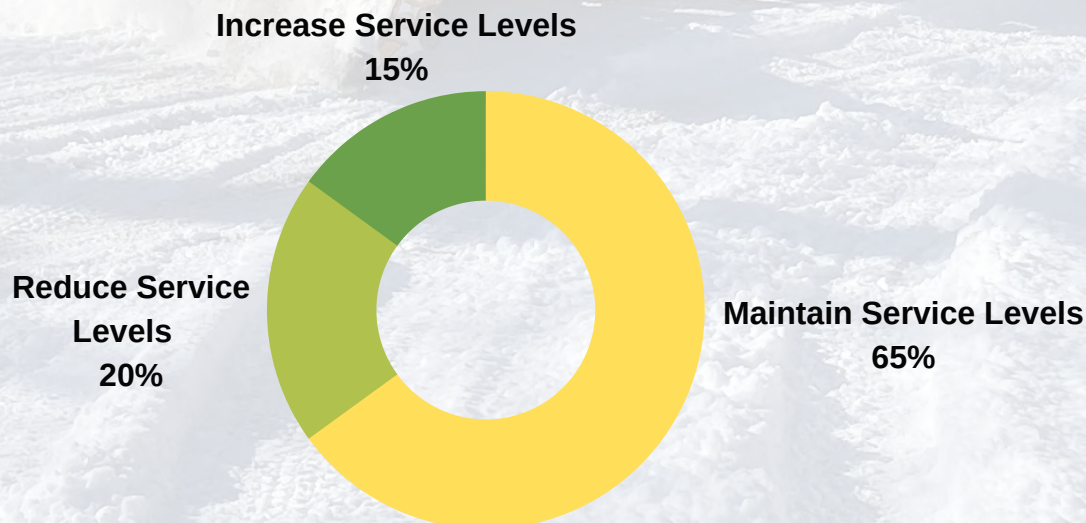
### Balancing the Budget (Question 9)

When asked which option the Town should consider in balancing the budget, respondents were able to choose more than one option. Based on the percentage of options chosen, the most favourable option was to increase existing and introduce new user fees.



### Preferred Level of Service (Question 11)

When asked to indicate their preferred level of service for Town services, respondents generally preferred that service levels be maintained.



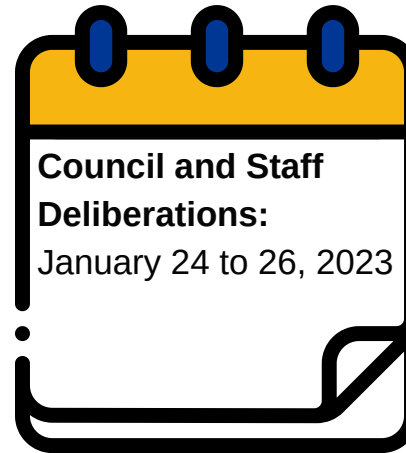
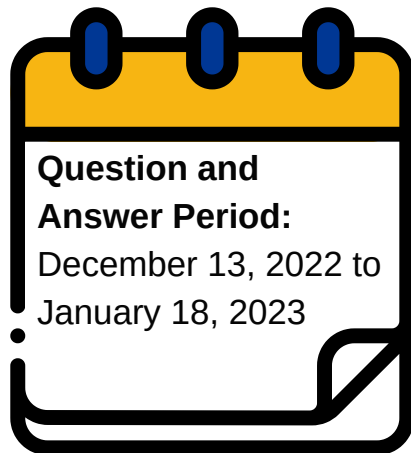


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## Executive Summary

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### Important Dates



Email all questions to  
[budget@midland.ca](mailto:budget@midland.ca).

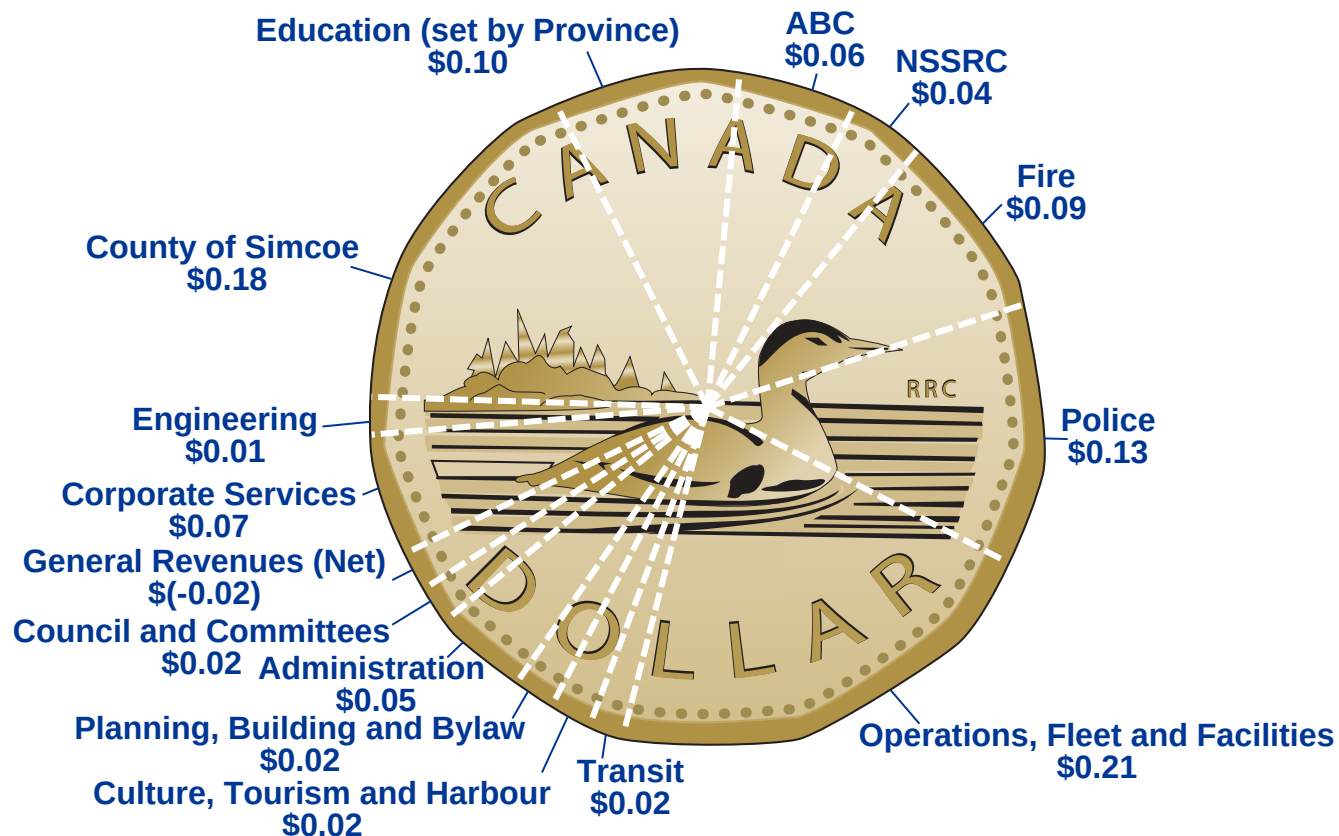


# Executive Summary

## Your Taxes

While the Town provides numerous critical services that affect your everyday life, we receive a small portion of total taxes you pay each year compared to other levels of government. Regardless, we strive to create a community that is an affordable place to live, work and play.

We believe that every dollar you provide is an investment to make sure you enjoy all that Midland has to offer. We do our best to maintain current services, provide new services, and minimize taxes. We frequently review our services to ensure they continue to provide value to our community.





# Executive Summary

## Providing Your Municipal Services

From every property tax dollar we collect, \$0.57 goes to the Town administered services. The rest goes to the various Agencies, Boards and Commissions (ABC's), Police, County, and the Province of Ontario (Education).



<b>Administered by the Town</b> <b>\$0.57</b>	<b>Police and ABC's</b> <b>\$0.15</b>	<b>County of Simcoe</b> <b>\$0.18</b>	<b>Education (Province)</b> <b>\$0.10</b>
<b>Example Services:</b> <ul style="list-style-type: none"> <li>• Transit Services</li> <li>• Culture, Tourism and Harbour</li> <li>• Planning and Building Services</li> <li>• Fire and Rescue Services</li> <li>• Operations, Fleet and Facilities</li> <li>• NSSRC</li> <li>• Engineering Services</li> <li>• Council, Administration and Corporate Services</li> <li>• By-law Enforcement Services</li> </ul>	<b>Example Services:</b> <ul style="list-style-type: none"> <li>• Community Mobilization and Engagement Unit</li> <li>• Court Services</li> <li>• Auxiliary Unit</li> <li>• Crisis Outreach and Support Team</li> <li>• Police Service Board</li> <li>• Library Services</li> <li>• Severn Sound Environmental Assoc.</li> <li>• EDCNS</li> <li>• Midland Bay Landing Development Corporation</li> <li>• Huronia Museum</li> <li>• Huronia Airport</li> </ul>	<b>Example Services:</b> <ul style="list-style-type: none"> <li>• Waste Collection</li> <li>• Paramedic Services</li> <li>• Simcoe County Tourism</li> <li>• Long Term Care</li> <li>• Social Services</li> </ul>	<b>Example Services:</b> <ul style="list-style-type: none"> <li>• School Boards</li> <li>• Teachers</li> <li>• Schools</li> <li>• Supplies</li> </ul>



# Executive Summary

## 2023 Tax Increase



### 2023 Tax Increase

\$5.33 per month / \$64 per year \*

\*per \$100,000 of assessment.

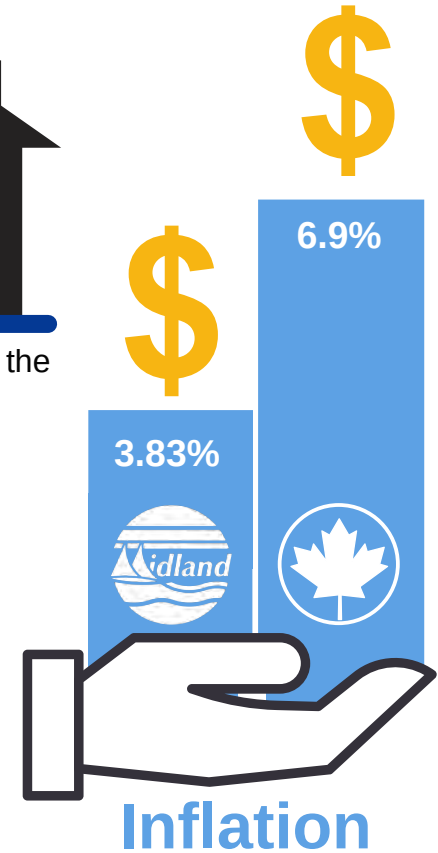
Average home value assessment in 2022 was \$278,268

There are many factors considered when developing a budget. Decisions such as, how do you balance the demands of a growing community with the inflationary market impacts, coupled with the decisions of previous Councils.

As a result, considerable amount of time was spent in exploring strategies to achieve operational efficiencies, service level reduction options and revenue generating initiatives required to reduce the operating budget targets below inflation.

### Breakdown of the 2023 Tax Levy Increase and Impact on Tax Rate

	Tax Levy Impact	Tax Rate Impact	
		Town	Blended*
Past Decisions (Parking, Transit, Boat Launch)	\$419,500	1.64%	
Base Budget Change (new)	\$529,861	2.10%	
One-time	\$17,000	0.10%	
Subtotal	\$966,361	3.83%	3.41%
Service Level Change Requests	\$(82,172)	-0.4%	-0.3%
Council and Committee Requests (TBD)	\$ -	-	-
Agencies, Boards, and Commissions	\$104,816	0.46%	0.33%
Sustainable Capital Levy	\$265,300	1.00%	0.72%
Total	\$1,254,305	4.93%	4.20%



Inflation

\* Assume 3.5% increase in Town's share of County levy





## Executive Summary

### 2023 Tax Increase

	\$ Change	% Change
Growth in new property tax assessment	670,000	-2.69%
Net increase in Corporate revenues	350,500	-1.41%
Net (increase) related to past decisions	-273,500	1.10%
Net (increase) related to existing contracts and services	-710,000	2.85%
Net (increase) related to market demand and inflationary pressures	-452,500	1.82%
Net (increase) related to renewal/replacement of infrastructure	-431,000	1.73%
Net (increase) related to community initiatives/support	-47,000	0.19%
<b>2023 Tax Increase</b>		<b>3.83%</b>





# Executive Summary

## Forecasted Tax Rate Increases

The table below shows a high-level estimate of potential tax rate changes resulting from decisions made in prior years and the decisions facing Council in the 2023 Budget. The amounts reflect the Town's portion of the tax levy (i.e., blended rate not presented).

The Forecast presented builds off the 2023 budget, including all service level change requests and the addition 1% levy to the Sustainability Reserve.

Estimates such as realized assessment growth and inflation are assumed to net each other out in 2024. In 2025-2026 additional realized growth of 3% per year has been included to factor in residential development projects such as Seasons on Little Lake and Midland Bay Landing.

<b>Tax-rate Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Realized Assessment Growth	-3.0%	-6.0%	-6.0%
Base Budget Inflationary Change (3%)	3.0%	3.0%	3.0%
Phase-out remaining salary gapping	0.8%	-	-
Phase-out Provincial Gas Tax Reliance	0.2%	0.2%	0.2%
Phase-in market/pay equity study	0.8%	0.7%	-
New External Debt	0.1%	0.6%	1.1%
New Internal Debt (repay CWI Fund)	0.5%	1.1%	0.7%
Service Level Changes to support growth	1.0%	2.0%	2.0%
Sustainable Capital Levy	1.0%	1.0%	1.0%
<b>Total</b>	<b>4.4%</b>	<b>2.7%</b>	<b>2.0%</b>

If this type of steady growth (about 100 to 150 new homes each year) identified in years 2025 and 2026 extends beyond the forecasted period, the Town's tax rate would begin to level off, or even decline. This assumes that annual budget increases are kept below growth targets, and that a significant shift does not take place between residential and non-residential assessment.



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## **2. Financial Overview - Operating and Capital**

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## Financial Overview - Operating and Capital

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### Operating Budget - Expenditures

Municipal operating budgets sum the expenditures needed 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 may take the 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.



# Financial Overview - Operating and Capital

## Gross Expenditures by Major Expense Category

The chart (Figure 2.0) below provides a breakdown of gross expenditures in the tax funded operating budget of \$34.6M by major expense category.

These amounts include the cost of shared services (e.g. transit, building and fire) that help support external agencies and municipal neighbours. These agreements will continue to be reviewed through 2023 to ensure cost recoveries for shared services are reasonable.

Gross Expenditures by Major Expense Category

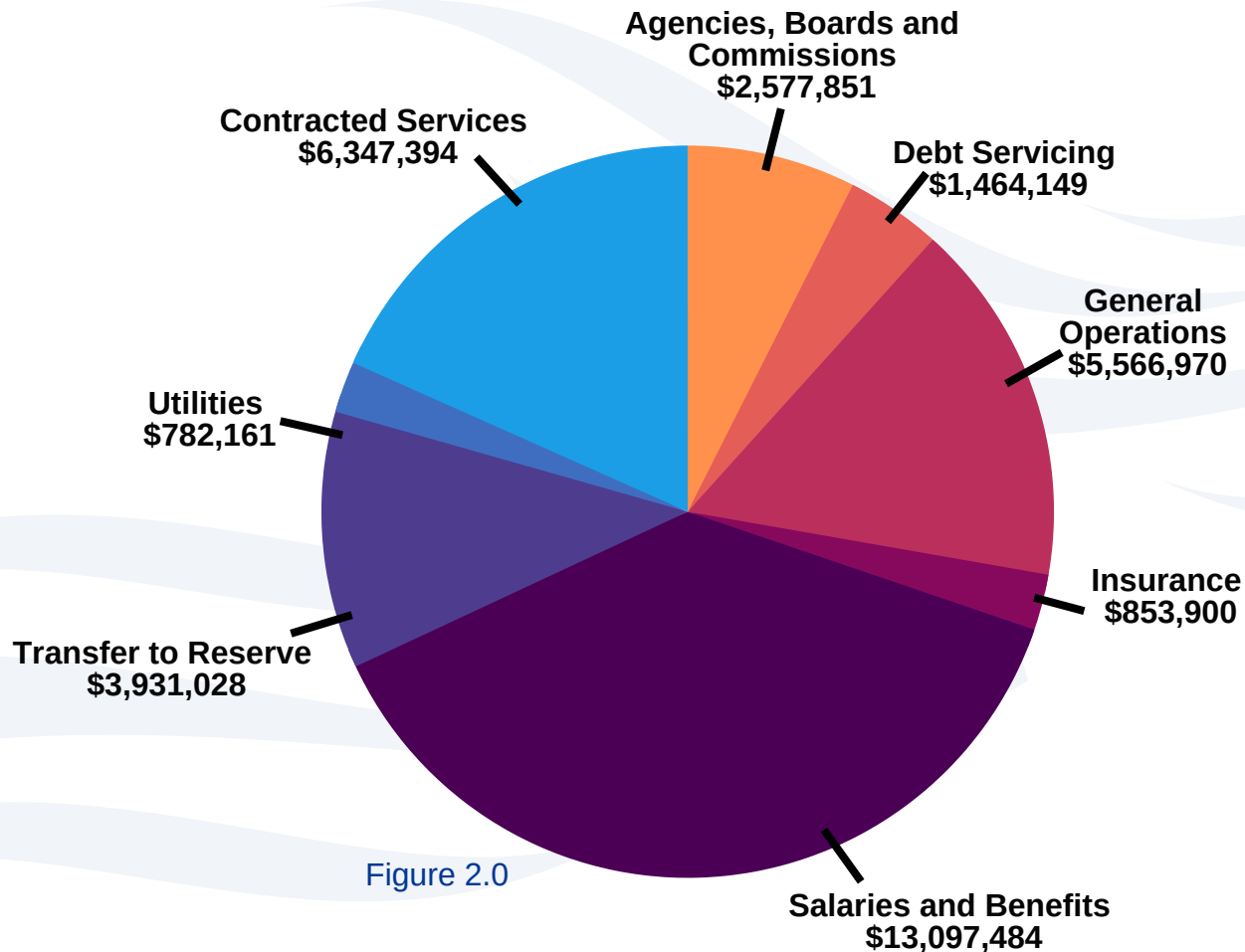


Figure 2.0



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## Financial Overview - Operating and Capital

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### Salaries and Benefits - Full Time Staff

Salaries and Benefits account for a significant portion of the Town's gross expenditures. The Town's staff is the most essential component in the reliable and timely delivery of services to residents and businesses. The current staff complement is comparable to the 2013 full time staffing levels.

The table on the following page presents the current approved full time staffing complement and includes the requests for additional staff to better serve the community. Detailed business cases supporting the 2023 requests for additional staff are found in the Change Request Form section of the document.

### Salaries and Benefits - Part-Time and Contract Staff

The Town's part-time and contract staff complement is essential to maintaining our current level of service.

The part-time and contract model is a cost-effective way to manage peaks in service demand, particularly in the areas of operations, by-law enforcement and special event planning.

Summer students make up a significant portion of our contracts. They provide additional hours for operations during peaks in service demand and much needed vacation relief coverage, all while taking advantage of on the job learning opportunities to help grow their futures.

Detailed business cases supporting the 2023 requests for additional part-time staff are found in the Change Request Form section of the document.





Department/Division	2022 Approved Budget - FT	2022 Actual -FT	2023 Requests- FT	2023 Recommended FT Complement
<b>Administration</b>	<b>1</b>	<b>1</b>		<b>1</b>
CXO (including Communications)	3	3		3
HR/H&S **	3	4		4
<b>Department total</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>8</b>
				0
<b>Corporate Services</b>	<b>2</b>	<b>2</b>		<b>2</b>
Clerks	3	2		2
Finance	7	7		7
Procurement	1	2		2
Legal & Risk Management	1	1		1
IT**	4	3		3
<b>Department total</b>	<b>18</b>	<b>17</b>	<b>0</b>	<b>17</b>
				0
<b>Fire*</b>	<b>17</b>	<b>17</b>		<b>17</b>
				0
<b>Planning, Building &amp; By-law</b>	<b>2</b>	<b>2</b>		<b>2</b>
By-law and Parking	2	2	1	3
Building*	4	4		4
Planning	2	2		2
<b>Department total</b>	<b>10</b>	<b>10</b>	<b>1</b>	<b>11</b>
				0
<b>Infrastructure &amp; Environment</b>	<b>2</b>	<b>2</b>		<b>2</b>
Facilities/Fleet & Asset Mgmt.	2	5		5
Culture & Tourism***	3	2	1	3
Engineering	4	5		5
NSSRC***	13	12		12
Operations & Harbour	31	30	1	31
Water/Wastewater	20	19		19
Transit*	4	4		4
<b>Department total</b>	<b>79</b>	<b>79</b>	<b>2</b>	<b>81</b>
				0
<b>Sub-Total</b>	<b>131</b>	<b>131</b>	<b>3</b>	<b>134</b>
<b>*Shared Services Recovered</b>	<b>4.5</b>	<b>4.5</b>	<b>0</b>	<b>4.5</b>
<b>Total</b>	<b>126.5</b>	<b>126.5</b>	<b>3</b>	<b>129.5</b>

\*\* Conversion of FT position from IT to HR

\*\*\* Conversion of PT position from Culture & Tourism to NSSRC

Department/Division	Permanent PT	Contracts (Seasonal)	Students	2023 Requests- PT	2023 Recommended PT Complement
<b>Administration</b>					<b>0</b>
CXO (including Communications)	3			0.5	3.5
HR/H&S					0
<b>Department total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>3.5</b>
					0
<b>Corporate Services</b>					<b>0</b>
Clerks					0
Finance			1		1
Procurement					0
Legal & Risk Management					0
IT					0
<b>Department total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
					0
<b>Fire*</b>					<b>0</b>
					0
<b>Planning, Building &amp; By-law</b>					<b>0</b>
By-law and Parking			4	0.5	4.5
Building		1			1
Planning			1		1
<b>Department total</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0.5</b>	<b>6.5</b>
					0
<b>Infrastructure &amp; Environment</b>					<b>0</b>
Facilities/Fleet & Asset Mgmt.					0
Culture & Tourism		2	8		10
Engineering			1		1
NSSRC		3			3
Operations & Harbour	1	6	9		16
Water/Wastewater					0
Transit*	6				6
<b>Department total</b>	<b>7</b>	<b>11</b>	<b>18</b>	<b>0</b>	<b>36</b>
					0
<b>Sub-Total</b>	<b>10</b>	<b>12</b>	<b>24</b>	<b>1</b>	<b>47</b>
<b>*Shared Services Recovered</b>				<b>0</b>	<b>0</b>
<b>Total</b>	<b>10</b>	<b>12</b>	<b>24</b>	<b>1</b>	<b>47</b>

# Financial Overview - Operating and Capital

## Operating Budget – Revenue Sources

Property taxes are the primary source of funding for services provided by the Town.

The chart below (Figure 2.1) 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**

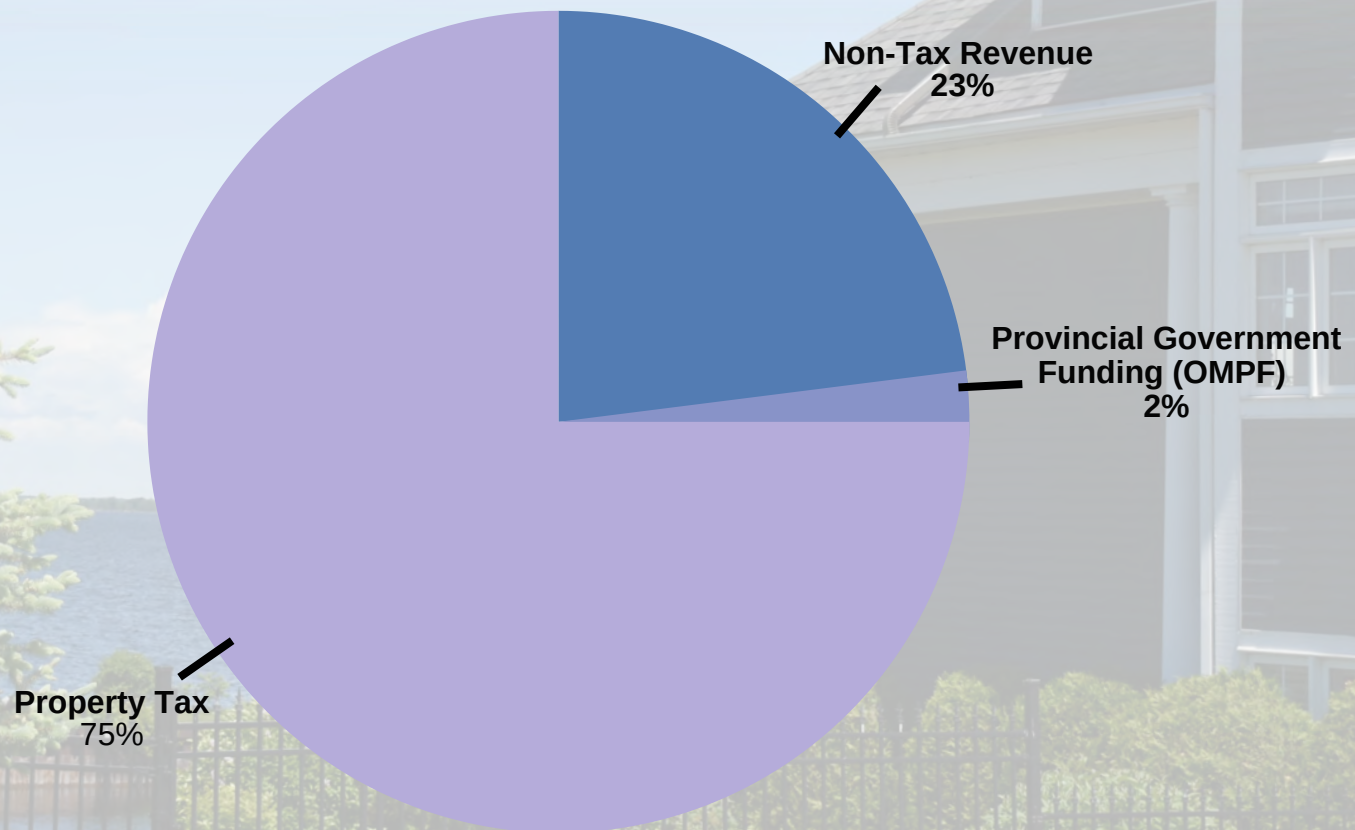


Figure 2.1





# Financial Overview - Operating and Capital

## 2023 Tax Levy by Major Property Class

The annual property tax levy is shared across several classes of property. The chart below (Figure 2.2) presents the breakdown of the proposed 2023 tax levy by major property class.

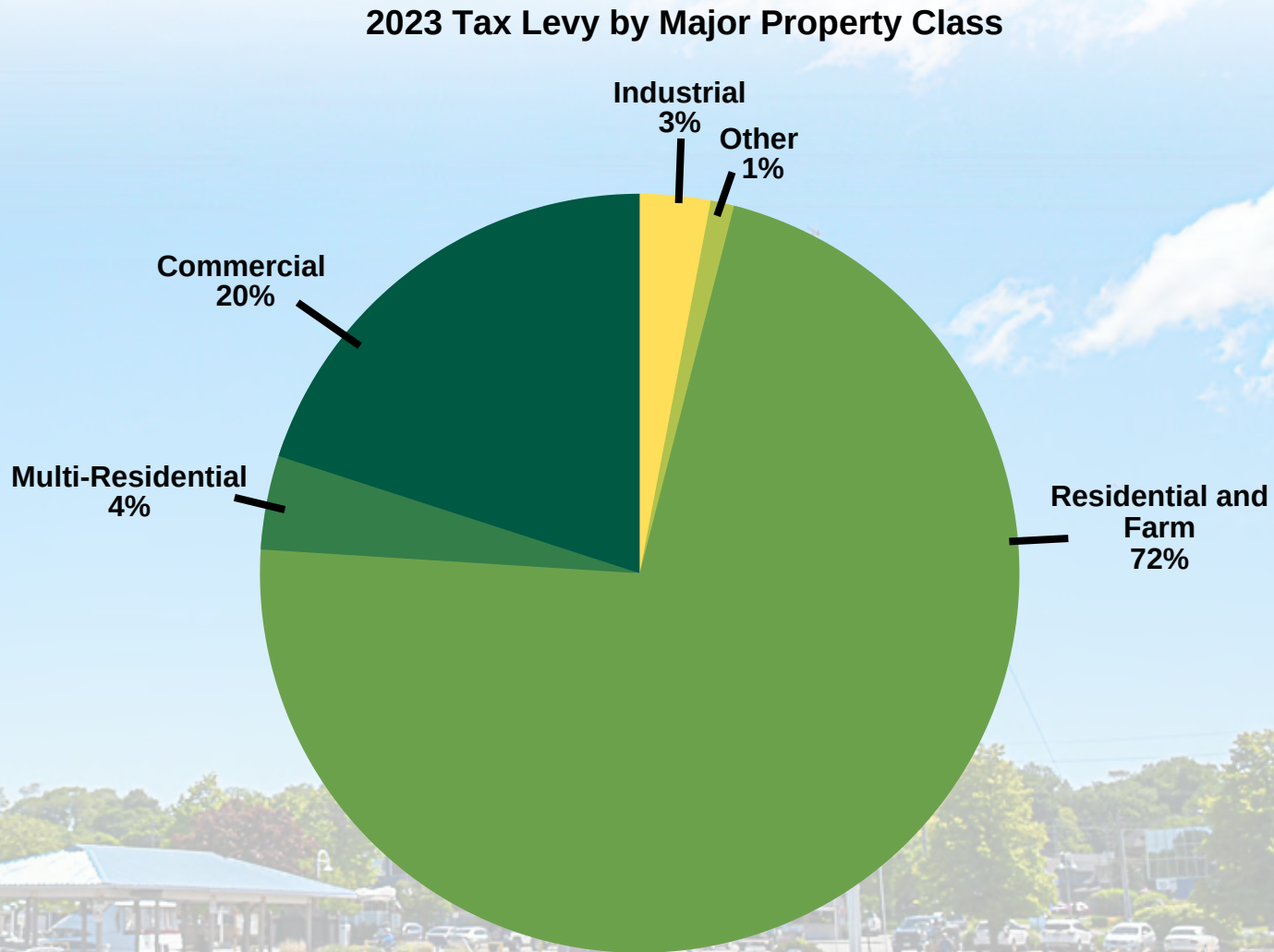


Figure 2.2



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## Financial Overview - Operating and Capital

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### Property Taxes as a Percentage of Total Revenue

Property taxes are calculated based on the assessed value of the property. An update to assessment values was originally planned for 2020, however due to the COVID-19 pandemic, the Ontario Government announced that the 2020 Assessment Update has been postponed.

Council and taxpayers are reminded that reassessment does not generate additional tax revenue for the Town, as tax rates are adjusted to collect the same amount of property tax revenue. Reassessment can however result in a decrease or increase to a property tax bill if the assessed value of the property is less or more than the average property value increase.

The addition of assessment from previously undeveloped properties or expansion and redevelopment of existing properties has the opportunity of creating additional tax revenues for the Town but often comes with additional costs. New roads, parks, streetlights, and other operational expenditures increase the budget dollar needs of the municipality that must be factored into tax rates for new and existing properties.

The operating budget also includes sources of non-tax revenues such as grants, facility rental fees, direct billing back to developers and other stakeholders, recreation program fees, planning fees, various fines, and penalties and interest on investments and bank balances. See the chart on the following page (Figure 2.3)

Every effort is made to maximize revenues received for specific services to lessen the tax burden to property owners. The total non-tax operating revenue sources total \$8M for 2023.





# Financial Overview - Operating and Capital

## Sources of Non-Tax Operating Revenue

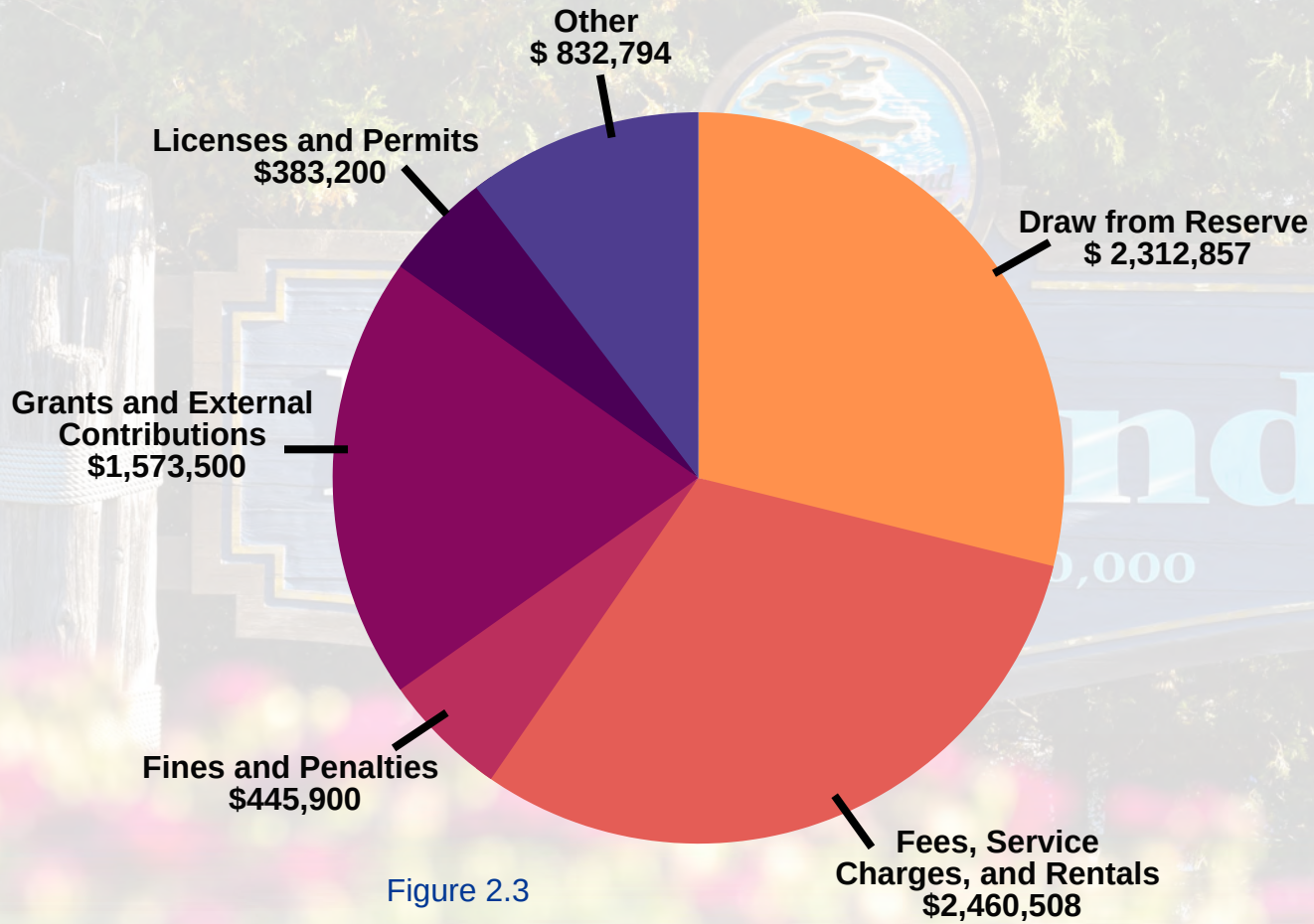


Figure 2.3



# Financial Overview - Operating and Capital



## Grants and External Contributions

### Ontario Municipal Partnership Fund (OMPF)

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance (operating grant) to Municipalities. The Province has been providing this grant for over a decade. The 2023 OMPF will provide a total of \$500 million to 389 municipalities across the province. The 2023 OMPF will provide a total of \$500 million to 389 municipalities across the province.

There are five grant components of the 2023 OMPF that determine each qualifying municipality share. Of the 5 components, Midland only qualifies for consideration under the Assessment Equalization component. This component provides funding to municipalities with limited property assessment due to lower property values and limited non-residential assessment.

As a result, Midland receives significantly less funding than most of our neighbours (Penetanguishene excl.)

The table on the following page (Figure 2.4) provides the 2023 allocations of comparable municipalities. If the Town's OMPF allocation was to match the average funding of neighbouring municipalities this would result in more than a 2% reduction to Midland's tax rate.

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 provide relief to our tax base.





## Financial Overview - Operating and Capital

### Ontario Municipal Partnership Fund (OMPF)

Municipality	2023 OMPF Allocation	Average OMPF per Household	Average Home Assessment
Tay	1,012,700	179	268,242
Tiny	1,775,300	172	406,848
Penetanguishene	311,900	76	278,231
Oro-Medonte	1,354,700	139	527,466
Springwater	863,600	104	498,715
Severn	1,117,100	152	428,605
Georgian Bay	1,101,100	190	501,350
Clearview	952,300	147	407,024
Gravenhurst	1,892,600	215	425,182
Bracebridge	1,576,700	169	378,192
Average	1,195,800	154	411,986
Midland	616,400	76	278,268
\$ Differential	579,400	78	133,718
Midland's Lost Tax Reduction	2.3%		

Figure 2.4





## Financial Overview - Operating and Capital

### Fees, Service Charges and Rentals

Included in this category are the various fees and charges that are collected for the delivery of specific services and that are contained in the annual fees and charges by-law.

Examples include development fees for building and planning and inspection services, ice and room rentals, licenses, by-law infractions, and various staff and equipment charge out rates.

The 2023 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 2023 base budget includes marginal increase over 2022. Staff are in the process of reviewing fees in the Planning, Building and Engineering Divisions with the intent to improve service delivery and generating increased fees after all legislated requirements are met. As such, these fees have largely been frozen until this review is complete.

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



## Financial Overview - Operating and Capital

### Operating Reserves

#### Provincial Gas Tax (Transit)

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.

For 2023, staff have included an increase in the draw from this reserve to recover the anticipated costs of the free transit for seniors' program, as well as inflationary costs for Town operations and that of Community Reach, our accessible transit system provider. In total the additional funding utilized in 2023, amounts to a 0.7% decrease to the tax levy. While this funding is available for operations, it is also used to replace our transit infrastructure. Using too much of this funding to subsidize operations may impact our ability to replace this infrastructure in the future, thus, again, putting more reliance on the tax rate.

#### Police Transition Reserve

The Police Transition Reserve was established in 2018 for the purpose of financing the costs associated with the transition to OPP for the Town's police services. The Town transitioned to the OPP Standard Billing Model in 2022, resulting in a savings for the 2023 budget year of approximately \$307K relative to 2022. A significant amount of this realized savings has been allocated annually to this reserve according to the established 20 year repayment plan. The current balance of this reserve is (\$3.2M).

#### 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.



# Financial Overview - Operating and Capital

## Base Operating Budget

The 2023 base budget includes the estimated costs to deliver our current level of service to the community. The budget includes inflationary adjustments, impacts of past decisions and transfers to our reserves for current and future infrastructure replacement.

The table on the following page sums these adjustments. Details of the significant changes by department/division are included with each department/division overview, which outlines key objectives and successes, as well as major initiatives for the coming budget year.





	Tax Based
<b>Base Budget Significant Changes</b>	
<i>Revenues &amp; Cost Recoveries</i>	
Growth in new property tax assessment (estimated at 2.5%)	-670,000
Decision to provide fee Transit to resident seniors	37,500
Decision to provide free Boat Launch service to residents	80,000
Decision to provide free downtown lot parking	250,000
Increase in funding from operating reserves	-560,000
Increase in interest and investment income	-100,000
Increase in cost recoveries (including Inter-municipal recoveries)	-78,000
Increased permit and fee revenue	-10,000
Increased revenue from Lease Agreements	-59,000
Reduction in Court Security Grant	60,000
Reduction in NSSRC ice rentals	19,000
Reduction in Pit Fees collected	10,000
<i>Total Increase in Revenues &amp; Cost Recoveries</i>	<u><u>-1,020,500</u></u>
<i>Expenses</i>	
<i>Changes related to past decisions</i>	
7th Street Construction - Estimated new debt principal & interest payments	61,000
Added Back base Training Budget - resume in person training	50,000
Decrease to Policing Contract	-297,000
Increase in expected legal and consulting fees (OLT appeals on new OP and legacy files)	230,000
Partial Removal of Salary Gapping	200,000
Reduction in Fire OT Budget to account for increase to ff complement PY	-63,000
Reduction in Committee Remuneration	-14,500
Increase in parking terminal fees - collection and maintenance	30,000
Internal loan repayment to CWI Reserve (purchase of Balm Beach property in 2018)	61,000
Increase in software - HR (ADP), Transit (pass system)	16,000
<i>Changes related to existing contracts and services</i>	
Increase in Salaries & Benefits (Cola, grid progressions, PT staff)	669,000
Decrease in Insurance Premiums	-84,000
Increase professional development (new staff)	27,000
Storm sewer and catch basin maintenance	30,000
Increased vehicle maintenance costs	53,000
Overall decrease in estimated Taxes & Utilities (Hydro, Natural Gas, Water/Waste)	-21,000
Increase in Building maintenance (Operations and Town Hall)	40,000
Purchase of PPE for firefighters	16,000
Decrease in MBLDC budget due to LOI with Georgian Communities	-20,000
<i>Changes related to market demand and inflationary pressures</i>	
Increase in I.T. contracted services (Compu-Solve)	250,000
Increase in Fuel costs ( Diesel, Gas)	105,000
Increase in Labour Negotiation Costs (Collective Bargaining - 3 renewals in 2022)	12,500
Increase in recruitment costs	5,000
Increase in Roads materials	40,000
Increase in Special Events - Tall Ships and Cruise Ships	15,000
Insurance claims management/settlement costs	25,000
<i>Changes related to the future renewal/replacement of existing infrastructure</i>	
Increase for fleet replacements	217,000
Increase for equipment replacements	5,000
Increase for facility upgrades/improvements	102,000
Increase for infrastructure renewal	69,000
Increase for planning related studies and policy review/updates	20,000
Increase for Information Technology	18,000
<i>Changes related to Community Initiatives</i>	
Accessible Transit - Community Reach Operating Grant (related to free seniors)	52,000
Boys & Girls Club Operating Grant	6,000
Removed duplicate budget for Sustainable Severn Sound	-11,000
<i>Miscellaneous changes (net)</i>	72,861
<i>Total Increase in Expenses</i>	<u><u>1,986,861</u></u>
Reconciliation of 2023 to 2022 Budget to Budget Changes	<u><u>966,361</u></u>

# Financial Overview - Operating and Capital

## Infrastructure Replacement

The Base Operating Budget includes a significant investment to our capital reserves for the replacement of our existing assets, particularly for fleet and equipment, facilities, sidewalks, and storm water. Historically, the contributions to these reserves have been low, and are currently not meeting our future replacement needs.

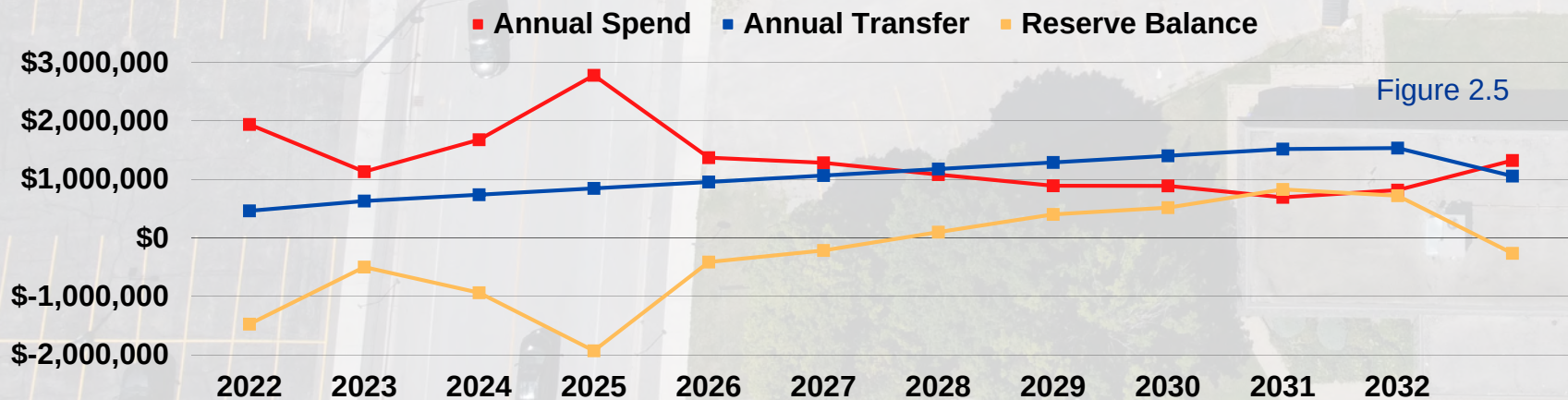
The Town’s 2022 Asset Management Plan (AMP) aims to capture this funding shortfall (often referred to as the infrastructure gap) for our core assets – roads, sidewalk, stormwater, water, and wastewater. This plan identified the total replacement cost of our core asset portfolio to be \$450M with an annual funding gap of \$6.5M. With most of our core assets in fair to good condition today, now is the time to begin planning for their replacement.

Future reiterations of the AMP will aim to capture our remaining municipal assets such as our fleet, equipment, and facilities.

For presentation purposes, a summary of our 10-year capital needs for roads and parks related fleet and equipment as been provided below (Figure 2.5). These needs are compared to our planned annual reserve contribution for these replacements.

It is important to note that to achieve this funding level by 2032, difficult, but necessary funding decisions will need to be made. For fleet and equipment replacements alone, the average annual increase to the tax rate equals approximately 0.4% (based on current assessment values).

## Operations - Roads & Parks Fleet & Equipment





# Financial Overview - Operating and Capital

## Community Support (Including North Simcoe)

In addition to the base services the Town provides, over the years Midland Council has approved significant community related support, that is funded by the tax rate. 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 2023 budget continues to provide the same level of support for community groups as in 2022. The table on the following page (Figure 2.6) represents the financial support requests in 2023, comparing these to the level of funding that was supported in 2015 (2 terms of Council ago).





# Financial Overview - Operating and Capital

## Community Support - Summary

Group	2015 Budget	2023 Budget	Increase/ (decrease)	% change
Museum	83,933	84,000	67	0%
Community Reach (Accessible Transit)	110,000	285,000	175,000	159%
EDCNS	-	168,814	168,814	
Boys and Girls Club	73,200	70,422	(2,778)	-4%
General Community Support program	51,000	40,000	(11,000)	-22%
Askennonnia Senior's Centre	6,000	6,000	-	0%
Sports Hall of Fame	500	500	-	0%
Various Scholarship/committee	3,500	4,000	500	14%
Physican recruitment request&Virtual Care	22,000	23,000	1,000	5%
Airport	67,574	72,506	4,932	7%
SSEA	54,917	161,763	106,846	195%
Outreach Services	5,000	-	(5,000)	-100%
Culture/event general Support	4,500	13,000	8,500	189%
<b>Total</b>	<b>482,124</b>	<b>929,005</b>	<b>446,881</b>	<b>93%</b>

Figure 2.6



## Financial Overview - Operating and Capital

### Service Level Change Requests (SLCR)

The table below (Figure 2.7) presents the Change Requests endorsed by the Senior Leadership Team for Council's consideration. Approving the Change Requests will result in a net tax decrease of approximately \$84K.

### Service Level Change Requests Summary

Description	Division	Complement	Tax	Utility
Arborist	Operations	1	\$61,550	
Resident Boat Launch and Parking Pass	Harbour		\$(80,000)	
Culture and Special Events Coordinator	Culture and Tourism	1	\$69,654	
Community Engagement Budget Increase	Customer Experience Office		\$6,500	
Customer Experience Representative	Customer Experience Office	0.5	\$27,000	
Municipal Law Enforcement Officers	By-law	1.5	\$112,864	
Sesquicentennial Reserve Fund	Culture and Tourism		\$23,000	
Hosting the World's Largest Rubber Duck	Culture and Tourism		\$50,000	
Sub-total			<b>\$270,568</b>	
Elimination of Summer Students	Town Wide		\$(352,740)	\$(26,260)
Total		4	\$(82,172)	\$(26,260)

Figure 2.7

The full benefit for some of the items may not be realized in 2023, for these items the tax rate stabilization reserve will be used to achieve the full benefit in 2023.

Elimination of summer students will result in a significant service level reduction.

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

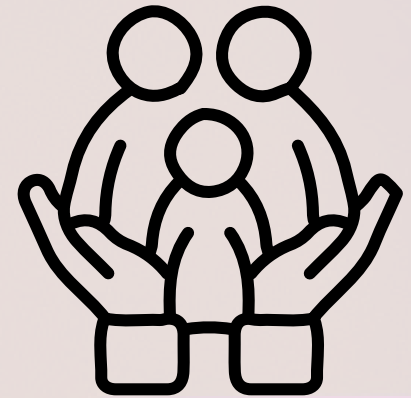


# Financial Overview - Operating and Capital

## Council and Committee Requests

The new Council will be given the opportunity to submit specific requests for the 2023 budget.

The table below (Figure 2.8) summarizes the requests received to date from our Active Transportation Committee. These requests totaling \$520,000 (included in the capital budget) require capital funding.



## Council & Committee Requests Summary

Council/Committee Requests	From	Operating	Capital	Comments
New Sidewalk-Dominion	MATAC		-	\$150K of New Sidewalk project included in the 2023 capital plan
Pedestrian Crossings: William & Elizabeth	MATAC		-	\$300K of Pedestrian Crossing Project of is included in the 2023 capital plan
increase reserve for new side walk/Traffic Calming	MATAC			The operating plan include an increase contribution to this reserve
Trailhead signage	MATAC		\$40,000	This will be a new request. Can be funded from Parks Facility reserve
LLP Improvements - Curb, cut, cross walk markings and dirt path	MATAC		\$4,000	Could include in operating budget as one-time item based on low dollar value
increase traffic calming reserve	MATAC			There is an annual traffic calming project every year in the capital plan funded from the Construction reserve.. Contributions to the Construction reserves is also include in the operating budget
<b>Total</b>		-	<b>\$44,000</b>	

Figure 2.8

All Council request forms will be included for Council consideration during budget deliberations in January.





# Financial Overview - Operating and Capital

## Agencies, Boards, and Commissions (ABC's)

The table below (Figure 2.9) presents the budget for the various agencies, boards, and commissions receiving funding from the Town. Some of these ABC's were included in the Community Support table above to demonstrate the community aspect of these organizations.

The amounts represent the tax funded component of the funding net of other revenue sources (e.g. grants).

The net increase will add approximately \$105K to the 2023 budget.

No changes have been made to these requests. It is at the discretion of Council whether to pursue changes.



Agencies, Boards & Commissions	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
EDCNS	168,814	180,314	168,814	168,814	(11,500)	-6%
Huronia Airport*	86,213	91,100	172,506	172,506	81,406	89%
Huronia Museum	84,000	84,000	84,000	84,000	-	0%
Library	1,165,820	1,309,200	1,358,324	1,358,324	49,124	4%
Midland Bay Landing Development Corporation**	108,402	278,404	259,181	259,181	(19,223)	-7%
Police Services Board	23,890	32,377	31,942	31,942	(435)	-1%
Severn Sound Environmental Association	156,626	156,319	161,763	161,763	5,444	3%
<b>Grand Total</b>	<b>1,793,764</b>	<b>2,131,714</b>	<b>2,236,530</b>	<b>2,236,530</b>	<b>104,816</b>	<b>5%</b>

Figure 2.9

\*The 2022 approved budget for the Huronia Airport excludes a one-time budget increase of \$33,900, funded from the Tax-Stabilization Reserve.

\*\*The 2022 approved budget for Midland Bay Landing Development Corporation includes one-time funding of \$105,000 from the MBL Reserve.



# Financial Overview - Operating and Capital

## Agencies, Boards, and Commissions (ABC's)

The 2023 Budget request from the Library Board is primarily intended to fund ongoing programming. Projects pertaining to the Library building are carried in the Town's capital plan and therefore also need to be considered to understand the full cost of this service.

The Library building is a large, historical structure with substantial renewal, rehabilitation, and replacement requirements. The 2022 budget includes more than \$920K in active capital projects, many of which are either completed, or in progress.

The table below (Figure 3.0) presents the combined 2023 operating grant request and the new capital facility improvements.

Library Operating and Capital Budget	
2023 Operating Grant	\$1,358,324
2023 Capital Facility Improvements	\$68,460
<b>Library Operating + Capital</b>	<b>\$1,426,784</b>

Figure 3.0





## Financial Overview - Operating and Capital

### 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 capital plan. Similar to last year, staff expertise in key areas was leveraged to compile the 10-Year Capital Plan.

Staff use the current approved 10-Year Capital Plan as a baseline in developing the updated plan, comparing, and balancing competing capital needs. It is important to recognize that the Town is not unique in having capital needs that greatly exceed available resources, 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.

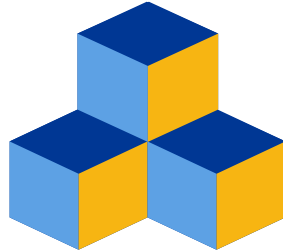
The table on the following page (Figure 3.1) presents the 10-Year Capital Plan.

The proposed 2023 capital budget includes new requests of \$13M. The 2022 approved budget of \$36M is also identified, as many of these projects will carry forward into 2023.

The current budget places an emphasis on addressing the Town's most critical rehabilitation, replacement and renewal needs, while catching-up on work deferred in 2021 and 2022 due to continued supply chain disruptions and inflationary pressures coming out of the pandemic. The 2021/2022 budgets also included a few larger construction projects that were scheduled to span over multiple years, due to the planning, design and approvals needed on these projects prior to undertaking construction.







# Financial Overview - Operating and Capital

Projects beyond 2023 are presented as forecasted amounts only and will not be recommended for approval until a future budget cycle. The 10-Year Plan includes a total of \$175M in new capital/project related requests.

## 2023 Capital Budget and Forecast

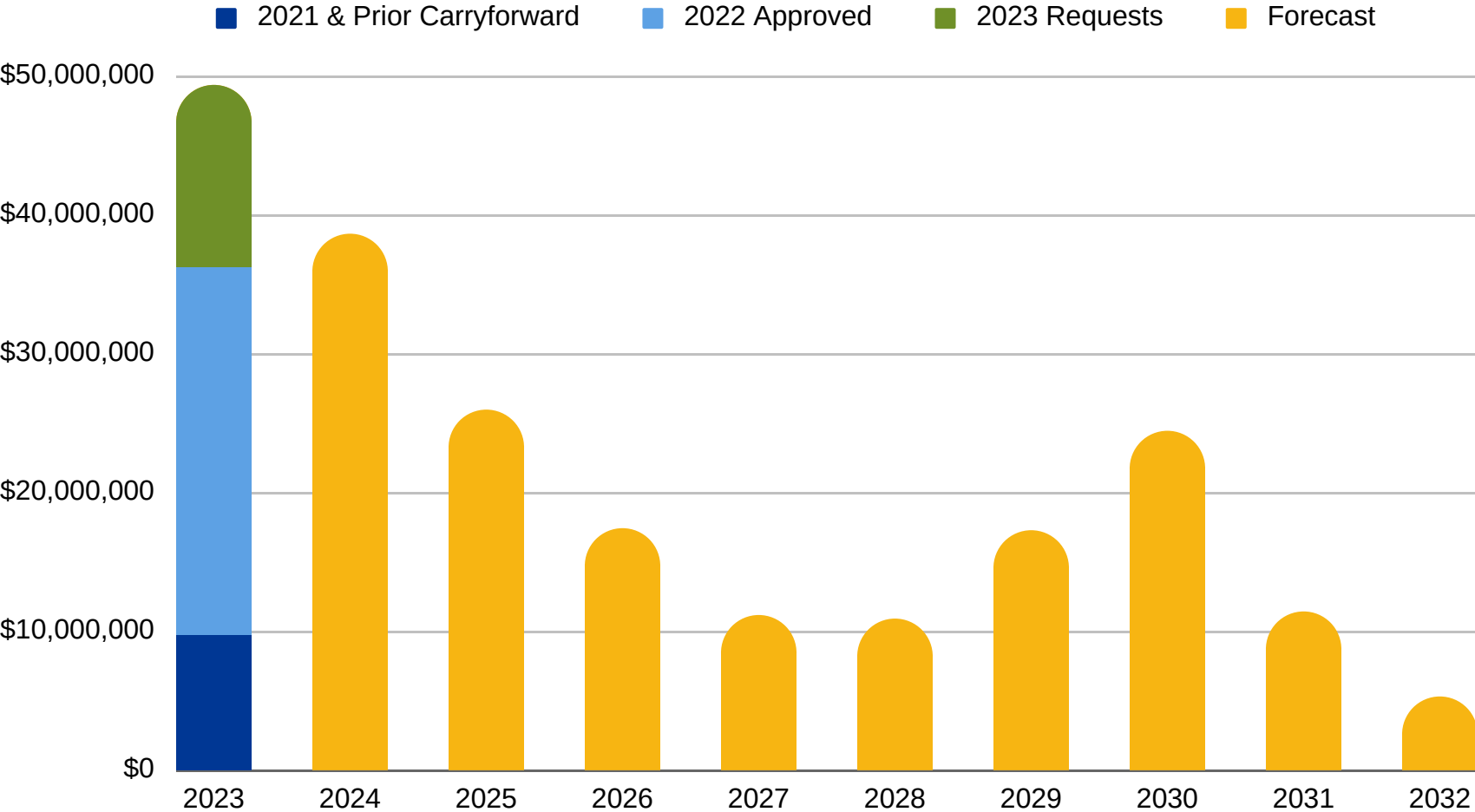


Figure 3.1



## Financial Overview - Operating and Capital

### Capital Plan

The table on the following page (Figure 3.2) presents some of the key project requests included in the 10-Year Plan (budgeted cost exceeding \$250K) .

The full listing of projects included in the 10- Year Plan is found in the 'Capital Plan 2023-2032' section of the budget document.



Ten Year Capital Plan - Projects > \$250K											
Service Category	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Town Hall	Town Hall Expansion Design Consultation						250,000				
Fire	Firehall Design & Location Study						500,000				
Fire	Construction of New Firehall								8,000,000		
Fire	Breathing Apparatus Replacement				325,000						
Fire	Pumper 1 Replacement	850,000									
Fire	Pumper 2 Replacement				850,000						
Fire	Rescue Truck Replacement			500,000							
Fire	Tanker Truck Replacement								500,000		
Library	Foundation Drainage			300,000							
Operations	Grader / Snow Plow			850,000							
Operations	Single Axle Plow			290,000							
Operations	Single Axle Plow				295,000						
Operations	Tandem Sander		315,000								
Operations	Tri-axle dump truck				285,000						
Operations	Sewer Flusher			750,000							
Operations	Loader	400,000									
Operations	Sweeper		310,000							275,000	
Operations	Loader					335,000					
Operations	Tandem Plow Truck		325,000								355,000
Operations	Tandem Plow Truck			330,000							
Operations	Loader				410,000						
Operations	Loader						380,000				
Operations	Detachable Snow Blower						305,000				
Operations	Boom Truck					440,000					
Operations	Operations Complex Building Improvements					250,000					
Operations	Street Sweeper								320,000		
Operations	Tandem Plow Truck							345,000			
Operations	Tandem Plow Truck							345,000			
Roads	General Roads Resurfacing Program	840,000	681,470	675,000	700,000	705,000	715,000	730,000	740,000	740,000	740,000
Roads	Pedestrian Crosswalks (3)	330,000	330,000								
Roads	Harbourview Drive Culvert Replacement		385,000								
Roads	Midland Point Rd: Portage Park Land - Glenbrook Dr		410,000								
Sidewalks & Curbs	Repairs & Replacements of Various Locations		325,000	330,000	335,000	340,000	345,000	350,000	355,000	360,000	370,000
Transit	New 30 Foot Bus						475,000		500,000		
Parks	Little Lake Park - Playground #2 Replacement							300,000			
Parks	Harbourside Park - Rubber Resurfacing							400,000			
Parks	Waterfront Trail Concrete Repairs	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Parks	Splash Pad Construction		350,000								
NSSRC	Dressing Rooms		600,000								
NSSRC	Parking Lot Paving				650,000						
NSSRC	Elevator Modernization							300,000			
NSSRC	Green Energy Upgrades					250,000			300,000		
NSSRC	Roof Repair						575,000				
Engineering	Yonge St (King to HWY 93)		6,215,000					4,150,000			
Engineering	Vindin and Harbourview Realignment		1,870,000								
Engineering	Fuller Realignment		2,420,000								
Engineering	County Road 93 Trail Project		600,000	600,000	600,000						

Figure 3.2



Ten Year Capital Plan - Projects > \$250K											
Service Category	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Engineering	Bay St Reconstruction				450,000	1,550,000					
Engineering	Fuller Ave / Brunelle Roundabout								1,150,000		
Engineering	Pillsbury Rd and William St Intersection Improvements								1,000,000		
Engineering	Fourth St And Bay St Intersection Improvements			800,000							
Engineering	William St Cross Section Upgrades								250,000	5,100,000	
Engineering	Ellen St Reconstruction - King St - Johnson St		275,000	3,075,000							
Engineering	Sixth St Reconstruction - Hugel Ave - Quebec St			200,000	2,550,000						
Engineering	Montreal St Reconstruction - Fourth - Fifth				1,025,000						
Engineering	Fifth St (Ottawa to Victoria)						1,025,000				
Engineering	Fourth St Reconstruction - Montreal to Victoria								3,050,000		
Engineering	Third St Reconstruction - Hugel to Montreal										1,800,000
Engineering	Manly St Reconstruction (Yonge to Hugel)					2,550,000					
Engineering	Eighth St Reconstruction (Yonge to Hugel)						2,550,000				
Engineering	Dominion St Reconstruction (King to Fourth)	250,000		3,050,000							
Engineering	Dominion St Reconstruction (Fourth to Eighth)				5,050,000						
Wastewater	Pump Station #1			3,151,800							
Wastewater	Relining	357,410		267,200		267,200					
Wastewater	Wastewater Master Plan			250,000					275,000		
Wastewater	Leachate Pre-treatment Facility								1,545,000		
Wastewater	Digester Covers			2,000,000							
Wastewater	UV Treatment Effluent								2,255,700		
Wastewater	SPS #1 Pump Replacement		300,000								
Wastewater	New Primary Clarifier			1,800,000							
Wastewater	New Secondary Clarifier									2,150,000	
Water	Upgrade Pump Capacity	2,850,254									
Water	East Pressure Zone: Tank		8,740,000								
Water	Twin Harbourview Drive		2,388,570								
Water	County Road 93 FDR Main			267,800	309,000						
Water	Montreal Tank Relocation								969,500		
Water	Well #15 Replacement	280,250									
Water	First Street Watermain Replacement		257,500					257,500			
Water	New Pressure Zone with Booster Pump Station							6,182,533			
Water	Hanly Tower Interior Painting		257,500					257,500			
Water	Feed from Bayport to Gawley		515,000								
Water	South Area Booster Station		352,000								

# Financial Overview - Operating and Capital

## Capital Plan

The chart below (Figure 3.3) presents the 2023 capital budget broken out by major asset type. A full listing of projects can be found in the Capital Plan 2023-2032 section of the document.

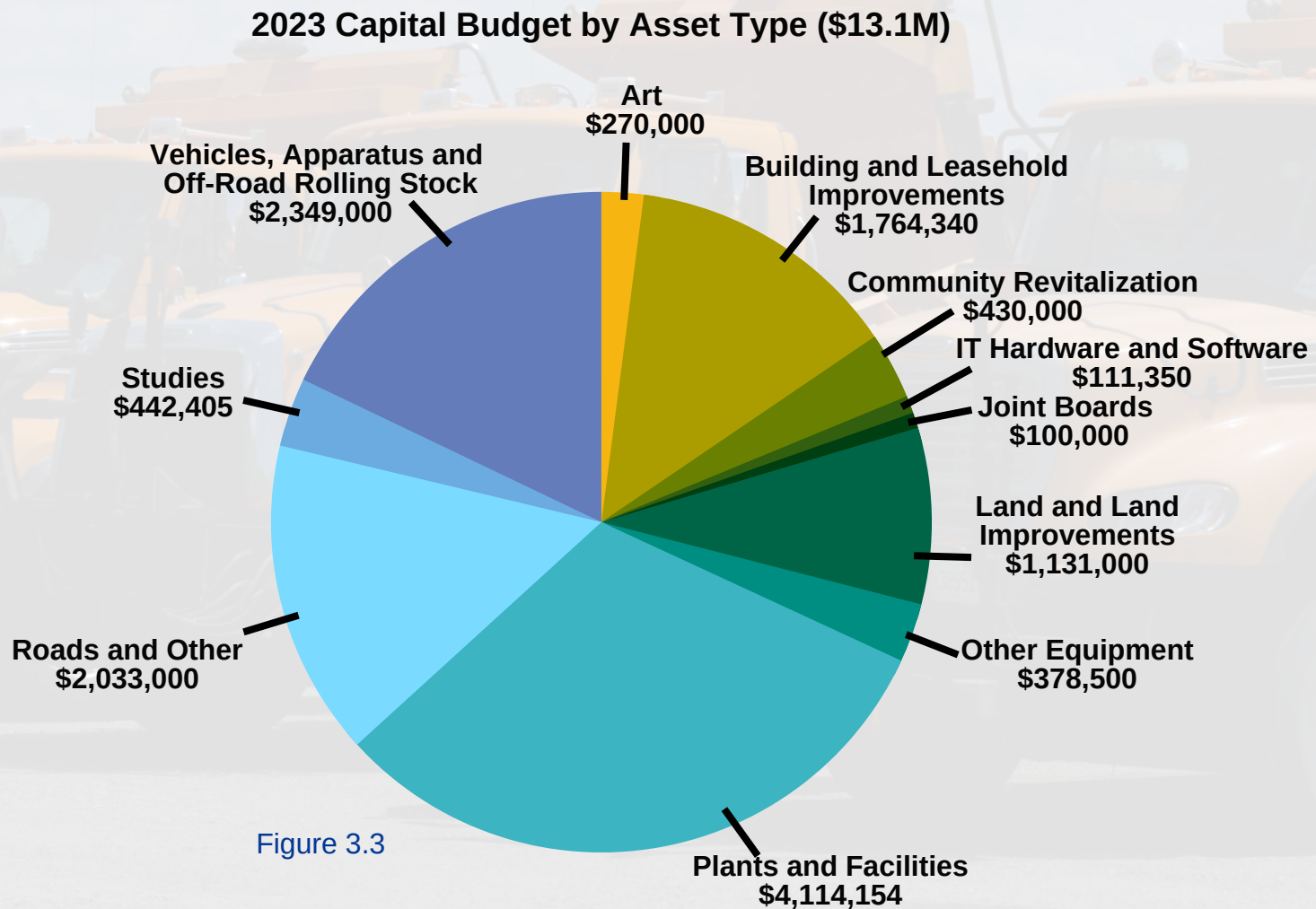


Figure 3.3



# Financial Overview - Operating and Capital

## Capital Plan

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 (Figure 3.4) presents the 2023 capital budget broken down by major funding source.

2023 Capital Budget by Funding Source (\$13.1M)

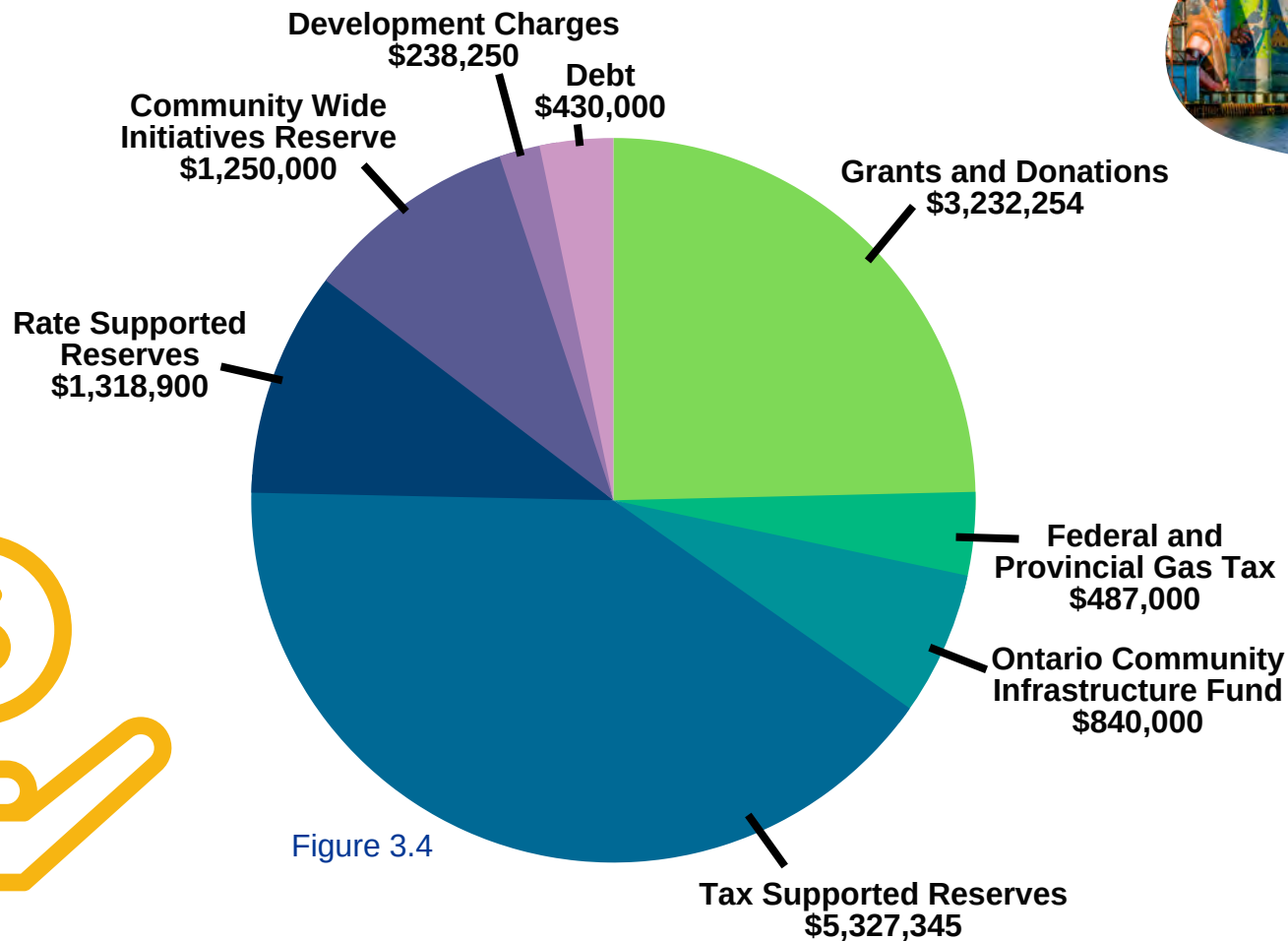


Figure 3.4





# Financial Overview - Operating and Capital

## Debt Management

The total 2023 budget for debt servicing costs is \$2.5M.

A breakdown of the budgeted debt servicing costs by funding source is presented below (Figure 3.5).

The 2023 budget includes a net increase in debt servicing costs of \$170K over 2022. The primary reason for the increase is the debentures expected to be issued in 2023 for Seventh Street reconstruction, Balm Beach Road servicing, and 3rd tranche of King Street reconstruction.

The net increase is spread across tax, DC's water, and wastewater funds. For 2023, the majority increase is DC funded at \$104K.

### 2023 Debt Servicing Costs by Funding Source

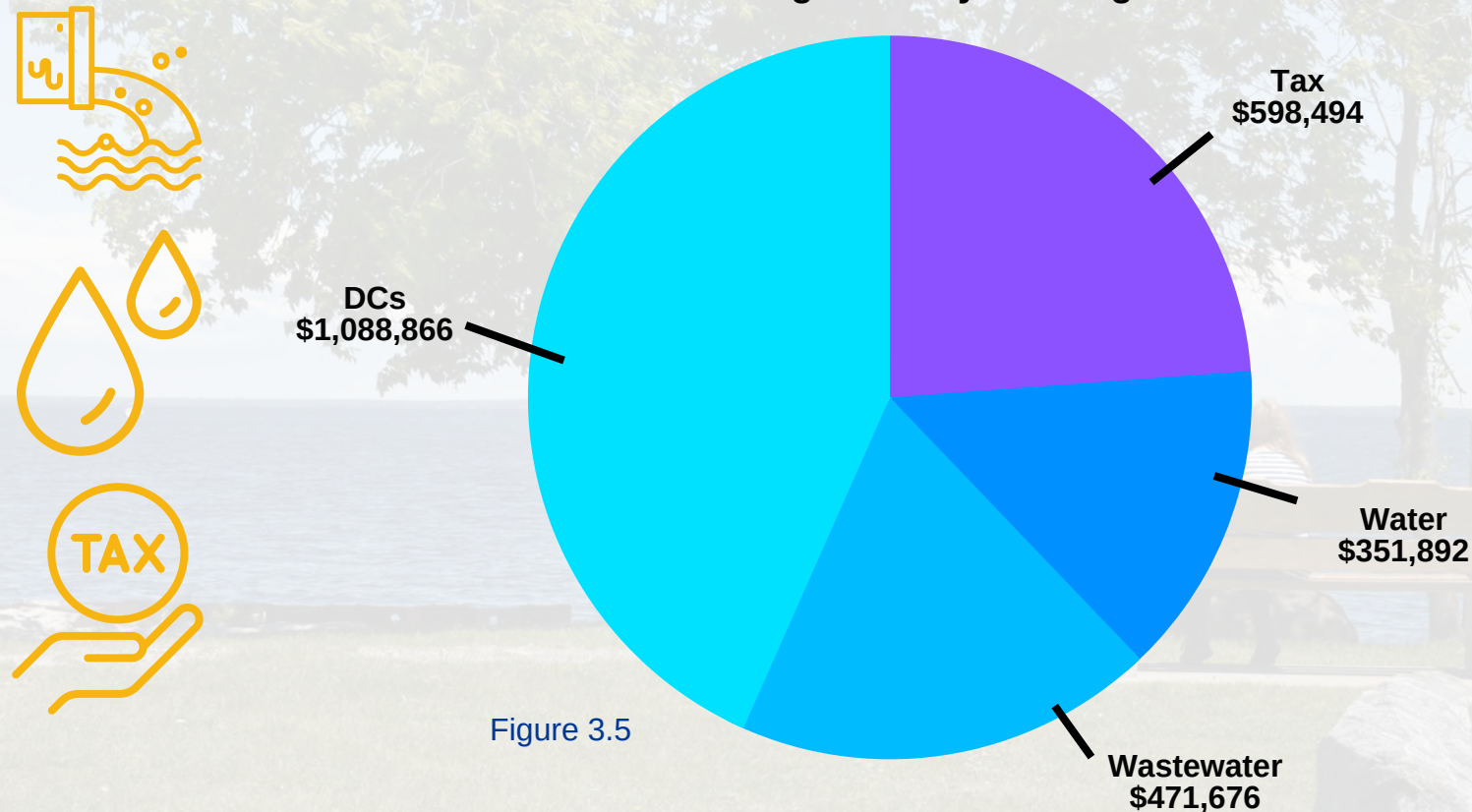


Figure 3.5



## Financial Overview - Operating and Capital



### Annual Repayment Limit (ARL)

The Town lacks the internal financial resources to fund its capital needs. As a result, the 10-Year Capital Plan includes the use of external debt financing (over \$83M 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 on the following page (Figure 3.6) 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.





# Financial Overview - Operating and Capital

## Annual Repayment Limit

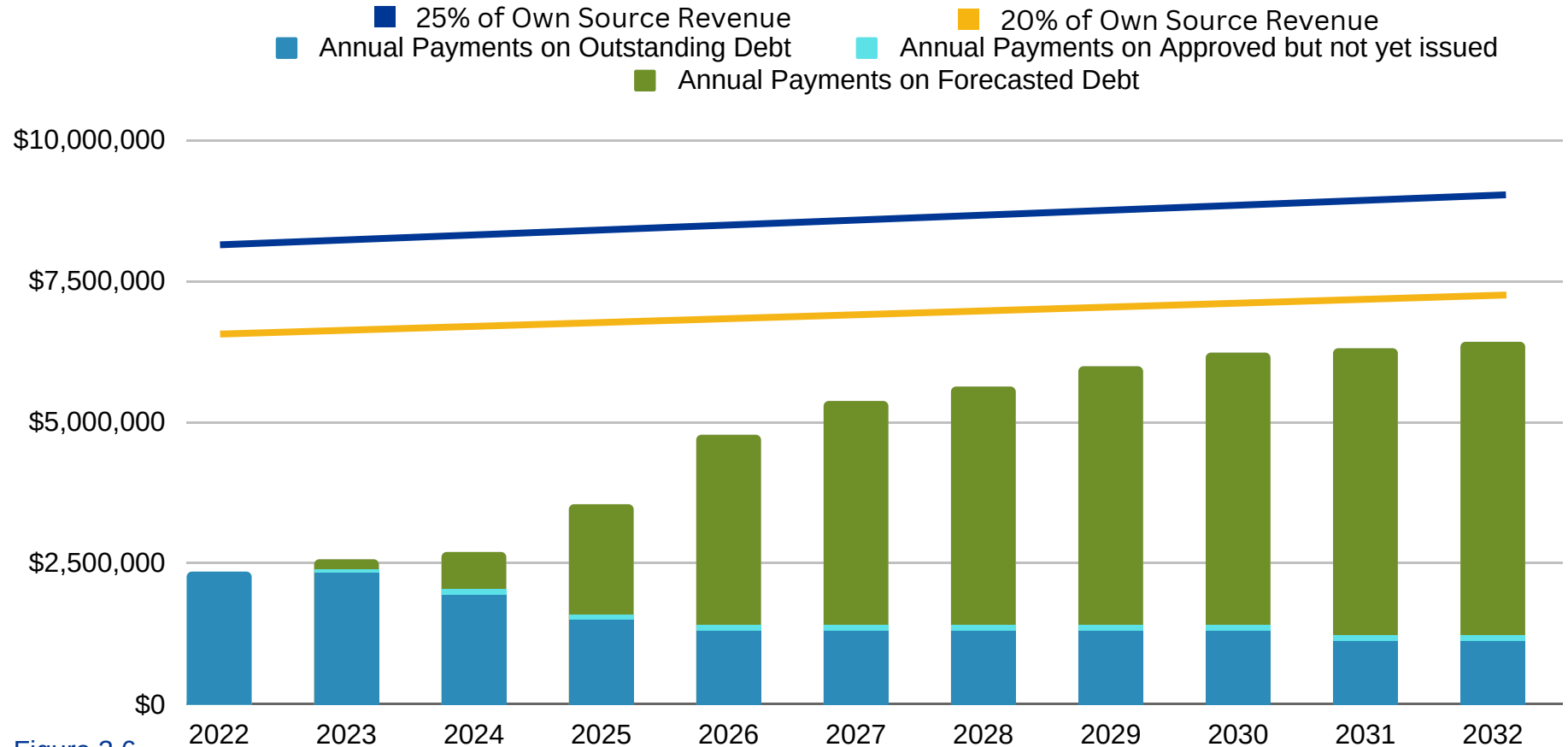


Figure 3.6

As shown in the chart above (Figure 3.6), the Town does have significant 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. For this reason, a conservative approach has been taken to both estimate the collection of DC's and the use of the fund, leaving a healthy balance in this reserve at the end of the forecast period.





# Financial Overview - Operating and Capital

## Consolidated Reserve Forecast

The graph below (Figure 3.7) presents a consolidated forecast for the Town's capital reserves. 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:

- Midland Bay Landing will be sold. Phase 1 in 2023, and Phase 2 in 2032.
- External debt financing utilized where necessary and appropriate.
- MPUC Legacy Fund will remain at \$10,500,000.
- Phased-in increases to our capital reserves will be maintained based on our projected 10-year capital needs.
- A 1% Sustainable Capital Levy will be included in years 2023-2027.

### Consolidated Capital Reserve Forecast (Numbers in Millions)

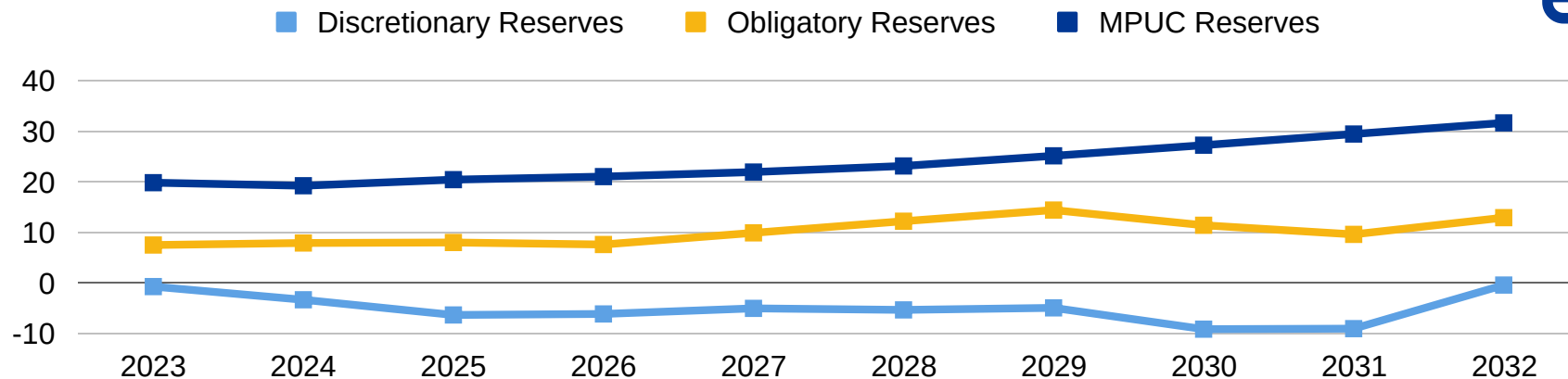
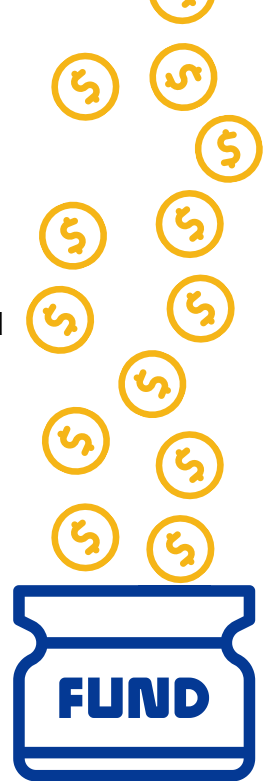


Figure 3.7

Almost all of the Town's positive reserve balance is comprised of MPUC Reserves and Obligatory Reserves. Both categories have use restrictions. As a result, despite the overall positive forecast, the current policy 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.

The reserve forecast presents a sustainable path. However, the forecast is highly sensitive to changes in assumptions. Unanticipated challenges such as the availability of affordable 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.



## Financial Overview - Operating and 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 forecast projects a balance of approximately \$6.9M in development charges in 2023 reaching an average of \$10.3M over the 10-Year Capital Plan. During this time, there is also approximately \$14M being drawn from DC reserves to fund growth related debt servicing costs on new debt over the 10-year term.

One of the biggest financial risks facing the Town is the volatile nature of development. A downturn in the economy or a change in legislation or 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.

An example of this would be the funding for the East Pressure Zone Tank project (\$10M). Currently, the DC fund, does not have enough funds to finance the develop charge related portion of this project. As a result, the capital plan, as presented, assumes a significant portion of growth-related capital costs will require external financing to prevent the DC reserves from going into deficit. This forecast, however, may change if project costs are spread out over a long-term, thereby giving us time to collect DCs before these funds are needed. Further, if we experience steady increases in development, we may also be able to temporarily internally borrow from our water and wastewater reserves (with interest) to avoid the use of external long-term debt. These are avenues we will explore once the exact timing of this project, and other larger construction projects are confirmed and before any debt is issued.



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## Financial Overview - Operating and Capital

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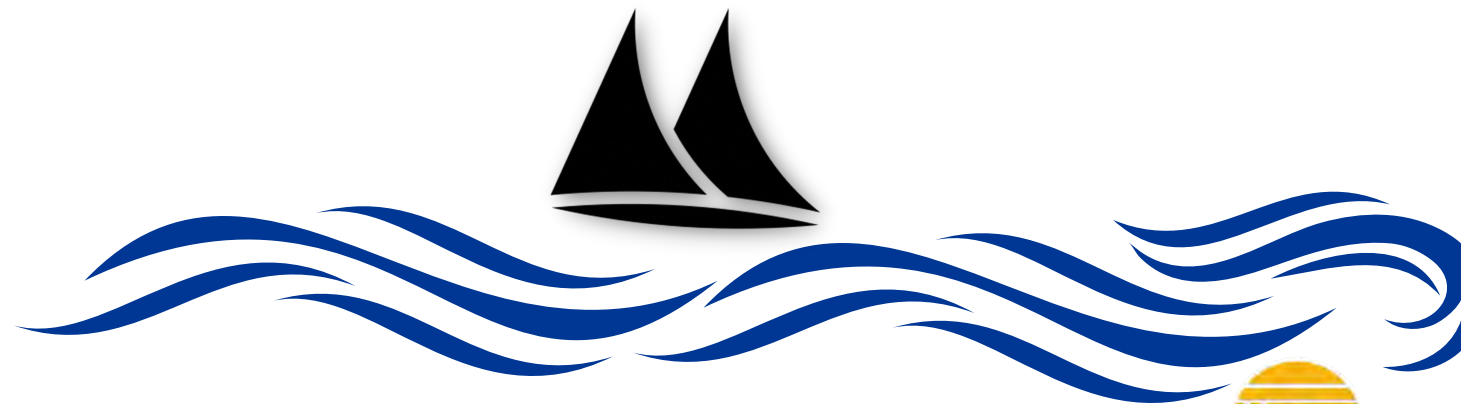
### MPUC Legacy Reserve

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 opening 2023 market value of this reserve is \$9.7M (\$10.9 M book value) due to unrealized losses in the fund from the current investment landscape.



**MIDLAND POWER UTILITY CORPORATION**





# Financial Overview - Operating and 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 \$11M. Historically, \$4M of this reserve was retained as a minimum balance to offset the negative balance of Midland Bay Landing Reserve. With the sale of phase 1 anticipated to occur in 2023, this floor has been removed. Instead, a floor of \$2.7M has been established to meet our current financial policies.

The 10-Year Plan includes approximately \$4.5M in draws from this reserve. 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.

The graph on the following page (Figure 3.8) shows the anticipated reserve balance over the next 10 years. The graph also shows the planned draws and contributions to the reserve over the same period.



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MIDLAND BIA  
THE GOVERNMENT OF ONTARIO  
FOUNDATION

Jerry-Lee  
Milley 2016

S.S. LEMOYNE  
Built in 1911 as the largest ship  
in the world, the S.S. Lemoine  
was the first of its kind to be  
built in Canada.



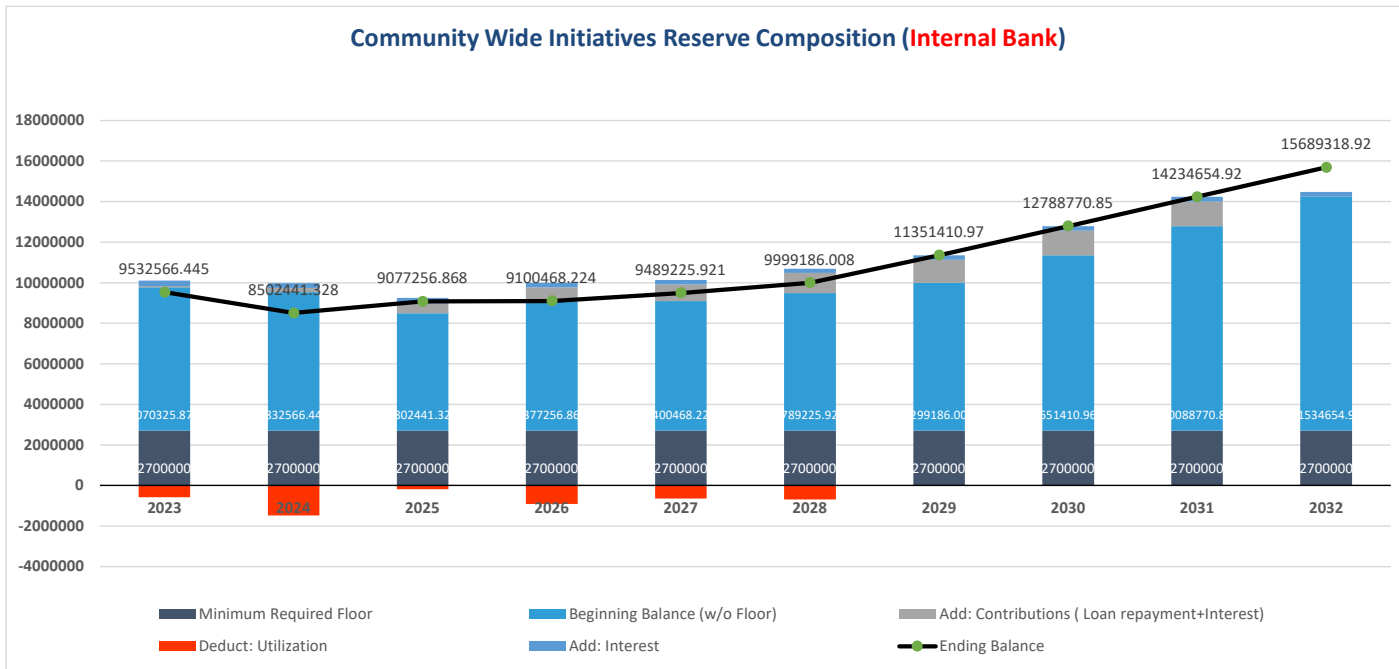


Figure 3.8

## Financial Overview - Operating and Capital

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.

Scenario 1: No increases to our annual tax-supported reserve contributions (Status Quo).

In this scenario it is assumed that increases to the reserves included in the 10-Year Plan will be continued, but that no additional capital levy to address the backlog of infrastructure replacement is included.

The chart below (Figure 3.9) presents the 10-year forecast for the Town's Discretionary Capital Reserves based on this scenario:

### Discretionary Capital Reserve Balance (Scenario 1) Numbers in Millions

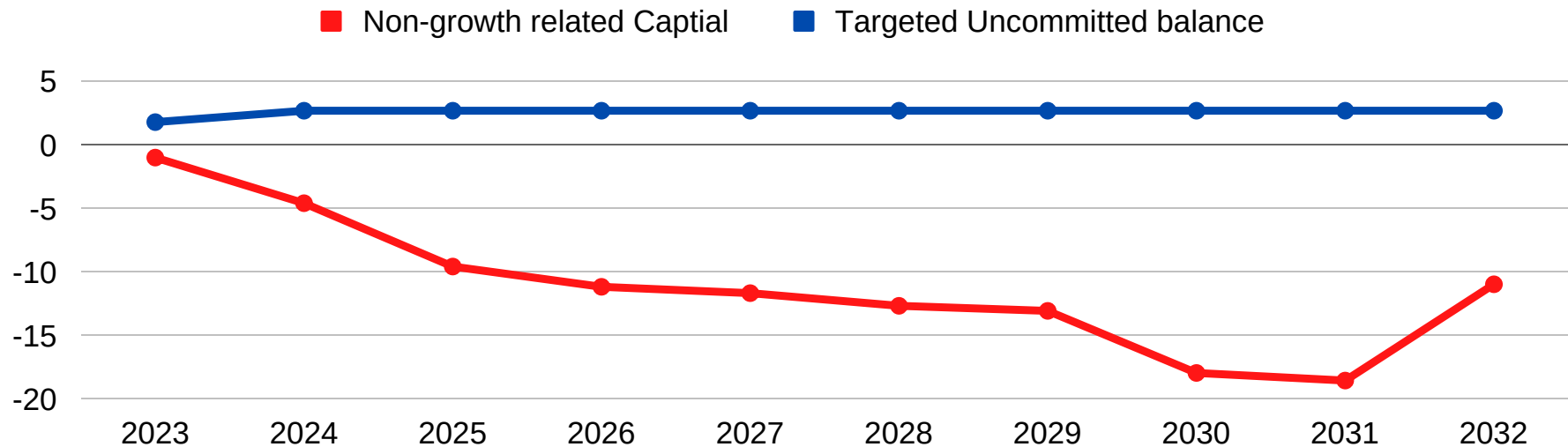


Figure 3.9

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, until 2032.

This scenario results in a financially unsustainable path with a negative balance of \$10 M in 2032 versus a target balance of approximately \$2.7M. This scenario is not recommended.





## Financial Overview - Operating and Capital

Scenario 2: Phased in increases to our reserves to meet our average capital spend.

In this scenario it is assumed that increases to the reserves included in the 10-Year Plan will be continued, but that no additional capital levy to address the backlog of infrastructure replacement is included.

The chart below (Figure 4.0) presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

### Discretionary Capital Reserve Balance (Scenario 2) Numbers in Millions

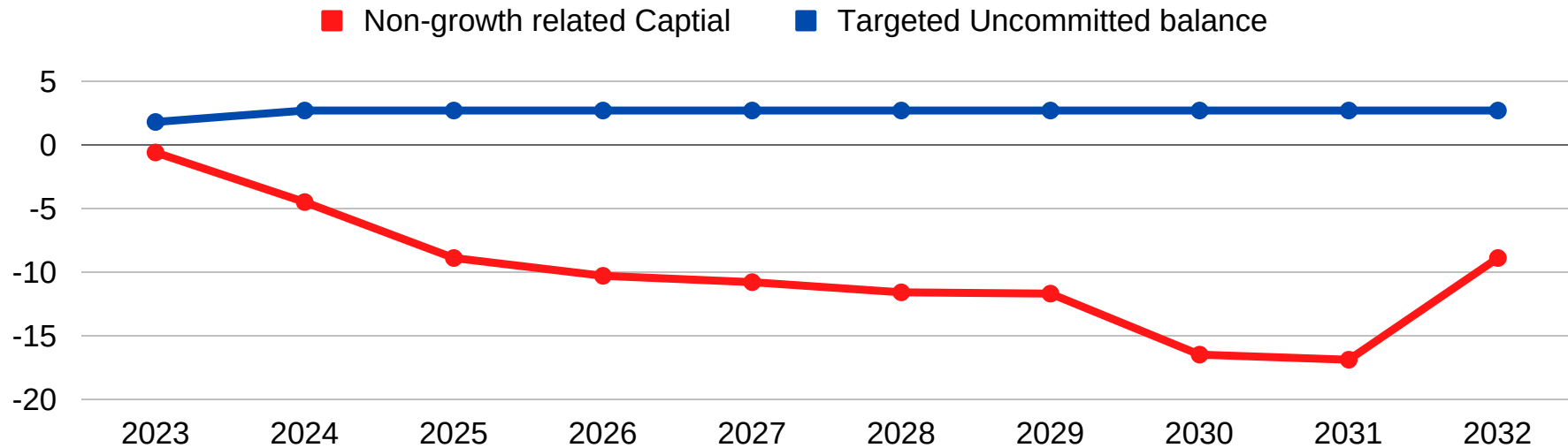


Figure 4.0

Scenario 2 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 \$9M in 2032 versus a target balance of approximately \$2.7M. This scenario is not recommended.



## Financial Overview - Operating and Capital

Scenario 3: Phased-in increases to reserve plus the 1% levy to address the backlog.

In this scenario the above contribution increases apply, and the annual sustainable capital levy is increased by 1% for the next five years.

The chart below (Figure 4.1) presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

### Discretionary Capital Reserve Balance (Scenario 3) Numbers in Millions

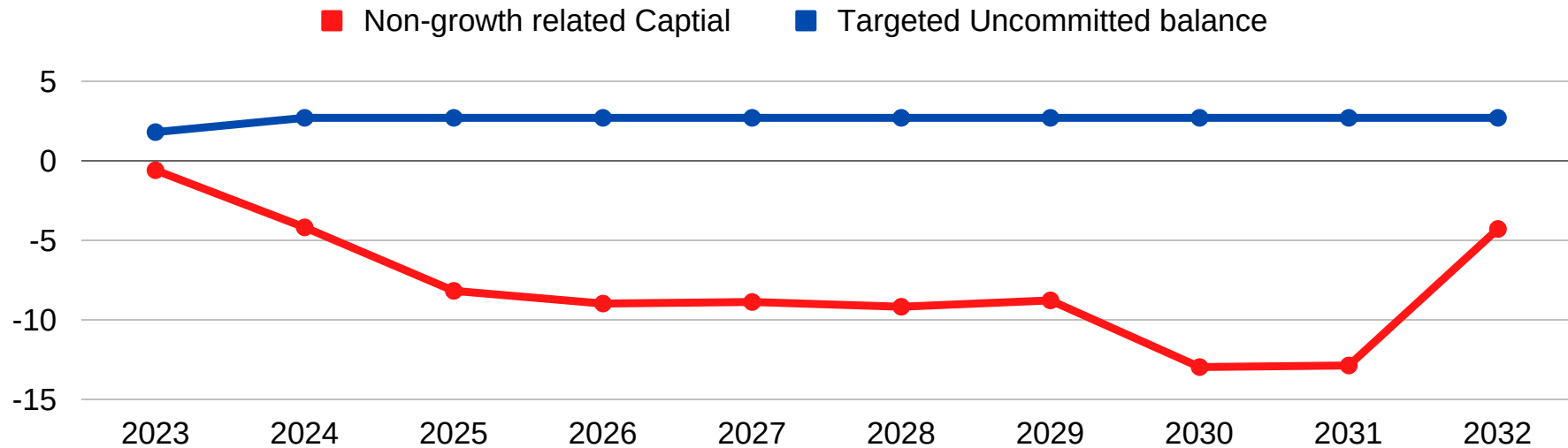


Figure 4.1

Scenario 3 Conclusion: This scenario shows a better financial result than Scenario 1 and 2. However, the gap is still persistent (between red line and blue line) and at risk of not being realized if Council decides to restrict the annual contributions to reserves or cuts the 1% levy due to tax-rate pressures.





## Financial Overview - Operating and Capital

### Discretionary Capital Reserve Balance (Scenario 4)

Scenario 4: Phased-in increases plus the 1% levy catchup and other Asset Disposals scenario.

In this scenario the above contribution increases apply, and the annual sustainable capital levy is increased by 1% for the next five years. In addition, this scenario assumes \$3.9M in net proceeds from disposition of various properties over this term of Council 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 (Figure 4.2) presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

### Discretionary Capital Reserve Balance (Scenario 4)

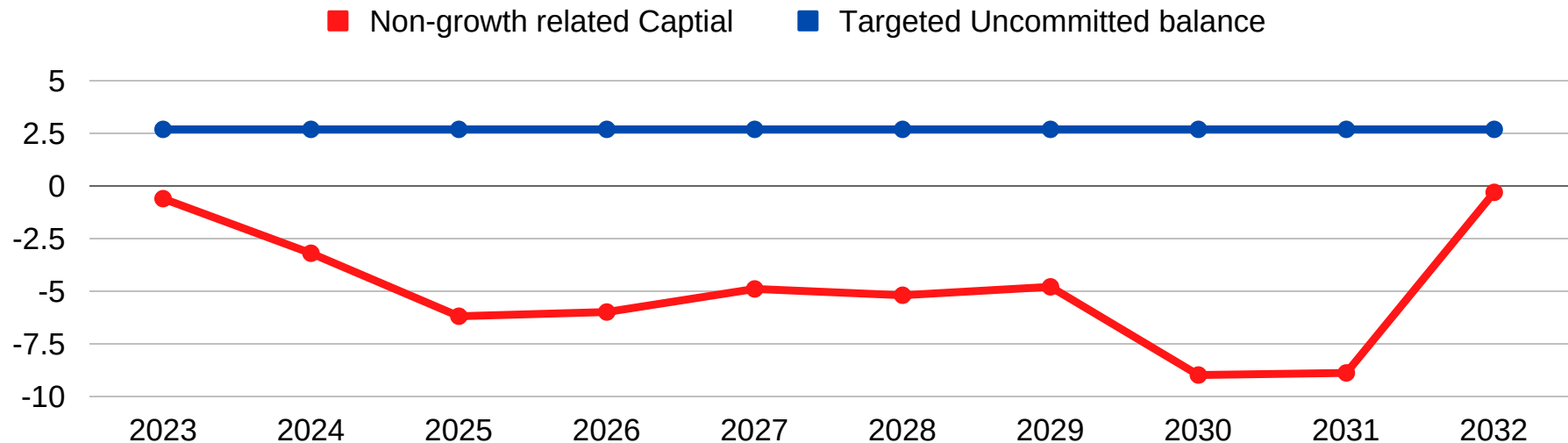


Figure 4.2

Scenario 4 Conclusion: This scenario shows a better financial result than the previous scenarios. It is also the scenario reflected in the Consolidated Reserve Forecast, and considered the ideal state.





## Financial Overview - Operating and Capital

### Water and 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 2023 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 as there are no staff or service level changes proposed for 2023.

The pipes, pumps and other technologies required to deliver water and wastewater services have limited lifespans and are expensive to replace.

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.

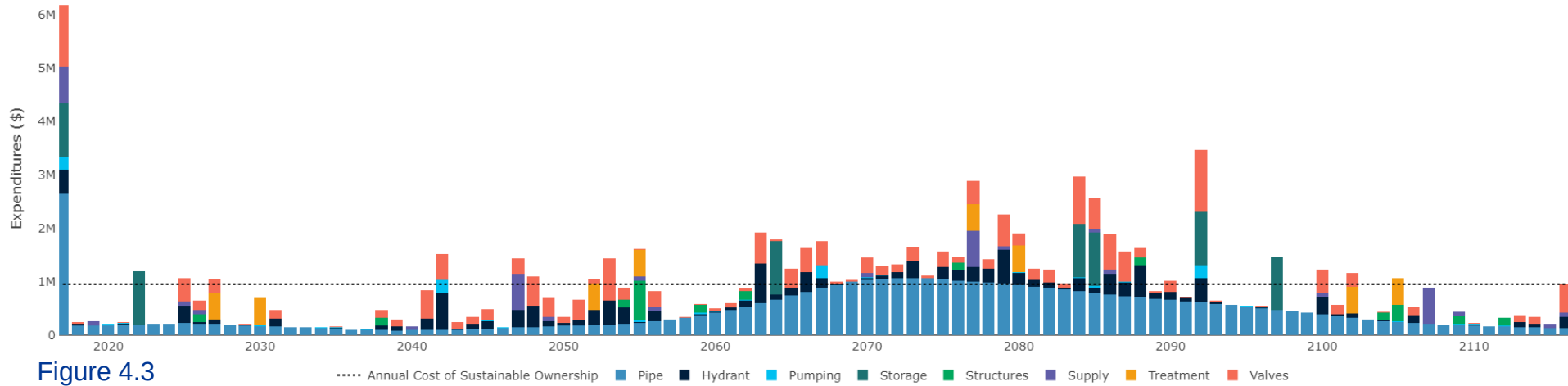
Figures 4.3 and 4.4 show a potential replacement cost timing for water and wastewater respectively. These replacements will have to take place and the costs are significant.



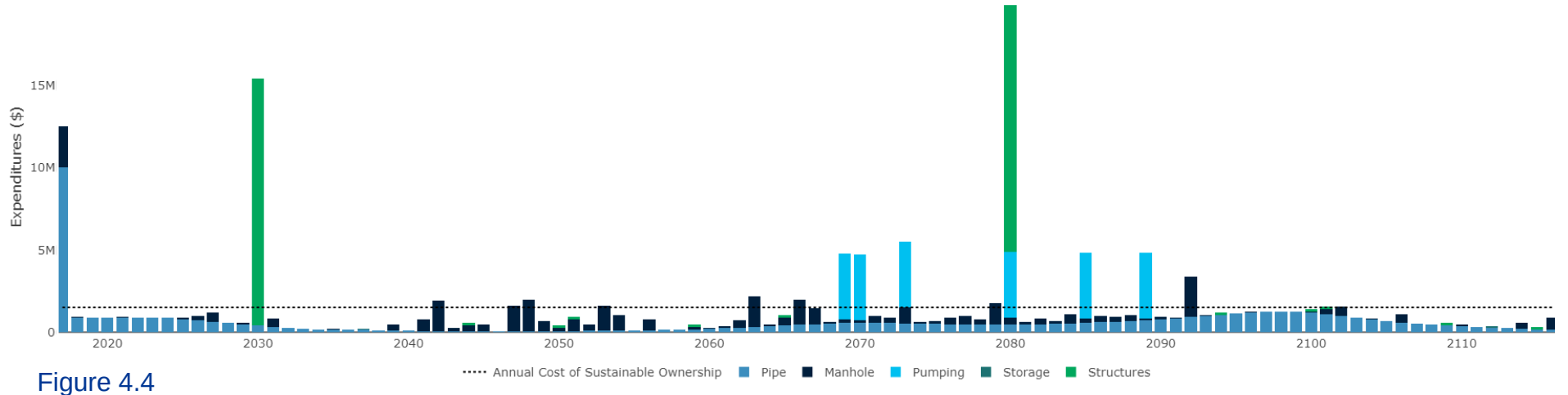


# Financial Overview - Operating and Capital

## Water Infrastructure



## Wastewater Infrastructure



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## Financial Overview - Operating and Capital

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The required user fees lifecycle analysis was undertaken to estimate the future financial needs and revenues. Figures 4.5 and 4.6 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.

Modeling after 2032 is incomplete as the Town has only focused on a 10-year capital budget and the modeling software has a longer horizon.

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.







# Financial Overview - Operating and Capital

## Water Lifecycle Analysis

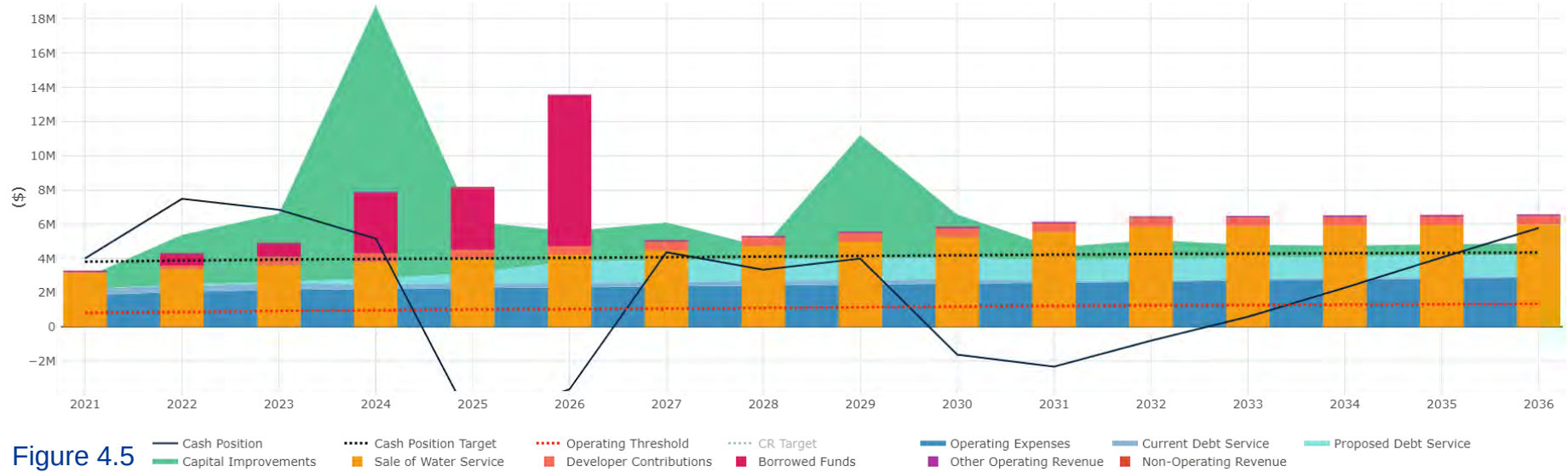


Figure 4.5

## Wastewater Lifecycle Analysis

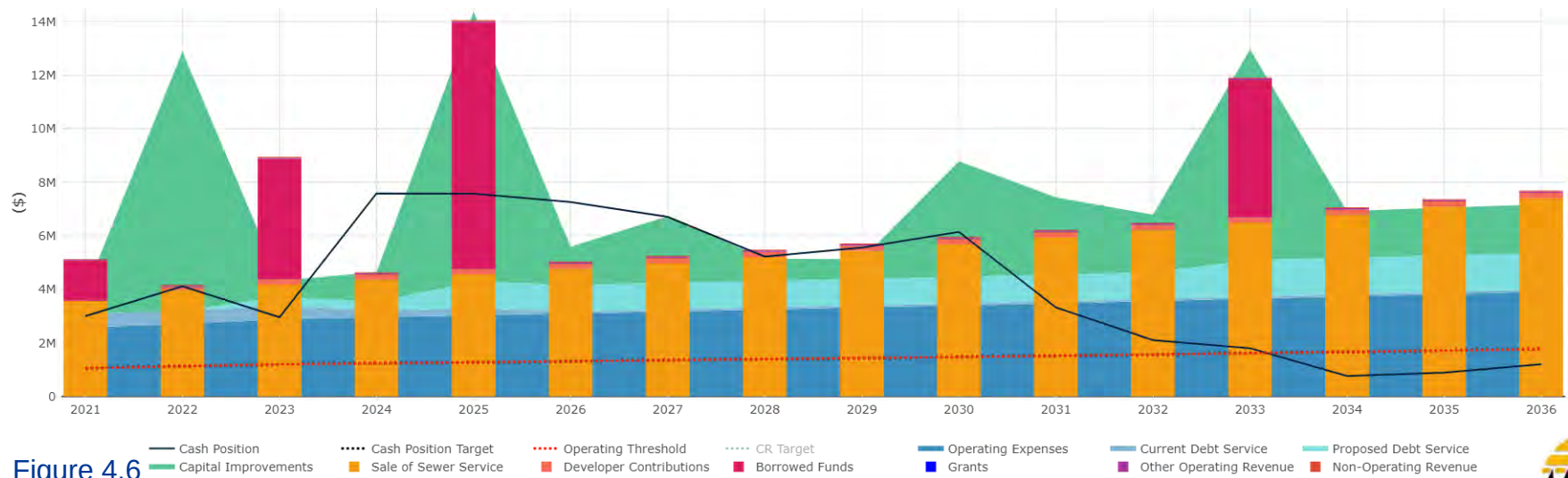


Figure 4.6



## Financial Overview - Operating and Capital

The user fee increases proposed for 2023 and those projected over the next few years are required to ensure that there is no requirement for subsidizing user fees from property tax.

The user rates proposed for 2023 are in Figure 4.7. The increases for a typical user are \$0.43 and \$0.39 per week for water and wastewater respectively.

	Water			Wastewater		
	2022	2023		2022	2023	Increase
Monthly Fixed Fee	\$12.79	\$13.43	5%	\$14.57	\$15.15	4%
Variable Rate per m3	\$1.71	\$1.80	5%	\$1.97	\$2.05	4%
Typical User using 170 m3/yr	\$444.18	\$466.39	5%	\$509.74	\$530.13	4%

Figure 4.7



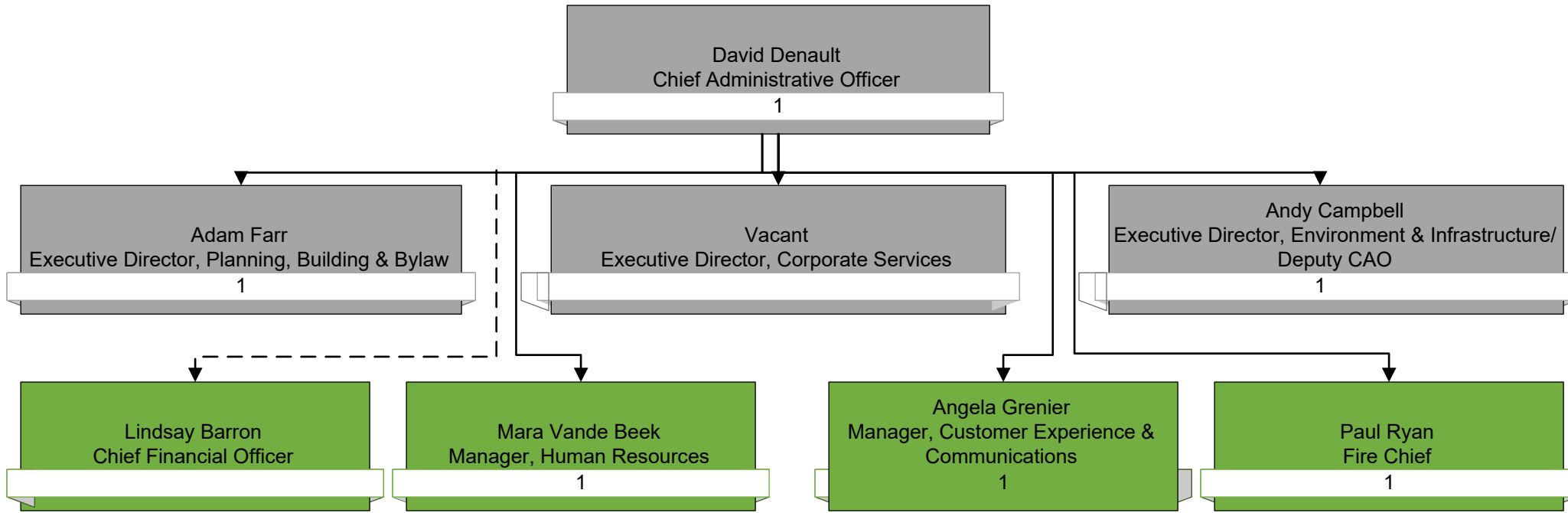
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# 3. Organizational Chart

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# 4. Taxation and General Revenue

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Taxation & General Revenue/Expenses	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Revenue								
Draw from Reserve	-1,426,656	-100,000				-	100,000	-100%
Fees, Service Charges, and Rentals	-4,654					-	0	
Fines and penalties	-352,393	-387,400	-387,400	-	-	-387,400	0	0%
Grants & External Contributions	-679,504	-620,000	-616,400	-	-	-616,400	3,600	-1%
Interest and Investment Income	-432,741	-200,000	-300,000	-	-	-300,000	-100,000	50%
Taxation (Note 1)	-23,348,396	-24,870,915	-25,541,001	-	-	-25,541,001	-670,086	2.69%
Other Taxation	-810,536	-387,700	-387,700	-	-	-387,700	0	0%
Revenue Total	-27,054,879	-26,566,015	-27,232,501	-	-	-27,232,501	-666,486	3%
Expense								
Salaries & Benefits (Note 2)		-400,000	-200,000	-	-	-200,000	200,000	-50%
Contracted Services	47,835						-	
Fees expense	2,463						-	
Fines and penalties	1,447						-	
Grants & Donations	34,476						-	
Materials & Supplies	35,441						-	
Printing, Advertising & Public Notices	546						-	
Professional Services	943						-	
Program costs	419						-	
Rebates	15,239	18,000	18,000	-	-	18,000	-	0%
Repairs & Maintenance	13,695						-	
Support to BIA	110,000	110,000	110,000	-	-	110,000	-	0%
Telecommunications							-	
Training, travel, meetings, and conferences (Note 3)		-50,000					50,000	-100%
Transfer to Reserve	1,580,853	659,135	609,135	-	-	609,135	-50,000	-8%
Write-offs	-48,012	100,000	100,000	-	-	100,000	0	0%
Expense Total	1,795,345	437,135	637,135	0	0	637,135	200,000	46%
Net Revenue	-25,259,534	-26,128,880	-26,595,366	0	0	-26,595,366	-466,486	2%

Note 1 : Includes assessment growth projection of 2.7% as reported by MPAC.

Note 2: Eliminated 1/2 of prior year's salary gapping - position vacancies now filled, with the exception of the Executive Director of Corporate Services.

Note 3: Eliminated training and conference gapping - in person training and development opportunities for Council and staff resumed in 2022.



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## **5. Council and Committees**

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	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Council & Committees								
Revenue								
Draw from Reserve	-100,000						-	
Grants & External Contributions	-846						-	
Revenue Total	-100,846						-	
Expense								
Salaries & Benefits	363,708	321,286	326,296	-	-	326,296	5,010	2%
Professional & Contracted Services (Note 1)	7,421	12,500	37,500	-	-	37,500	25,000	200%
Grants & Donations (Note 2)	103,000	5,500	64,000	-	-	64,000	58,500	1064%
Insurance	13,989	16,088	15,100	-	-	15,100	-988	-6%
Interdepartmental Transfers	28,418	34,646	33,947	-	-	33,947	-699	-2%
Materials & Supplies	283	1,250	1,250	-	-	1,250	-	0%
Printing, Advertising & Public Notices	1,016	1,000	1,000	-	-	1,000	-	0%
Program costs	4,999	5,500	5,500	-	-	5,500	-	0%
Protective clothing, uniforms, subscriptions, and memberships	5,729	5,700	5,700	-	-	5,700	-	0%
Sundry Expense (Note 3)	254	5,000					-5,000	-100%
Telecommunications	5,545	6,225	6,225	-	-	6,225	-	0%
Training, travel, meetings, and conferences	2,686	32,250	30,750	-	-	30,750	-1,500	-5%
Transfer to Reserve (Note 4)	31,500	32,130	38,500	-	-	38,500	6,370	20%
Expense Total	568,548	479,075	565,768	-	-	565,768	86,693	18%
Net Expense	467,703	479,075	565,768	-	-	565,768	86,693	18%

Note 1 : Professional services budget of \$25,000 moved from various departments to support Council initiated reviews & studies.

Note 2 : Community Grants & Donations budget moved from Infrastructure & Environment (2022 budget of \$63,000 unchanged).

Note 3: Gifts & Mementos budget moved to Human Resources (2022 budget of \$5,000 increased to \$5,500).

Note 4: Transfer to Information Technology Reserve increased for Council Chamber related equipment and operations support.

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## 6. Administration

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## Department Overview

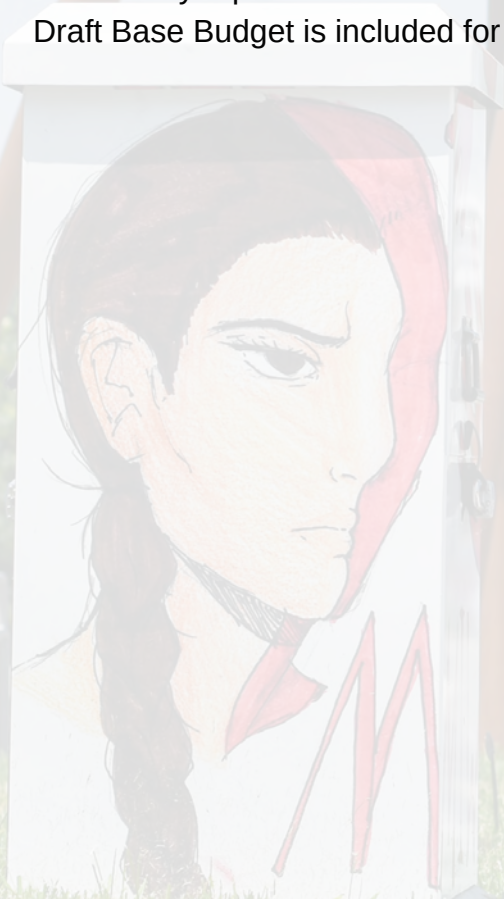
### Administration

Led by the Chief Administrative Officer, Administration is responsible for customer service, communications, human resources services, as well as fire and emergency services.

Key Objectives include:

- Provide oversight to all town departments so that Council's direction is carried out.
- Provide excellent customer service and timely, accurate communications of Town activities to the public.
- Provide human resources strategies and programs to develop a resilient workforce.
- Provide critical fire and emergency services to the Town of Midland.

A summary report of the Administration 2023 Draft Base Budget follows the Division Performance Plans. A separate 2023 Draft Base Budget is included for Midland Fire following the Midland Fire Performance Plan.



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## Division Performance Plan

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### Chief Administrative Officer

#### Division Overview and Key Objectives:

The CAO coordinates the work of all municipal departments so that all Town polices, and direction given by the Mayor and Council is met.

The CAO also:

- Provides leadership and guidance to support all Town departments and Council, acting as principal advisor on matters of policy, with full responsibility for the implementation of Council-approved policies and directing preparation of the Town's Annual Budget.
- Provides efficient control and management of the affairs of the municipality.
- Works with local municipal partners including local boards and agencies.

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

- Delivered a budget with reasonable and necessary requests for Council to consider.
- Achieved record level of funding with strong advocacy and program management.
- Debated important issues at Council to determine cost savings and revenue generating opportunities.
- Attracted new talent and focused on building a high performing culture and team.
- Worked with the MBL Board to execute RFP process to secure a developer for the redevelopment project, including execution of a Letter of Intent with the Council-approved Developer to enter a 1-year Exclusivity Period for the development of the future plan.

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

- Work with the 2022-2026 Council to develop and prepare their strategic priorities for the next term.
- Continue to focus on the next stage for the development of the Midland Bay Landing project. Seek Council direction for their input into the project.
- Continue to build a high performing Town "one team".
- Continue strong advocacy for Midland's needs at County, Provincial and Federal levels.







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## Division Performance Plan

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### Human Resources

#### Division Overview and Key Objectives:

The Human Resources 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.



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.

#### Key Objectives include:

Achieve organizational goals by developing an energetic and inspiring leadership group, attracting and retaining top talent, ensuring employee well-being, developing, motivating and empowering employees and ensuring compliance with legislative governing bodies.

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

- Completed collective agreement negotiations for CLAC and MPFFA (two terms).
- Increased employee morale through improved relationships with all levels of employees and union representatives; positively received employee engagement events.
- Completed approx. 70 Recruitments/Promotions including difficult to recruit: IT Services Manager, Chief Financial Officer, Manager of Human Resources, Operations Manager, Operations Supervisor, Law Clerk, Financial Analysts, Project Manager, Bylaw Supervisor and Bylaw/MLEO Officer
- Initiated the overdue negotiated Pay Equity/Job Evaluation project for IBEW and OPSEU (and non-union).
- Developed and implemented 5 HR policies: legislative - Disconnecting from Work and Electronic Monitoring; and employee centric policies to align with top talent attraction and retention.

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

- Employee and leader performance and development programs.
- Three (3) Collective Agreements (IBEW, OPSEU, CLAC) negotiations by January 31, 2023.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Administration								
Revenue								
Draw from Reserve							-	
Grants & External Contributions							-	
Revenue Total							-	
Expense								
Salaries & Benefits (Note 1)	849,454	1,105,371	1,202,437	0	-	1,202,437	97,066	9%
Professional & Contracted Services (Note 2)	5,197	47,000	87,400	-	-	87,400	40,400	86%
Fines and penalties	620						0	N/A
Insurance	16,787	19,305	18,100	-	-	18,100	-1,205	-6%
Interdepartmental Transfers	-75,735	-66,552	-52,936	-	-	-52,936	13,616	-20%
Labour Relations (Note 3)	52,602	40,000	50,000	-	-	50,000	10,000	25%
Materials & Supplies	3,537	4,775	4,775	-	-	4,775	0	0%
Printing, Advertising & Public Notices (Note 4)	18,433	40,500	50,500	-	-	50,500	10,000	25%
Program costs	121						0	
Protective clothing, uniforms, subscriptions, and memberships (Note 5)	1,256	21,730	14,430	2,000	-	16,430	-5,300	-24%
Software Support & Licensing (Note 6)	44,485	126,200	135,000	0	-	135,000	8,800	7%
Sundry Expense (Note 7)	9,650	20,600	27,100	0	-	27,100	6,500	32%
Telecommunications	1,600	2,600	2,600	0	-	2,600	0	0%
Training, travel, meetings, and conferences	29,199	117,650	115,850	0	-	115,850	-1,800	-2%
Transfer to Reserve (Note 8)	24,500	28,560	42,000	0	-	42,000	13,440	47%
Expense Total	981,706	1,507,739	1,697,256	2,000	0	1,699,256	191,517	13%
Net Expense	981,706	1,507,739	1,697,256	2,000	0	1,699,256	191,517	13%

Note 1: Conversion of 1 Full-time staff from Corporate Services. Increase Customer Experience part-time hours to reflect operational needs. 1.75% increase applied to union and non-union staff per current CA

Note 2 : Estimated carry forward on 2022 Job Evaluation Project. Funded by Modernization Grant.

Note 3: Anticipated legal to successfully negotiate contract renewal terms with 3 collective bargaining units in 2023 - OPSEU, IBEW and CLAC.

Note 4 : Estimated increase to advertising budget to reflect ongoing recruitment efforts throughout the organization. Increased Community Engagement to promote Town services.  
(continued)

## Administration

Note 5: Elimination of Engaging Midland communication platform (subscriptions). Focus group results indicate better value can be obtained by using alternate media outlets (See above Printing, Advertising & Public Notice budget).

Note 6: Increased cost for ADP (Payroll system) comprehensive services package - 2 year commitment.

Note 7: Gifts & Mementos budget moved from Council & Committees (2022 budget of \$5,000 increased to \$5,500).

Note 8: Transfer to Information Technology Reserve increased for Administration related equipment and operations support.



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## Division Performance Plan

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### Fire and Emergency Management

#### Division Overview and Key Objectives:

The Midland Fire Department provides fire and emergency services to the Town of Midland in an efficient and safe manner.

Key Objectives include:

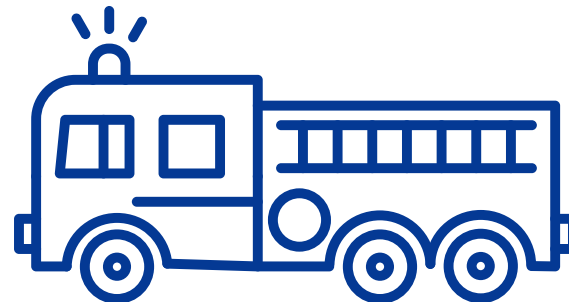
- Public Education.
- Fire Prevention – Inspection and code enforcement.
- Response – emergency and non-emergency.
- Public Events in the community.
- Emergency Management.
- Liaise with OPP, Simcoe County EMS, other Simcoe Fire Departments.

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

- Added an additional suppression firefighter to help reduce overtime due to STD and LTD.
- Implemented a shared drone program with Penetanguishene Fire Department.
- Improved our Public Education on social media and fire safety messages on 3 of the front run apparatus.
- Emergency response plan/Terms of Reference were revised and adopted by Council.

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

- Replacement of Pumper 1.
- Replacement of C2 – response pick-up truck.
- Community Risk Assessment – joint venture in North Simcoe.
- Replacement of Defibrillation units.



Fire	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Revenue								
Fees, Service Charges, and Rentals	- 1,574	- 29,200	- 29,200	-	-	- 29,200	-	0%
Grants & External Contributions	- 44,187						-	
Licenses and permits (Note 1)	- 10,240	- 20,000	- 30,000	-	-	- 30,000	- 10,000	50%
Revenue Total	- 56,001	- 49,200	- 59,200	-	-	- 59,200	- 10,000	20%
Expense								
Salaries & Benefits (Note 2)	2,446,707	2,552,133	2,655,452	-	-	2,655,452	103,319	4%
Professional & Contracted Services (Note 3)		1,000	5,600	-	-	5,600	4,600	460%
Fees expense	49,580	49,750	60,500	-	-	60,500	10,750	22%
Fines and penalties	5						-	
Fuel (Note 4)	14,547	12,000	19,000	-	-	19,000	7,000	58%
Insurance	37,617	43,260	50,500	-	-	50,500	7,240	17%
Interdepartmental Transfers	430	430					- 430	-100%
Labour Relations	6,179	27,500	30,000	-	-	30,000	2,500	9%
Licenses expense	484	500	500	-	-	500	-	0%
Materials & Supplies	26,447	27,200	27,200	-	-	27,200	-	0%
Printing, Advertising & Public Notices	1,118	900	1,375	-	-	1,375	475	53%
Professional Services	7,339	7,500	7,000	-	-	7,000	- 500	-7%
Protective clothing, uniforms, subscriptions, and memberships (Note 5)	33,172	35,300	36,300	15,000	-	51,300	16,000	45%
Repairs & Maintenance	167,680	142,500	140,125	-	-	140,125	- 2,375	-2%
Software Support & Licensing	682	4,000	3,000	-	-	3,000	- 1,000	-25%
Sundry Expense	311	1,000	1,000	-	-	1,000	-	0%
Telecommunications	2,685	2,500	2,620	-	-	2,620	120	5%
Training, travel, meetings, and conferences (Note 6)	42,139	40,350	45,350	-	-	45,350	5,000	12%
Transfer to Reserve (Note 7)	358,500	365,670	415,500	-	-	415,500	49,830	14%
Utilities	20,902	22,105	22,211	-	-	22,211	106	0%
Expense Total	3,216,524	3,335,598	3,523,233	15,000	-	3,538,233	202,635	6%
Net Expense	3,160,523	3,286,398	3,464,033	15,000	-	3,479,033	192,635	6%

Note 1: Increased revenue projections for sale of Fire Permits to reflect pre-pandemic volume.

Note 2 : Moved two Probationary Firefighter positions that were added to the complement in 2021 & 2022 to first class rate. Increase to VFF per current CA.

Note 3: Technical services purchased from Barrie Fire.

Note 4 : Estimated increased cost to operate vehicles and equipment.

Note 5: One-time bulk purchase of protective coveralls for all career and volunteer firefighters to help minimize contact with carcinogens.

Note 6: Increased training budget to ensure continued compliance with NFPA standards.

Note 7: Increased transfer to reserves for future vehicle and equipment replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement needs).

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# 7. Corporate Services

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## Department Overview

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### Corporate Services

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 Objectives include:

- 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.

A summary report of the Corporate Services Draft 2032 Base Budget follows the Division Performance Plans.



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## Division Performance Plan

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### Clerk's

#### Division Overview and Key Objectives:

The role of the Municipal Clerk's Department is driven and dictated by Provincial Legislation, acting as secretariat to Town Council and its standing committees in accordance with the Municipal Act. The division is also 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.

Key Objectives include:

- Acting as the administrator for the Town's corporate records, policies, resolutions and by-laws.
- Conducting municipal and school board elections every four years.
- Administrators for agenda and meeting software program iCompass.
- Coordinating and preparation of agendas for Council and Committee meetings, administering and recording the minutes and decisions.
- Issuing marriage and lottery licences.
- Providing corporate oversight and support for the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant legislation.
- Maintaining vital statistic records.
- Processing Freedom of Information Requests under MFIPPA.
- Commissioning Documents.

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

- Successful completion of Municipal and School Board Elections using internet and telephone voting.
- Hired the new Committee Coordinator/ Deputy Clerk.
- Comprehensive review and revision of the Town's Procedure By-law.
- Improved electronic Council Meeting processes to increase efficiency and enhance the opportunity for public participation.



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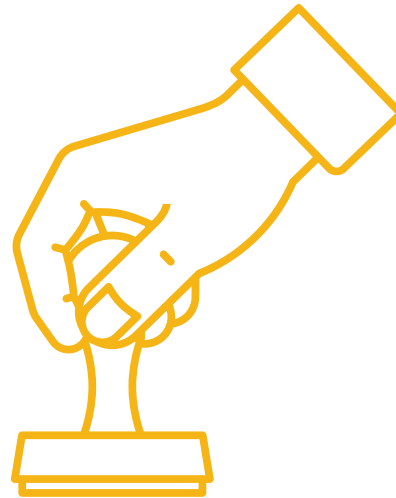
## Division Performance Plan

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### Clerk's

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

- Maintenance of the Town's Records Management System in the newly implemented electronic document and records management program.
- Complete a comprehensive review of the existing Committees and their effectiveness.
- Review of Terms of Reference for all Committees.
- Review current practices for public notices for statutory/other public meetings to determine more impactful and effective alternatives.





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## Division Performance Plan

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### Finance

#### Division Overview and Key Objectives:

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: Business Planning & Financial Advice, Financial Reporting, and Financial & Management Accounting.

Key Objectives include:

- 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.
- Enhance 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).

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.

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

- Advanced prior year-end surplus reporting ahead of the budget cycle.
- Tangible Capital Asset reconciliation and conversion into Citywide.
- Worked to improve reporting detail uploaded for P-Cards into the financial system.
- Enhanced fund tracking for deposits and securities held to reduce redundancies in record keeping across departments.
- Worked to improve payment process. Continued to transition vendors to electronic payments.
- Upgraded document management system. Worked through technical issues with financial system.



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## Division Performance Plan

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### Finance

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

- General ledger & internal reporting restructuring.
- Refinement of long-range financial plan and adoption of analytical tools (e.g. Muniworth).
- Financial Policy update including a review and recommendations for reserves and reserve funds.
- Purchase Order System Implementation.
- Acceptance of online payments for various services.
- Refinement of Activity Based Costing in ADP.
- Planning for Development Charges update.



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## Division Performance Plan

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### Legal and Risk Management

#### Division Overview and Key Objectives:

The Division provides coordination of legal and risk management initiatives across the corporation. The division was formally staffed in early 2022.

Key Objectives include:

- Provide advice and recommendations on routine legal matters to all municipal departments and committees as required.
- Prepare and review legal documents including by-laws, policies, contracts, leases and other related documents to ensure legal validity to protect the Corporation.
- Manage legal services for real estate matters including easements, encroachments, acquisition and disposition.
- Administration of the Corporation's insurance and claims program including review and tracking, premium cost analysis and annual insurance renewal.
- Coordinate the exchange of claims and litigation information internally with affected divisions and externally with adjusters, insurers, and external legal counsel.
- Review contracts to ensure appropriate and current insurance and liability terms are included.

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

- RFP and insurance renewal under the approved budget.
- Complete various outstanding real estate transactions.

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

- Recovery of Costs program.
- Contractor Insurance Compliance Program.
- Introduction of further Risk Management initiatives.



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## Division Performance Plan

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### Procurement

#### Division Overview and Key Objectives:

The Town's Procurement division provides leadership, advice, support as well as facilitates procurement processes for the Corporation to ensure open, fair and transparent spend of budgets.

Key Objectives include:

- Ensure open, fair and transparent spend.
- Mitigate liability and risk through the development of procurement policies, effective internal controls, and long-range procurement planning.
- Enhancing transparency through internal and external education on processes.
- Work collaboratively with other divisions to improve the efficiency of processes.

The division provides various procurement guidance and support to the Midland Public Library, Midland Bay Landing Development Corporation (a wholly-owned corporation), the Huronia Regional Airport, the Town of Penetanguishene, the Township of Tiny and the Township of Tay.

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

- Kickoff of electronic purchase order system.
- Implementation of Vendor Managed Inventory System (VMI).
- Implemented a Uniform Program.
- Enhanced and revised Procurement templates.
- Expanded Purchasing Card (P-card) Program
- Navigated a volatile Supply Chain to ensure all required equipment, supplies and services were procured.
- Transition to new electronic bidding platform.

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

- Implementation of electronic purchase order system.
- Expansion of Vendor Managed Inventory System.
- By-law and policy update.
- Develop processes to create further efficiencies and achieve cost savings.





# Division Performance Plan

## Information Technology Services

### Division Overview and Key Objectives:

The Information Technology division provisions, administrates, and maintains the computing resources of the corporation.

Key Objectives include:

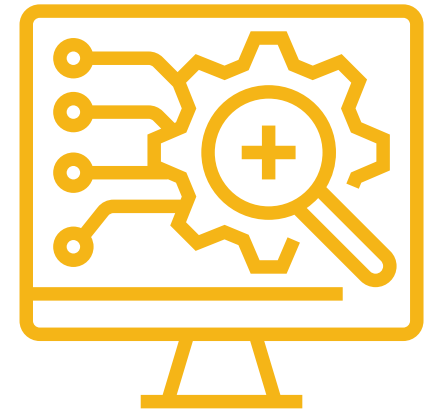
- Responsible for network and data security.
- Work with all departments to ensure staff and the public can interact with technology in an efficient and productive manner.
- Provide support and guidance to all departments in the organization to implement new systems that improve overall workflows and customer service.

### Key successes from the prior budget year:

- Reorganized electronic documents and the successful implementation of an electronic document management system.
- Successfully onboarded a managed service partner as a cost-effective way to ensure the integrity of our network, our data backup, and our network security.
- Implemented an around-the-clock security monitoring service that monitors both on and offsite computers and devices to protect the town and the Town's customers from security threats and data breaches.
- Installed corporate-wide technical support service that allows our internal Information Technology support desk to remotely diagnose and resolve problems for all users, regardless of their location.

### Major Initiatives for the coming budget year:

- Continue to work with a managed service provider to relieve the strain on our internal IT resources and improve overall security and efficiency of the Town's computer infrastructure.
- Phased replacement / upgrade of aging computer equipment across the various Town sites with a focus on increased productivity and network security.
- Ongoing effort to move services in to the "cloud" which will drastically lower long-term investment to maintain/replace aging computer servers.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Corporate Services								
Revenue								
Draw from Reserve (Note 1)	- 245,191	- 376,997	- 355,000	-	-	- 355,000	21,997	-6%
Fees, Service Charges, and Rentals (Note 2)	- 49,136	- 37,200	- 48,500	-	-	- 48,500	- 11,300	30%
Grants & External Contributions		- 57,975	- 57,975	-	-	- 57,975	-	0%
Interest and Investment Income	- 2,472	- 6,000	- 6,000	-	-	- 6,000	-	0%
Licenses and permits	- 20,674	- 35,000	- 35,000	-	-	- 35,000	-	0%
Sundry Revenue	- 4,595	- 45,000	- 45,000	-	-	- 45,000	-	0%
Revenue Total	- 322,069	- 558,172	- 547,475	-	-	- 547,475	10,697	-2%
Expense								
Salaries & Benefits (Note 3)	1,538,269	1,864,241	1,898,688	-	-	1,898,688	34,447	2%
Professional & Contracted Services (Note 4)	224,564	236,205	435,000	-	-	435,000	198,795	84%
Fees expense	55	4,000	4,000	-	-	4,000	-	0%
Fines and penalties	272						-	N/A
Grants & Donations	77,920	63,000					- 63,000	-100%
Insurance	54,367	161,727	145,900	-	-	145,900	- 15,827	-10%
Interdepartmental Transfers	42,618	51,011	18,885	-	-	18,885	- 32,126	-63%
Licenses expense	120	200					- 200	-100%
Materials & Supplies (Note 5)	31,467	74,206	40,250	-	-	40,250	- 33,956	-46%
Printing, Advertising & Public Notices	57,683	48,700	43,700	-	-	43,700	- 5,000	-10%
Protective clothing, uniforms, subscriptions, and memberships	9,129	22,045	15,870	-	-	15,870	- 6,175	-28%
Purchases for resale	1,246						-	N/A
Repairs & Maintenance (Note 6)	27,788	37,000	23,000	-	-	23,000	- 14,000	-38%
Software Support & Licensing	223,040	244,200	238,000	-	-	238,000	- 6,200	-3%
Sundry Expense (Note 7)	- 25	45,000					- 45,000	-100%
Telecommunications	50,239	83,400	84,400	-	-	84,400	1,000	1%
Training, travel, meetings, and conferences	12,168	63,500	64,300	-	-	64,300	800	1%
Transfer to Reserve (Note 8)	95,500	119,250	96,500	-	-	96,500	- 22,750	-19%
Vehicle, Equipment, and Facility Rentals		1,300					- 1,300	-100%
Expense Total	2,446,422	3,118,985	3,108,493	-	-	3,108,493	- 10,492	0%
Net Expense	2,124,353	2,560,813	2,561,018	-	-	2,561,018	205	0%

Note 1: Increased transfer from Information Technology reserve to reflect operational costs. Reduced transfer from Elections reserve (costs also removed).

Note 2 : Estimated recoveries on subrogation claims initiated by legal of \$25,000. Increase is offset by reduced estimates for other cost recoveries and real estate record searches.

Note 3: Elevated Finance position to meet operational needs. Moved 1 Full-time staff to Administration. 1.75% increase applied to union and non-union staff per current CA.

Note 4 : Increased cost to provide best in class business continuity services. Increase is reduced by elimination of 2022 election related services.

Note 5: 2022 Election budget line items removed - Annual transfer to reserve to save for anticipated 2026 costs.

(continued)

## Corporate Services

Note 6: Reduced reliance on physical hardware, with migration to more cloud based systems. Eliminate maintenance contracts on end of life office equipment (not scheduled for replacement).

Note 7: Election budget line items removed

Note 8: Transfer to Information Technology Reserve decreased for Corporate Services related equipment and operations support.

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## **8. Planning, Building and By-Law**

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## Department Overview

### Planning, Building and By-Law

The Department provides several integrated community development functions across three divisions including Planning, Building Services and Municipal Law Enforcement. 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.

Planning and Building work together providing a “gateway to exit” pathway for advancing development projects through the approvals process to “shovel ready” status, and once built the Municipal Law Enforcement division helps to maintain and sustain community standards. The combined effect of these services is to facilitate a community that is designed and built to be a healthy, safe, connected, sustainable and attractive place where people choose to live, work, visit and play.

Key Objectives include:

- Provide planning services aligned with the Planning Act, Provincial Policy Statement, Growth Plan, County Official Plan, Town Official Plan, Zoning By-law, and various other guidelines and regulations.
- Provide a safe built environment for residents of Midland and Penetanguishene through application of the Ontario Building Code.
- Deliver Municipal Law Enforcement, Licensing and related services to maintain community standards.

A summary report of the Planning, Building and By-law 2023 Draft Base Budget follows the Division Performance Plans.



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## Division Performance Plan

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### Planning Services

#### Division Overview and Key Objectives:

The Division provides 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 and exercise delegated authority accordingly.

Key Objectives include:

- Align Planning goals, objectives, and decisions in accordance with the Planning Act, Growth Plan, County of Simcoe Official Plan, Town Official Plan, Town Comprehensive Zoning By-law, and various other guidelines and regulations.
- Provide project management oversight, professional planning advice and balanced recommendations to Council with regard to all Planning Act applications and various matters related to the strategic community vision.
- Implementation of Community Improvement Plans.
- Provide support to the Town's Heritage Committee, Committee of Adjustment and Council's Task Force on Affordable Housing.

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

- Continued to finalize and bring to a conclusion a number of legacy applications that were inherited from previous Planning staff and consultants.
- Continued work to bring various applications that have been appealed to the Ontario Land Tribunal to a resolution, including appeals to the Official Plan, and individual applicant-driven appeals.
- Retained external professional consultants to assist the Town in modernizing the processing of development applications through a Service and Fee Delivery review. When completed in 2023, the Town of Midland will have a standardized process for development application, to ensure compliance with Bill 109.



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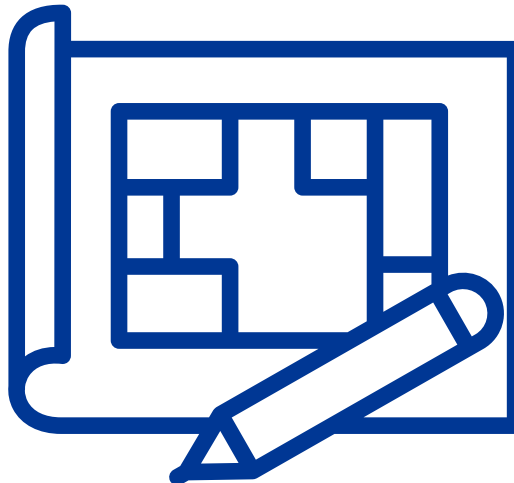
## Division Performance Plan

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### Planning Services

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

- Bring remaining legacy development applications to a conclusion.
- Provide project management oversight and professional planning advice on all Planning Act applications.
- Represent Council's position on existing appeals before the Ontario Land Tribunal, which include:
  - Outstanding appeals relating to the Official Plan; and
  - Various individually applicant driven appeals.
- Provide professional planning advice and represent Council's position on the Simcoe County Municipal Comprehensive Review and advance the local conformity project.
- Initiate Official Plan review of the Natural Heritage designation and other policy matters contained in the 2019 Official Plan.
- Complete Official Plan Amendments for compliance with Bills 109 and various other pending changes at the Provincial level.
- Initiate and Complete Housekeeping Zoning Bylaw Update to bring into compliance with recent changes at the Provincial level.
- Complete full cost recovery fee and modernize processes and standards.
- Initiate Downtown and Affordable Housing Community Improvement Plan.



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## Division Performance Plan

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### Building Services

#### Division Overview and Key Objectives:

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 Objectives include:

- 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:

- Implemented an online building permit application and inspection system.
- Completed hiring and promotion of staff in the positions of CBO (Chief Building Official), DCBO and Building Inspector
- Reviewed shared services contract with Penetanguishene.
- Maintained a service level of same day inspection through staff changes with the following outcomes:
  - 335 Building permits issued (2020)
  - \$24,275,082 value in construction (2020)
  - 441 building permits issued (2021)
  - \$71,147,886.00 value in construction (2021)
  - 209 building permits issued (to Oct 31, 2022)
  - \$44,570,675.60 value of construction (to Oct 31, 2022)





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## Division Performance Plan

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### Building Services

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

- Complete the full cost recovery fee update and process review and update the Building Permit Fee By-law.
- Add online payment feature to online permit system.
- Review and create internal policies for consistency of inspections and plans review.



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## Division Performance Plan

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### Municipal Law Enforcement

#### Division Overview and Key Objectives:

The Division provides by-law enforcement, and parking and municipal licensing administration for the Town of Midland.

Key Objectives include:

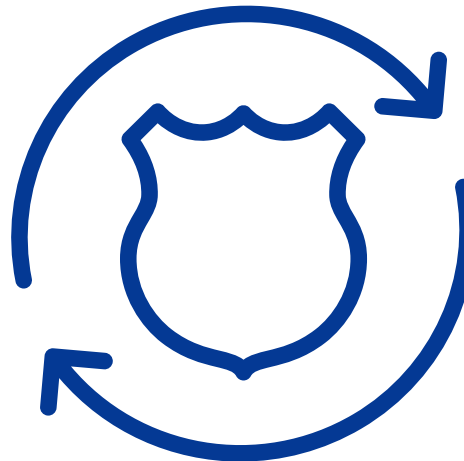
- Dedication to the fair and consistent enforcement of municipal by-laws.
- Administration of the Town of Midland's parking program.
- Maintaining a safe, clean, and visually appealing community.

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

- Implemented the division's new Bike Unit, including training staff and procurement of patrol bicycles, allowing for more frequent patrols of the Town's Parks and Trails by MLE staff.
- Adjusted and implemented changes to the Town's pay-by plate parking program based on Council direction. The result of this extensive study now provides free parking in the downtown municipal lots and expanded on-street paid parking. The program also shifted from a Pay by Plate system to a Pay and Display system to increase ease of access for residents and visitors.

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

- Continue monitoring of the re-launched Pay and Display parking program.
- Continue the Outdoor Patio Program.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Planning, Building & Bylaw								
Revenue								
Draw from Reserve (Note 1)	- 17,602	- 235,116	- 685,421	-	-	- 685,421	- 450,305	192%
Fees, Service Charges, and Rentals (Note 2)	- 273,703	- 808,601	- 514,056	-	-	- 514,056	294,545	-36%
Fines and penalties	- 27,686	- 52,500	- 52,500	-	-	- 52,500	-	0%
Gain/Loss on Sale of Assets	463						-	N/A
Grants & External Contributions	- 139,725	- 127,000	- 136,000	-	-	- 136,000	- 9,000	7%
Licenses and permits (Note 3)	- 428,543	- 362,400	- 317,400	-	-	- 317,400	45,000	-12%
Sales		- 1,000	- 1,000	-	-	- 1,000	-	0%
Sundry Revenue	- 6,194	- 3,500	- 9,000	-	-	- 9,000	- 5,500	157%
Revenue Total	- 892,990	- 1,590,117	- 1,715,377	-	-	- 1,715,377	- 125,260	8%
Expense								
Salaries & Benefits	897,524	1,189,771	1,247,238	-	-	1,247,238	57,467	5%
Professional & Contracted Services (Note 4)	207,718	161,950	506,700	-	-	506,700	344,750	213%
Fees expense	2,195	1,100	3,600	-	-	3,600	2,500	227%
Fuel (Note 5)	3,132	2,000	5,200	-	-	5,200	3,200	160%
Grounds Maintenance	73,422	67,500	72,500	-	-	72,500	5,000	7%
Insurance	38,118	43,836	41,000	-	-	41,000	- 2,836	-6%
Interdepartmental Transfers	75,842	83,136	86,519	-	-	86,519	3,383	4%
Licenses expense	323	270	470	-	-	470	200	74%
Materials & Supplies	7,667	12,360	12,660	-	-	12,660	300	2%
Printing, Advertising & Public Notices	4,502	10,090	11,250	-	-	11,250	1,160	11%
Program costs	17,602	51,600	51,600	-	-	51,600	-	0%
Protective clothing, uniforms, subscriptions, and memberships	8,449	9,632	11,112	-	-	11,112	1,480	15%
Repairs & Maintenance (Note 6)	6,406	7,475	19,000	-	-	19,000	11,525	154%
Software Support & Licensing (Note 7)	28,481	30,000	36,000	-	-	36,000	6,000	20%
Taxes	51,661	52,300	52,300	-	-	52,300	-	0%
Telecommunications	5,868	6,300	6,300	-	-	6,300	-	0%
Training, travel, meetings, and conferences	8,624	33,700	37,600	-	-	37,600	3,900	12%
Transfer to Reserve (Note 8)	294,750	199,090	318,275	-	-	318,275	119,185	60%
Expense Total	1,732,285	1,962,110	2,519,324	-	-	2,519,324	557,214	28%
Net Expense	839,295	371,993	803,947	-	-	803,947	431,954	116%

Note 1: Estimated increase from reserves to fund professional services required to resolve OLT appeals and acknowledge the uncertainty of revenue recognition surrounding Bill 109. Transfer of \$70,000 from Building Reserve Fund to balance budget to \$0.

Note 2: Estimated lost revenue based on decision to provide free parking in downtown lots and free boat launch parking.

(continued)

## Planning, Building and By-law

Note 3: Estimated reduction in net building permit revenue due to market uncertainty, and opportunity for new commercial investments. Reduced licences based on pre-pandemic sales level.

Note 4: Estimated professional services required to resolve existing OLT appeals.

Note 5: Estimated increased cost to operate vehicles and equipment to provide inspection and enforcement services.

Note 6: Estimated payment processing fees on Parking terminals.

Note 7: Estimated maintenance fees on Parking terminals (Change order requests).

Note 8: Increased transfer of \$20,000 to fund 10-year plan for Planning related studies. Offsetting transfer to Tax Stabilization reserve contingent on ability to mitigate the possible impacts of Bill 109.



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## 9. Environment and Infrastructure

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## Department Overview

### Environment and Infrastructure

The Department provides core community and infrastructure services to the Town of Midland ensuring a safe, beautiful and vibrant community. The largest of the Town's Departments, Environment and Infrastructure is made up seven Division providing the following community services:

- Municipal water, wastewater and stormwater services.
- Development and Capital planning and engineering.
- Year-round maintenance to the Town's road, sidewalk and lighting and signalized intersection infrastructure, including municipal parking lots.
- Town harbour and boat launch.
- Forestry, Parks and play equipment.
- Fleet and facility maintenance and management.
- Operation of the North Simcoe Sports and Recreation Centre serving many community activities.
- Tourism, Culture and community event planning.
- Conventional and specialized transit.
- Corporate asset planning and management, and property lease management.

A summary report of the Environment and Infrastructure 2023 Draft Base Budget follows. Individual Division draft budgets are also included following each Performance Plan.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Environment and Infrastructure								
Revenue								
Advertising Revenue	- 37,383	- 37,200	- 45,050	-	-	- 45,050	- 7,850	21%
Draw from Reserve (Note 1)	- 888,760	- 1,021,363	- 1,194,437	-	-	- 1,194,437	- 173,074	17%
Fees, Service Charges, and Rentals	- 1,643,338	- 1,958,913	- 1,921,764	-	-	- 1,921,764	37,149	-2%
Fines and penalties	- 44,807	- 28,340	- 28,340	-	-	- 28,340	-	0%
Gain/Loss on Sale of Assets	- 44,630						-	
Grants & External Contributions (Note 2)	- 738,267	- 585,719	- 436,369	-	-	- 436,369	149,350	-25%
Interdepartmental Transfers	- 583						-	
Interest and Investment Income		- 25,730	- 25,730	-	-	- 25,730	-	0%
Licenses and permits			- 800	-	-	- 800	- 800	
Rate Revenue (Note 3)	- 8,122,042	- 7,363,850	- 7,778,372	-	-	- 7,778,372	- 414,522	6%
Repairs & Maintenance	- 73,000	- 73,000	- 70,625	-	-	- 70,625	2,375	-3%
Sales	- 7,121	- 68,644	- 34,144	-	-	- 34,144	34,500	-50%
Sundry Revenue	- 5,316	- 1,495	- 3,200	-	-	- 3,200	- 1,705	114%
Revenue Total	- 11,605,249	- 11,164,254	- 11,538,831	-	-	- 11,538,831	- 374,577	3%
Expense								
Salaries & Benefits (Note 4)	6,356,631	7,754,927	8,044,992	-	-	8,044,992	290,065	4%
Chemicals	163,259	196,729	194,729	-	-	194,729	- 2,000	-1%
Professional & Contracted Services	1,230,149	1,978,752	2,044,747	-	-	2,044,747	65,995	3%
Debt Servicing	2,151,387	2,206,234	2,376,099	-	-	2,376,099	169,865	8%
Fees expense	61,562	66,012	68,712	-	-	68,712	2,700	4%
Fees, Service Charges, and Rentals	28,255	20,000	36,000	-	-	36,000	16,000	80%
Fines and penalties	665						-	
Fuel (Note 5)	294,724	333,110	427,895	-	-	427,895	94,785	28%
Grants & Donations	288,106	124,890	94,522	-	-	94,522	- 30,368	-24%
Grounds Maintenance	62,477	99,828	117,850	-	-	117,850	18,022	18%
Insurance (Note 6)	804,002	924,512	824,300	-	-	824,300	- 100,212	-11%
Interdepartmental Transfers	- 80,830	- 113,725	- 96,430	-	-	- 96,430	17,295	-15%
Labour Relations		1,250	1,250	-	-	1,250	-	0%
Licenses expense	52,345	53,336	57,876	-	-	57,876	4,540	9%
Materials & Supplies	629,456	796,456	837,770	-	-	837,770	41,314	5%
Printing, Advertising & Public Notices	16,364	113,930	71,830	-	-	71,830	- 42,100	-37%
Program costs (Note 7)	153,813	434,860	201,010	-	-	201,010	- 233,850	-54%
Protective clothing, uniforms, subscriptions, and memberships	93,375	111,724	125,100	-	-	125,100	13,376	12%
Purchases for resale	6,455	13,120	9,600	-	-	9,600	- 3,520	-27%
Repairs & Maintenance (Note 8)	963,475	1,003,103	1,092,206	-	-	1,092,206	89,103	9%
Security	16,955	31,600	32,900	-	-	32,900	1,300	4%
Software Support & Licensing	78,166	116,525	128,525	-	-	128,525	12,000	10%
Sundry Expense	5,537	17,290	17,290	-	-	17,290	-	0%
Taxes	163,233	152,000	164,100	-	-	164,100	12,100	8%
Telecommunications	22,614	29,193	30,393	-	-	30,393	1,200	4%
Town Equipment Rental	20,406						-	

	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Environment and Infrastructure								
Training, travel, meetings, and conferences	46,612	124,800	139,700	-	-	139,700	14,900	12%
Transfer to Reserve (Note 9)	3,523,072	3,908,914	4,618,146	-	-	4,618,146	709,232	18%
Utilities	1,002,916	1,341,316	1,311,699	-	-	1,311,699	- 29,617	-2%
Vehicle, Equipment, and Facility Rentals	73,514	98,908	108,508	-	-	108,508	9,600	10%
Write-offs	1,636						-	
Expense Total	18,230,332	21,939,594	23,081,319	-	-	23,081,319	1,141,725	5%
Net Expense	6,625,082	10,775,340	11,542,488	-	-	11,542,488	767,148	7%

Note 1: Funding provided from the Development Charge Reserve for growth portion of King Street Revitalization Project.  
Removed funding from Special Events Reserve re: Tall Ships event - every 3 years.

Note 2: Removed 2022 Provincial grant funding for Tall Ships and Cruise Ships. Increased intermunicipal recovery for Midland Penetanguishene transit program.

Note 3: Increased revenue based on water consumption modeling and annual rate increase of 4% for water and 5% for wastewater.

Note 4: Adjusted staff compensation to reflect appropriate position needs and grid placement. 1.75% increase applied to union and non-union staff per current CA Collective bargaining increase to NSSRC staff.

Note 5: Estimated increased cost to operate vehicles and equipment.

Note 6: Decrease in insurance annual premium reflects 2022 RFP results.

Note 7: Removed 2022 Tall Ships program costs - event every 3 years. Busker fest event from Tourism budget of \$44,600.  
Increased program costs for Canada Day Event and Tug fest (offset by decrease in general support found on Grants & Donation line).

Note 8: Increased maintenance costs of aging vehicles and equipment. Increased building maintenance at Town Hall and Operations Centre.  
Additional storm sewer and catch basin maintenance required.

Note 9: Increased transfer to reserves for future asset replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement ne



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## Division Performance Plan

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### Engineering

#### Division Overview and Key Objectives:

The Engineering Division implements accurate asset and long-term capital planning for all Town infrastructure including Water, Wastewater, Stormwater, and Roads to ensure an acceptable level of service is maintained for the Town's infrastructure.

Key objectives include:

- Manage Development Engineering activities as part of the planning process to ensure sustainable growth for the Town.
- Administer the Town's capital construction projects including design, tender and construction.
- Provide Road and Transportation system engineering and construction expertise.
- Administer the Entrance Permit process.
- Implement Traffic Calming policies and programs.
- Manage the Town's Transportation, Water and Wastewater Master Plans.
- Manage and Maintains GIS Mapping to help efficiency of many departments

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

- Completed two major construction projects within budget.
- Facilitated the construction of multiple active developments both commercial and residential.
- Completed multiple reviews and agreements in support of development applications.
- Initiated two major projects which will upgrade the Wastewater Treatment Plant with a new Aeration system and a new Headworks building.
- Completed, submitted, and received the Town-wide CLI-ECA licenses from the MECP for the Town's Sanitary and Stormwater collections systems.



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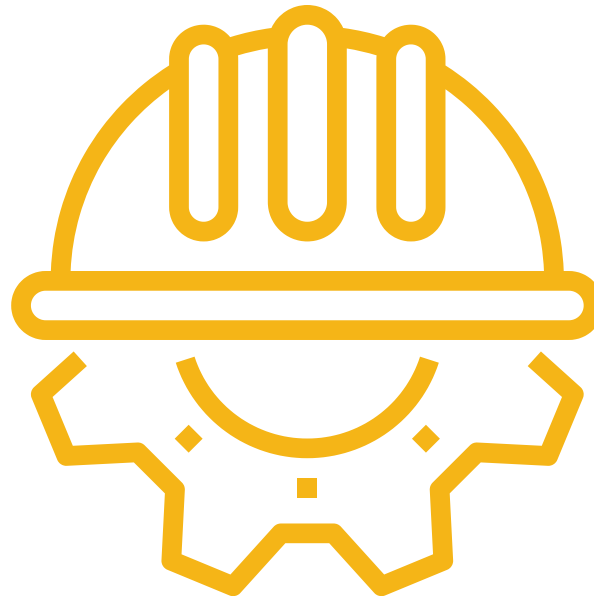
## Division Performance Plan

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### Engineering

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

- Complete the design, tender and reconstruction of Queen Street.
- Complete RFP, EA process and begin design for three major capital projects.
- Review and update the Town's Engineering Standards.
- Complete all required documentation and reporting to support the first year of the CLI-ECA's for stormwater and sanitary collection system.
- Complete of design work and tender documents for the wastewater water treatment plant upgrades and obtain ECA from MECP.
- Implement Traffic Calming measures as required under the Policy.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Engineering								
Revenue								
Fees, Service Charges, and Rentals (Note 1)	-197,151	-120,000	-133,450	-	-	-133,450	-13,450	11%
Grants & External Contributions	-1,904						0	
Licenses and permits			-800	-	-	-800	-800	
Revenue Total	-199,055	-120,000	-134,250	-	-	-134,250	-14,250	12%
Expense								
Salaries & Benefits	437,617	428,544	422,494	-	-	422,494	-6,050	-1%
Consultants	15,102	20,000	18,000	-	-	18,000	-2,000	-10%
Grants & Donations (Note 2)		11,000					-11,000	-100%
Insurance	22,383	25,740	24,200	-	-	24,200	-1,540	-6%
Interdepartmental Transfers	10,371	12,388	7,070	-	-	7,070	-5,318	-43%
Materials & Supplies	1,791	6,450	7,250	-	-	7,250	800	12%
Protective clothing, uniforms, subscriptions, and memberships (Note 3)	2,009	23,915	32,450	-	-	32,450	8,535	36%
Software Support & Licensing	1,017						0	
Telecommunications	3,109	4,400	5,850	-	-	5,850	1,450	33%
Training, travel, meetings, and conferences	1,896	17,900	20,400	-	-	20,400	2,500	14%
Transfer to Reserve (Note 4)	40,190	20,494	27,750	-	-	27,750	7,256	35%
Expense Total	535,484	570,831	565,464	0	0	565,464	-5,367	-1%
Net Expense	336,429	450,831	431,214	0	0	431,214	-19,617	-4%

Note 1: Introduced new inspection and subdivision plan preparation fee in 2022.

Note 2: Removed funding for Sustainable Severn Sound. Budget moved to Joint Boards in prior year.

Note 3: Increased protective equipment and memberships to reflect staff complement.

Note 4: Transfer to Information Technology Reserve increased for Engineering related equipment and operations support.

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## Division Performance Plan

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### Water and Wastewater Services

#### Division Overview and Key Objectives:

The Division provides the collection and treatment of wastewater through the operation and maintenance of the Wastewater Treatment Centre including six remote wastewater pumping stations in accordance with prescribed provincial legislation. The Division also ensures the delivery of a safe and adequate supply of potable water through the management and operation of the Town's Municipal Drinking Water System based on applicable provincial regulatory requirements.

Key Objectives include:

- To extract pollutants, remove toxicants, remove particles, and neutralize pathogens so that quality of discharged wastewater meets regulatory limits.
- 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.
- Wastewater Sanitary Relining Inflow & Infiltration (I&I).
- Use of information technology.





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## Division Performance Plan

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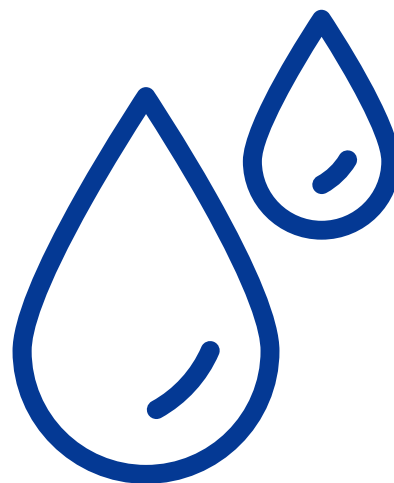
### Water and Wastewater Services

#### 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 using machine learning and artificial intelligence.
- Aeration and Headworks design.
- East Water Storage and Hanly/Lescout/Dominion Design.
- Sundowner well water quality assessment.
- Training – CEUs, Health & Safety and team development.

#### Key performance indicators:

- Collection System Overflows: zero in 2022, and it is anticipated that none will occur in 2023.
- Planned Bypass: one in 2022, and one projected and planned for 2023.
- Sewer Mainline Backups: six in 2022, and six projected and planned for 2023.



## Water and Wastewater

Note 1: Increased revenue based on water consumption modeling and annual rate increase of 5%.

Note 2: Converted existing position to Project Manager. Addition of Stormwater Project Manager in 2022 (partially funded from Operations).  
1.75% increase applied to union and non-union staff per current CA.

Note 3: New debt issued in 2022 for 2nd tranche of King Street Reconstruction project. \$900,000 split between Operations, Water & Wastewater. 25 years @ 3.15%

Note 4 : Increased transfer to reserves for future asset replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement ne

	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Water and Wastewater								
Revenue								
Draw from Reserve	- 90,934	- 89,662	- 88,382	-	-	- 88,382	1,280	-1%
Fees, Service Charges, and Rentals	- 132,019	- 64,762	- 64,762	-	-	- 64,762	-	0%
Fines and penalties	- 44,807	- 28,340	- 28,340	-	-	- 28,340	-	0%
Gain/Loss on Sale of Assets	- 45,679							
Grants & External Contributions	- 8,611						-	N/A
Interdepartmental Transfers	- 583						-	N/A
Interest and Investment Income		- 25,530	- 25,530	-	-	- 25,530	-	0%
Rate Revenue (Note 1)	- 8,122,042	- 7,363,850	- 7,778,372	-	-	- 7,778,372	- 414,522	6%
Repairs & Maintenance	- 73,000	- 73,000	- 70,625	-	-	- 70,625		
Sales	- 359						-	N/A
Revenue Total	- 8,518,034	- 7,645,144	- 8,056,011	-	-	- 8,056,011	- 410,867	5%
Expense								
Salaries & Benefits (Note 2)	1,642,973	2,104,358	2,077,619	-	-	2,077,619	- 26,739	-1%
Chemicals	163,259	196,729	194,729	-	-	194,729	- 2,000	-1%
Debt Servicing (Note 3)	877,140	871,759	911,950	-	-	911,950	40,191	5%
Fees expense	20,720	11,987	11,987	-	-	11,987	-	0%
Fines and penalties	281						-	N/A
Fuel	25,713	22,581	24,795	-	-	24,795	2,214	10%
Insurance	238,107	273,823	241,200	-	-	241,200	- 32,623	-12%
Interdepartmental Transfers	12,657	12,453	59,290	-	-	59,290	46,837	376%
Licenses expense	11,505	8,726	8,726	-	-	8,726	-	0%
Materials & Supplies	228,271	267,798	262,998	-	-	262,998	- 4,800	-2%
Printing, Advertising & Public Notices	2,834	580	580	-	-	580	-	0%
Professional & Contracted Services	559,609	686,445	690,422	-	-	690,422	3,977	1%
Protective clothing, uniforms, subscriptions, and membership	45,820	38,100	38,100	-	-	38,100	-	0%
Repairs & Maintenance	317,548	266,326	270,929	-	-	270,929	4,603	2%
Security	7,036	10,750	10,750	-	-	10,750	-	0%
Software Support & Licensing	71,424	98,025	98,025	-	-	98,025	-	0%
Sundry Expense	628	150	150	-	-	150	-	0%
Taxes	125,720	120,000	120,000	-	-	120,000	-	0%
Telecommunications	10,071	10,000	10,000	-	-	10,000	-	0%
Town Equipment Rental	20,326						-	N/A
Training, travel, meetings, and conferences	29,269	57,100	57,100	-	-	57,100	-	0%
Transfer to Reserve (Note 4)	1,605,072	2,012,057	2,390,528	-	-	2,390,528	378,471	19%
Utilities	494,809	574,698	575,433	-	-	575,433	735	0%
Vehicle, Equipment, and Facility Rentals	4,296	700	700	-	-	700	-	0%
Expense Total	6,515,089	7,645,145	8,056,011	-	-	8,056,011	410,866	5%
Net Expense (Revenue)	- 2,002,945	1	-	-	-	-	- 1	-100%

(continued)

## Water and Wastewater

Note 1: Increased revenue based on water consumption modeling and annual rate increase of 5%.

Note 2: Converted existing position to Project Manager. Addition of Stormwater Project Manager in 2022 (partially funded from Operations).  
1.75% increase applied to union and non-union staff per current CA.

Note 3: New debt issued in 2022 for 2nd tranche of King Street Reconstruction project. \$900,000 split between Operations, Water & Wastewater. 25 years @ 3.15%

Note 4 : Increased transfer to reserves for future asset replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement ne



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## Division Performance Plan

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### Culture, Community and Harbour

#### Division Overview and Key Objectives:

The Culture and Community division focuses on economic and community development through tourism and special events, fostering partnerships, celebrating the area's culture, and management of the Harbour.

Key Objectives include:

- Organize popular special events for the enjoyment of residents and visitors and provides excellent customer service for boaters at the Harbour.
- Work with all departments to identify and apply for grants for projects across the corporation.

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

- The return of in-person events including Ontario's Best Butter Tart Festival, Tall Ships, RibFest, Canada Day and the Kids Fishing Derby and the return of cruise ships.
- Upgrades and improvements at the Harbour including resurfacing one pier, bringing the accessible washroom to code, replacement of some docks, painting the office and pavilions roofs and installation of security cameras.
- Public art including art installations in the downtown walkways, vinyl wraps on downtown utility boxes and new murals.
- Continued partnership with the Culture Alliance and supporting their initiatives. Working with community organizations in planning activities, including the inaugural Indigenous Art and Culture Awareness Week.

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

- Additional upgrades and improvements at the Harbour, including those to comply with code, and the development of a Waterfront-Harbour Master Plan.
- Annual events and work with third-party event organizers.
- Work with additional cruise lines to add Midland to their itineraries. Note: all event planning includes adherence to public health guidelines.
- Continue partnerships with the Culture Alliance, community organizations, and North Simcoe municipalities and Beausoleil First Nation.



<b>Culture, Community, Tourism and Harbour</b>	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Revenue								
Advertising Revenue		750					750	-100%
Draw from Reserve (Note 1)		105,000					105,000	-100%
Fees, Service Charges, and Rentals (Note 2)	196,212	340,180	238,269	-	-	238,269	101,911	-30%
Grants & External Contributions (Note 3)	308,585	290,019	111,519	-	-	111,519	178,500	-62%
Sales (Note 4)	2,834	53,500	21,500	-	-	21,500	32,000	-60%
Sundry Revenue	5,316	995	2,700	-	-	2,700	1,705	171%
Revenue Total	512,948	790,444	373,988	-	-	373,988	416,456	-53%
Expense								
Salaries & Benefits (Note 5)	312,478	446,848	402,704	-	-	402,704	44,144	-10%
Professional & Contracted Services (Note 6)	4,478	54,800	71,100	-	-	71,100	16,300	30%
Fees expense	6,177	4,100	4,300	-	-	4,300	200	5%
Fines and penalties	51						-	N/A
Fuel	669	500	500	-	-	500	-	0%
Grants & Donations (Note 7)	212,163	37,500	13,000	-	-	13,000	24,500	-65%
Grounds Maintenance	6,329	7,500	7,500	-	-	7,500	-	0%
Insurance	61,104	70,270	62,200	-	-	62,200	8,070	-11%
Interdepartment Transfers	2,735	49,342	55,324	-	-	55,324	5,982	12%
Licenses expense	43	260	100	-	-	100	160	-62%
Materials & Supplies	3,736	15,615	13,690	-	-	13,690	1,925	-12%
Printing, Advertising & Public Notices (Note 8)	12,674	110,550	68,600	-	-	68,600	41,950	-38%
Program costs (Note 9)	153,813	434,860	201,010	-	-	201,010	233,850	-54%
Protective clothing, uniforms, subscriptions, and memberships	6,971	7,400	7,550	-	-	7,550	150	2%
Purchases for resale	1,388	1,000	1,100	-	-	1,100	100	10%
Repairs & Maintenance	27,830	13,300	13,800	-	-	13,800	500	4%
Security	818	8,500	8,500	-	-	8,500	-	0%
Sundry Expense	2	1,500	1,500	-	-	1,500	-	0%
Taxes	1,517						-	N/A
Telecommunications	1,673	3,800	3,800	-	-	3,800	-	0%
Training, travel, meetings, and conferences	508	13,450	15,150	-	-	15,150	1,700	13%
Transfer to Reserve	175,655	176,005	181,155	-	-	181,155	5,150	3%
Utilities	11,650	12,654	12,288	-	-	12,288	366	-3%
Vehicle, Equipment, and Facility Rentals		14,900	26,000	-	-	26,000	11,100	74%
Write-offs	1,636						-	N/A
Expense Total	1,000,624	1,484,654	1,170,871	-	-	1,170,871	313,783	-21%
Net Expense	487,676	694,210	796,883	-	-	796,883	102,673	15%

Note 1: Removed funding from Special Events Reserve re: Tall Ships event - every 3 years.

Note 2: Removed Boat Launch paid parking for residents - \$80,000. Lease revenue moved to Operations.

Note 3: Removed 2022 Provincial grant funding for Tall Ships and Cruise Ships.

Note 4: Removed 2022 Tall Ships daily pass sales - event every 3 years.

(continued)

**Culture, Community, Tourism and Harbour**

Note 5: Conversion of 1 Full-time position back to NSSRC. Enhanced Culture/Tourism support to match operational needs. 1.75% increase applied to union and non-union staff per current CA.

Note 6: Enhanced marketing support to gain additional sponsorships for special events (re: Buttertart Festival).

Note 7: Removed general support of \$25,000 provided for Canada Day. Increased Canada Day program costs found under Program Costs.

Note 8: Removed 2022 Tall ships promotional costs - event every 3 years.

Note 9: Removed 2022 Tall Ships program costs - event every 3 years. Buskerfest event from Tourism budget of \$44,600. Increased program costs for Canada Day Event and Tugfest (offset by decrease in general support found on Grants& Donation line).

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## Division Performance Plan

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### Operations

#### Division Overview and Key Objectives:

The Town's Operations Division is responsible for:

- Road and sidewalk repairs and winter maintenance; street lighting; traffic signals; road signage; ditching and culvert maintenance; municipal parking lot maintenance; parks, sports fields, and play equipment; storm sewers and catch basins; and forestry and horticulture.

Key Objectives include:

- Ensure regulatory compliance and meet all minimum maintenance standards in parks and roads operations.
- Improve operational inefficiencies for all service functions.
- Work interdepartmentally to meet citizen needs and achieve organizational goals.
- Provide residents with safe and enjoyable passive and active recreational opportunities and open spaces.
- Lead with compassion in receiving and responding to all citizen questions and concerns and continue to improve quality customer service provided.
- Provide support for neighboring Townships and local stakeholders.
- 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.
- Successfully replaced and resurfaced 644 linear meters of sidewalks and 420 linear meters of asphalt.
- Pulverized and regraded Pete Pettersen Park entryway and parking lot.
- Completed all required waterfront trail repairs.
- 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.
- Completed Cenotaph repairs and rejuvenation.
- Replaced the roof in the east park pavilion in Little Lake Park





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## Division Performance Plan

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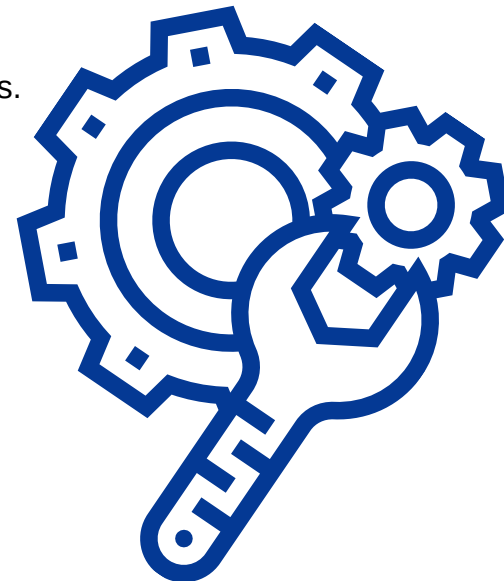
### Operations

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

- Completed the Bee City Invasive Species removal and native species planting (LLP).
- Initiated reconstruction projects for Bayview Park basketball court and LLP tennis court.
- Completed road and sidewalk needs study (StreetScan INC).
- Installed two new signalized pedestrian crosswalks at Yonge Street at Sixth Street and at Bayshore and Midland Ave.
- Implemented beach rejuvenation and maintenance program.
- Completed 12 CB/Manhole replacements (King, Forth, Algonquin, Bayshore, Ingram, and Yonge).
- Installed inclusive playgrounds at Bayview, Pete Petterson, Little Lake, and Edgehill Parks.

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

- Continue ditch rejuvenation as part of 7-year plan.
- Initiate Little Lake Park accessibility upgrades, new pathway install, tiered garden renovations, and roof and amphitheater seating installation at rotary stage.
- Complete Midland Point Road reconstruction.
- Execute site management approaches at two Bee City no-mow zones.
- Complete Bayview Park basketball court and LLP Tennis court reconstructions.
- Implement Crosswalk Safety Improvements (3 locations).
- Complete Asphalt Resurfacing – 4275 linear meters.
- Convert Tiffin Park tennis court to four (4) additional pickleball courts.
- Install new inclusive playgrounds in Tiffin and Mac McAllen Parks.



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## Division Performance Plan

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### Fleet, Facilities and Assets

#### Division Overview and Key Objectives:

The Division includes Transit, Facilities, Fleet and Asset Management. A separate Division Performance Plan is included for Transit.

Key Objectives include:

- Building and facility maintenance including long and short-term capital plans for all Town facilities.
- Implement Green and Sustainable Practices for the Town including energy conservation, carbon footprint and energy management and manage the Town's energy portfolio and response to climate change.
- Surplus lands usage and integration into the new Corporate Services strategy to maximize revenue opportunities.
- Key management system/inventory, AODA and lease compliance.
- Manage and administer 30 plus property and building rental leases.
- Manage Town vehicles and equipment program including procurement, repairs and maintenance, and the development of preventative maintenance plans to ensure reliability and efficiency of assets.
- Administer the Town's Asset Management Plan and capital budget coordination for all corporate assets including roads, sidewalks, sanitary and storm sewers, water, facilities, equipment, and vehicles.

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

- Installed new front steps and rear staff parking lot stairs at the Municipal Office.
- Completed a large heritage limestone restoration project at Midland Public Library.
- Completed Midland Fire Hall roof repairs.
- Procured 17 of 19 vehicles and equipment approved for replacement.
- Implemented new vehicle and equipment telematics software installed.
- Sold end-of-life vehicles and equipment to offset new fleet purchases.
- Completed the core infrastructure Asset Management Plan.
- Completed the installation and configuration of new CityWide Asset Management software.



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## Division Performance Plan

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### Fleet, Facilities and Assets

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

- Develop a program for the use, lease, purchase, and disposal of Town-owned assets and real property.
- Maximize the revenue sources of Town properties while ensuring fair usage.
- Develop monthly and annual building maintenance plans.
- Work towards fleet uniformity and redundancy.
- Analyze fuel usage trends to improve efficiency.
- Replace and procure all corporate vehicles and equipment approved through budget process.
- Finalize implementation of CityWide computer database/application which is a comprehensive asset repository for all municipally owned assets.
- Ensure asset repository accurately represents Municipal Asset Portfolio.
- Meet new Provincial Regulation O.Reg. 588/17 requirements.
- Review, plan and implement asset management and maintenance strategies and levels of service to reduce costs and meet Corporate Asset Management & Capital Planning needs.



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Operations & Fleet								
Revenue								
Advertising Revenue		- 750	- 750	-	-	- 750	-	0%
Draw from Reserve (Note 1)	- 299,181	- 318,055	- 422,409	-	-	- 422,409	- 104,354	33%
Fees, Service Charges, and Rentals (Note 2 )	- 591,319	- 558,001	- 622,778	-	-	- 622,778	- 64,777	12%
Gain/Loss on Sale of Assets	- 12,863						-	N/A
Grants & External Contributions	- 21,990	- 41,000	- 35,000	-	-	- 35,000	6,000	-15%
Revenue Total	- 925,353	- 917,806	- 1,080,937	-	-	- 1,080,937	- 163,131	18%
Expense								
Salaries & Benefits (Note 3)	2,928,127	3,352,860	3,529,580	-	-	3,529,580	176,720	5%
Professional & Contracted Services	407,971	950,557	952,925	-	-	952,925	2,368	0%
Debt Servicing (Note 4)	840,962	891,229	1,020,903	-	-	1,020,903	129,674	15%
Fees expense	26,495	41,725	43,225	-	-	43,225	1,500	4%
Fines and penalties	182						-	N/A
Fuel (Note 5)	182,712	199,029	254,000	-	-	254,000	54,971	28%
Grants & Donations	10,220	11,600	10,600	-	-	10,600	- 1,000	-9%
Grounds Maintenance (Note 6)	56,148	90,328	107,600	-	-	107,600	17,272	19%
Insurance	296,477	335,860	304,400	-	-	304,400	- 31,460	-9%
Interdepartmental Transfers	- 115,414	- 201,629	- 218,114	-	-	- 218,114	- 16,485	8%
Licenses expense	37,575	40,300	44,300	-	-	44,300	4,000	10%
Materials & Supplies (Note 7)	385,215	478,093	527,332	-	-	527,332	49,239	10%
Printing, Advertising & Public Notices	83	1,050					- 1,050	-100%
Protective clothing, uniforms, subscriptions, and memberships	31,261	34,600	38,050	-	-	38,050	3,450	10%
Repairs & Maintenance (Note 8)	370,496	412,577	466,977	-	-	466,977	54,400	13%
Security	8,184	11,450	12,750	-	-	12,750	1,300	11%
Software Support & Licensing	4,729	14,500	10,500	-	-	10,500	- 4,000	-28%
Taxes	35,996	32,000	44,100	-	-	44,100	12,100	38%
Telecommunications	4,554	6,600	6,250	-	-	6,250	- 350	-5%
Town Equipment Rental	80						-	N/A
Training, travel, meetings, and conferences	12,328	27,250	37,950	-	-	37,950	10,700	39%
Transfer to Reserve (Note 9)	1,470,155	1,467,798	1,777,013	-	-	1,777,013	309,215	21%
Utilities (Note 10)	296,199	419,276	386,889	-	-	386,889	- 32,387	-8%
Vehicle, Equipment, and Facility Rentals	8,410	22,500	21,000	-	-	21,000	- 1,500	-7%
Expense Total	7,299,145	8,639,553	9,378,230	-	-	9,378,230	738,677	9%
Grand Total	6,373,791	7,721,747	8,297,293	-	-	8,297,293	575,546	7%

Note 1: Funding provided from the Development Charge Reserve for growth portion of King Street Revitalization Project.

Note 2: Most lease agreements moved to Operations. Negotiated increases to agreements subject to renewal this budget cycle recognized.

Note 3: Converted existing labourer position to Operations Supervisor. Operator position converted to Operations Tech. 2 summer students to maintain downtown aesthetics. 1.75% increase applied to union and non-union staff per current CA.

Note 4: New debt issued in 2022 for 2nd tranche of King Street Reconstruction project. \$900,000 split between Operations, Water & Wastewater. 25 years @ 3.15%. Internal debt repayment to Community-wide Initiative Reserve for purchase of Balm Beach property (\$61,000 @ 2.15%).

(continued)



## Operations

Note 5: Estimated increased cost to operate vehicles and equipment based on projected fuel cost increases.

Note 6: Increase is due to tree maintenance and planting in parks.

Note 7: Increasing costs for various materials and supplies per current economic trend, largest increase (roughly \$35,000) to road salt and sand material costs.

Note 8: Additional storm sewer and catch basin maintenance costs from external contractors required, as the Town no longer owns and operates it's own Vac truck (2022 service level change). Increased building maintenance at Town Hall and Operations Centre.

Note 9: Increased transfer to reserves for future asset replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement needs).

Note 10: Adjusted annual hydro costs to reflect current usage trend. Conversion of streetlights to LED.

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## Division Performance Plan

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### Transit

#### Division Overview and Key Objectives:

As part of the Town's Fleet, Facilities and Assets Division, the Transit division provides customer focused, efficient, reliable, and affordable public transportation services to all residents of Midland, six days per week. These services help to promote economic development and improves the quality of life for all who live in Midland.

#### Key Objectives

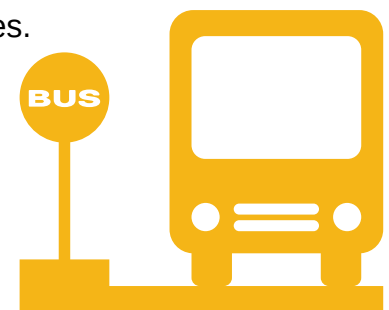
- Conventional service is operated with three 24-passenger buses.
- The Town is the contractor for the Penetanguishene conventional transit service.
- The Town owns 4 accessible vans that provide specialized transit service to the residents of Midland, operated by Community Reach.
- The Town is responsible for maintenance, eligibility standards and fleet purchasing for all transit services.
- A key objective of Transit is to increase ridership and service reliability by working with various community groups, the Town of Penetanguishene and County of Simcoe to ensure transit is a viable option for everyone in need.

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

- Transit continued to operate during the pandemic despite challenges around staffing and safety protocols.
- Purchased Vicinity 30' 24-passenger bus, rounding out the Transit fleet to 3 proven and reliable vehicles.
- Successfully installed GPS system, now live on transit fare and through third party Transit app.
- Upgraded mechanical fare box systems, replaced two bus shelters and installed one new bus shelter.

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

- Increase grant revenues for the service and better utilization of the provincial and federal gas tax.
- Increase promotion of the system as a viable option in Midland.
- Investigate pilot program for Share a Ride to help service the Sunnyside, Midland Point and Aberdeen areas.
- Implement audio and visual stop announcements for AODA compliance.
- Install camera systems for passenger and driver safety and security.
- Implement a free seniors transit service in both conventional and specialized transit.



Transit	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Revenue								
Advertising Revenue	-6,177	-7,200	-8,300	-	-	-8,300	-1,100	15%
Draw from Reserve (Note1)	-55,400	-65,400	-240,400	-	-	-240,400	-175,000	268%
Fees, Service Charges, and Rentals (Note 2)	-111,084	-112,400	-91,325	-	-	-91,325	21,075	-19%
Gain/Loss on Sale of Assets	13,913						0	N/A
Grants & External Contributions (Note 3)	-361,923	-254,700	-289,850	-	-	-289,850	-35,150	14%
Revenue Total	-520,671	-439,700	-629,875	-	-	-629,875	-190,175	43%
Expense								
Salaries & Benefits (Note 4)	293,366	374,565	432,475	-	-	432,475	57,910	15%
Professional & Contracted Services (Note 5)	239,889	253,950	301,800	-	-	301,800	47,850	19%
Fees expense	807						0	N/A
Fees, Service Charges, and Rentals (Note 6)	28,255	20,000	36,000	-	-	36,000	16,000	80%
Fuel (Note 7)	84,404	109,000	146,600	-	-	146,600	37,600	34%
Insurance (Note 8)	59,601	68,541	53,500	-	-	53,500	-15,041	-22%
Interdepartmental Transfers	2,696	2,696	0	-	-	0	-2,696	-100%
Labour Relations		750	750	-	-	750	0	0%
Licenses expense	2,963	3,300	4,000	-	-	4,000	700	21%
Materials & Supplies	441		600	-	-	600	600	N/A
Printing, Advertising & Public Notices	772	1,750	2,650	-	-	2,650	900	51%
Protective clothing, uniforms, subscriptions, and memberships	1,833	2,450	2,450	-	-	2,450	0	0%
Repairs & Maintenance (Note 9)	157,988	144,500	169,600	-	-	169,600	25,100	17%
Software Support & Licensing (Note 10)	996	4,000	20,000	-	-	20,000	16,000	400%
Sundry Expense	4,911	9,640	9,640	-	-	9,640	0	0%
Telecommunications	474	893	1,293	-	-	1,293	400	45%
Training, travel, meetings, and conferences		3,100	3,100	-	-	3,100	0	0%
Transfer to Reserve (Note 11)	50,000	50,000	55,000	-	-	55,000	5,000	10%
Utilities		4,998	5,100	-	-	5,100	102	2%
Expense Total	929,395	1,054,133	1,244,558	0	0	1,244,558	190,425	18%
Net Expense (Revenue)	408,724	614,433	614,683	0	0	614,683	250	0%

Note 1: Increased available funding from Provincial Gas Tax fund.

Note 2: Reduced bus fare revenue to recognize free transit for resident seniors program.

Note 3: Increased intermunicipal recovery for Midland Penetanguishene transit program.

Note 4: Adjusted part-time transit driver compensation to reflect operational needs. 1.75% increase applied to union and non-union staff per current CA.

(continued)

Transit

Note 5: Estimated increase for Community Reach contract.

Note 6: Increased intermunicipal charge paid to Penetanguishene to account for free transit for resident seniors program.

Note 7: Estimated increased cost to operate vehicles and equipment.

Note 8: Decrease in insurance annual premium reflects 2022 RFP results.

Note 9: Increased maintenance costs of aging vehicles and equipment supplied by Penetanguishene. Most subject to intermunicipal recovery.

Note 10: Increased programming costs to support free transit for resident seniors program.

Note 11: Increased transfer to reserves for future vehicle and equipment replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement needs).



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## Division Performance Plan

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### North Simcoe Sports and Recreation Centre

#### Division Overview and Key Objectives:

The NSSRC is a 120,000 square foot multi-use facility operated by 13 full-time staff and offers two ice pads, a full double gym, a 560-seat community hall, and several boards rooms and spaces available for community use. The facility is also home to several major user groups including Askennonnia Senior Center, the Boys and Girls club of North Simcoe, and several other smaller user groups such as the Cadets (air and sea), MMHA, NSGHA, a JR C team and PMBA. Other private rentals include Kinark Family Services, Rogers TV, and Civitan's. The facility has a full-service sport shop which did re-open in November 2021 as well as a concession stand that has also recently re-opened. Under normal operating conditions the facility sees over 330,000 patrons annually.

#### Key Objectives include:

- Providing a safe and friendly space for the residents of North Simcoe to participate in both active and passive recreation while promoting a sense of community and a healthy lifestyle.
- Developing and implementing an effective and sustainable maintenance and operations strategy for the facility to ensure maximization of revenues and the continuous review of expenses.
- Ensuring staff stay in contact with the users and user groups to continue providing the services they require and adapt where appropriate.

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

- Provided services in accordance with all provincial and local health unit requirements.
- Successfully met increasing public demand for ice, gym and recreational services.
- Completed several AODA upgrades to doors and significant repairs to dressing room facilities.
- Replaced counter tops in the kitchen and restrooms, and multiple ice plant and HVAC equipment.
- Installed of snow stops on roof as well as completion of other various roof and eavestrough repairs.
- Successfully obtained grant for dressing room expansion design; project is ongoing through to early 2023.



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## Division Performance Plan

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### North Simcoe Sports and Recreation Centre

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

- Maximize the use and rentals of the facility in anticipation of user levels returning to pre-pandemic levels.
- Operate in a manner that is aligned with all provincial and local health unit recommendations and suggested best practices.
- Replace aging ice plant and HVAC equipment, and fire system, alarm, and accessibility upgrades.
- Install electric vehicle charging stations.



NSSRC	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Revenue								
Advertising Revenue (Note 1)	- 31,207	- 28,500	- 36,000	-	-	- 36,000	- 7,500	26%
Draw from Reserve	- 443,246	- 443,246	- 443,246	-	-	- 443,246	-	0%
Fees, Service Charges, and Rentals (Note 2)	- 415,553	- 763,570	- 771,180	-	-	- 771,180	- 7,610	1%
Grants & External Contributions	- 35,254						-	N/A
Interest and Investment Income		- 200	- 200	-	-	- 200	-	0%
Sales	- 3,929	- 15,144	- 12,644	-	-	- 12,644	2,500	-17%
Sundry Revenue		- 500	- 500	-	-	- 500	-	0%
Revenue Total	- 929,188	- 1,251,160	- 1,263,770	-	-	- 1,263,770	- 12,610	1%
Expense								
Salaries & Benefits (Note 3)	742,070	1,047,752	1,180,120	-	-	1,180,120	132,368	13%
Debt Servicing	433,286	443,246	443,246	-	-	443,246	-	0%
Fees expense	7,363	8,200	9,200	-	-	9,200	1,000	12%
Fines and penalties	151						-	N/A
Fuel	1,226	2,000	2,000	-	-	2,000	-	0%
Grants & Donations	65,723	64,790	70,922	-	-	70,922	6,132	9%
Grounds Maintenance		2,000	2,750	-	-	2,750	750	38%
Insurance (Note 4)	126,329	150,278	138,800	-	-	138,800	- 11,478	-8%
Interdepartmental Transfers	11,594	11,025	-	-	-	-	- 11,025	-100%
Labour Relations		500	500	-	-	500	-	0%
Licenses expense	259	750	750	-	-	750	-	0%
Materials & Supplies	10,003	28,500	25,900	-	-	25,900	- 2,600	-9%
Professional Services	3,100	13,000	10,500			10,500	- 2,500	-19%
Protective clothing, uniforms, subscriptions, and memberships	5,482	5,259	6,500	-	-	6,500	1,241	24%
Purchases for resale	5,068	12,120	8,500	-	-	8,500	- 3,620	-30%
Repairs & Maintenance	89,614	166,400	170,900	-	-	170,900	4,500	3%
Security	917	900	900	-	-	900	-	0%
Software Support & Licensing							-	N/A
Sundry Expense		6,000	6,000	-	-	6,000	-	0%
Telecommunications	2,733	3,500	3,200	-	-	3,200	- 300	-9%
Training, travel, meetings, and conferences	2,611	6,000	6,000	-	-	6,000	-	0%
Transfer to Reserve (Note 5)	182,000	182,560	186,700	-	-	186,700	4,140	2%
Utilities	200,259	329,690	331,989	-	-	331,989	2,299	1%
Vehicle, Equipment, and Facility Rentals	60,808	60,808	60,808	-	-	60,808	-	0%
Expense Total	1,950,595	2,545,278	2,666,185	-	-	2,666,185	120,907	5%
Net Expense	1,021,407	1,294,118	1,402,415	-	-	1,402,415	108,297	8%

Note 1: Increased interest in the rental of advertising space.

Note 2: Slight increase in rentals supported by current trend. Rate increase is not reflected in budget estimates.

(continued)

NSSRC

Note 3: Conversion of 1 Full Time position from Culture & Tourism. Collective bargaining increase of \$15,000. 1.75% increase applied to union and non-union staff per current CA.

Note 4: Decrease in insurance annual premium reflects 2022 RFP results.

Note 5: Increased transfer to reserves for building and equipment replacements (10-year phase-in plan of increased annual contributions to match anticipated replacement needs).

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# 10. Agencies, Boards and Commissions

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October 17, 2022

Lindsay Barron  
Chief Financial Officer  
Town of Midland  
575 Dominion Avenue,  
Midland, Ontario, L4R 1R2

CC. David Denault  
CAO Town of Midland

**RE: 2023 BUDGET REQUEST - ECONOMIC DEVELOPMENT CORPORATION OF NORTH SIMCOE.**

Dear Ms. Barron.

The Economic Development Corporation of North Simcoe operates under the Memorandum of Understanding with the Townships of Midland, Penetanguishene, Tay and Tiny, which identifies the core economic activities undertaken by EDCNS.

The support of our four funding partners is necessary for the success of economic and community development growth within North Simcoe.

The funding that EDCNS receives is a valuable investment as it supports the area's overall health. It provides dollars to collaborate with private, public and academia to focus on targeted sector development and identify and deliver on new and sustainable projects. In addition, program dollars can be used to apply for provincial and federal programs. (Such as the RED - rural economic development fund or FDI - the foreign direct investment funds). EDCNS can support local companies in accessing the talent, knowledge, resource, and economic conditions they need to thrive.

In October, EDCNS moved to its new 'street view' location and opened its door to be accessible to all businesses, investors and start-up entrepreneurs.

Attached is the budget request from our four municipal partners for 2023.

On behalf of EDCNS, I thank all of the council and staff for the support we receive. I look forward to our presentation outlining the programming and events for 2023.

Respectfully,  
Suzanne McCrimmon  
Executive Director, EDCNS.

Economic Development Corporation of North Simcoe													
2023 BUDGET & DRAFT CASH FLOW PROJECTIONS													
October 5, 2022 (LP)													
MONTH	January Forecast	February Forecast	March Forecast	April Forecast	May Forecast	June Forecast	July Forecast	August Forecast	September Forecast	October Forecast	November Forecast	December Forecast	2023 TOTAL
<b>REVENUE</b>													
Municipal Contributions 2023	425,013.46												425,013.46
Municipal Contributions (Simcoe County)													-
Canada Summer Student Jobs Grant													-
Other Miscellaneous Income													-
<b>TOTAL REVENUE</b>	<b>425,013.46</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>425,013.46</b>
<b>EXPENSES</b>													
<b>ADMINISTRATIVE EXPENSES</b>													
<b>Payroll Expense</b>													
Wages Expense	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	13,210.10	17,004.10	162,315.20
Vacation Pay													
CPP Expense	733.98	733.98	733.98	733.98	733.98	733.98	733.98	733.98	733.98	733.98	733.98	733.98	8,807.76
EI Expense	302.17	302.17	302.17	302.17	302.17	302.17	302.17	302.17	302.17	302.17	302.17	302.17	3,626.04
Health Benefits Expense	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00
<b>Total Payroll Expense</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>14,496.25</b>	<b>18,290.25</b>	<b>177,749.00</b>
<b>Occupation &amp; Equipment</b>													
Insurance Expense	-	-	-	-	-	-	-	-	-	-	4,000.00	-	4,000.00
Rent & Security Expense	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	1,172.00	14,064.00
Phone & Internet Expense	325.00	325.00	325.00	325.00	325.00	325.00	325.00	325.00	325.00	325.00	325.00	325.00	3,900.00
Software & Upgrade Expense	8,000.00	-	-	-	-	-	-	-	-	-	-	-	8,000.00
Equipment Purchase >\$1,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase <\$1,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Furniture Purchase <\$1,000	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Occupation &amp; Equipment</b>	<b>9,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>1,497.00</b>	<b>5,497.00</b>	<b>1,497.00</b>	<b>29,964.00</b>
<b>GIC Certificate - Short Term Investment</b>													
<b>Administration</b>													
Office Administration	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting Expense (bookkeeping)	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	1,180.00	14,160.00
Professional Expense (Accountant & Legal)	-	-	-	-	-	-	4,500.00	-	-	-	-	-	4,500.00
Payroll Processing Fees	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	840.00
Meeting Expense	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Materials, Supplies & Postage	-	-	-	-	-	-	-	-	2,000.00	-	-	-	2,000.00
Bank Charges	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
<b>Total Administration</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>5,900.00</b>	<b>1,400.00</b>	<b>3,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>23,300.00</b>
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>25,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>21,893.25</b>	<b>17,393.25</b>	<b>19,393.25</b>	<b>21,393.25</b>	<b>17,393.25</b>	<b>21,187.25</b>	<b>231,013.00</b>
<b>PROGRAM SPENDING</b>													
Agriculture & Agri Business					15,000.00								15,000.00
Tourism					60,000.00								60,000.00
Healthcare					5,000.00								5,000.00
Business Attraction & Retention Marketing					30,000.00								30,000.00
Mfg. Skilled Trades Initiative					15,000.00								15,000.00
Strategic Planning					2,000.00								2,000.00
Public Relations & Marketing					15,000.00								15,000.00
Conference Expense					5,000.00								5,000.00
Special Projects					40,000.00								40,000.00
Website Maintenance / Updates					1,000.00								1,000.00
Travel Expense					5,000.00								5,000.00
Membership/Subscription Expense					1,000.00								1,000.00
Professional Development Expense					-								-
<b>TOTAL PROGRAM SPENDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>194,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>194,000.00</b>
<b>TOTAL EXPENSES</b>	<b>25,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>17,393.25</b>	<b>211,393.25</b>	<b>17,393.25</b>	<b>21,893.25</b>	<b>17,393.25</b>	<b>19,393.25</b>	<b>21,393.25</b>	<b>17,393.25</b>	<b>21,187.25</b>	<b>425,013.00</b>



DOWNTOWN MIDLAND BIA

212 King Street, Unit 9  
Midland, Ontario, L4R 3L9  
705-527-7246  
DowntownMidland.ca  
[downtownmidlandbia@gmail.com](mailto:downtownmidlandbia@gmail.com)

October 31, 2022

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

Re: 2023 Budget Formal Letter

To Whom it may concern,

For the BIA's 2023 Budget, our total revenue for the year is \$181,166 which includes the requested membership amount of \$114, 500, a covid surplus of \$48, 666, government grants for summer students estimated at \$8000 and downtown bucks sales/promos for \$5000. We are anticipating an additional \$5000 in associate membership fees.

Our total budgeted expenses for 2023 is \$181,166 which includes items such as board training, insurance and a Downtown safety program which are all essential.

Sincerely,

Michael Sellwood  
Treasurer  
Downtown Midland Business Improvement Area

**Midland BIA Proposed 2023 Budget**  
**June 1 2022 to May 31 2023**

**2023 Proposed**

**Revenues**

Member Assessments- Annual	\$ 114,500.00
Associate Memberships	\$ 5,000.00
1/3rd of Covid Surpluse (Est \$146k) to be spent equally in 2023, 24, and 25	\$ 48,666.00
Government Grants for Summer Students	\$ 8,000.00
Downtown Bucks/Even Sales and Promos	\$ 5,000.00
<b>Total Receipts</b>	<b>\$ 181,166.00</b>

**Promotion and Beautification Expenses**

**Quarter 1**

Advertising	\$ 3,000.00
Promotions	\$ 15,000.00
Beautification	\$ 10,000.00

**Quarter 2**

Advertising	\$ 3,000.00
Promotions	\$ 15,000.00
Beautification	\$ 10,000.00

**Quarter 3**

Advertising	\$ 3,000.00
Promotions	\$ 15,000.00
Beautification	\$ 10,000.00

**Quarter 4**

Advertising	\$ 3,000.00
Promotions	\$ 15,000.00
Beautification	\$ 10,000.00
<b>Sub-total</b>	<b>\$ 112,000.00</b>

**Administration Expenses**

Staff Wages, EMPTX, WSIB Etc	\$ 31,716.00
Summer Student Wages	\$ 9,000.00
Office Expenses and Supplies	\$ 8,500.00
Telephone and Internet	\$ 1,300.00
Office Rent	\$ 6,300.00
Meetings, Conventions and Board Training	
Bank Charges and Interest Expense	\$ 250.00
Downtown Safety Program	\$ 5,000.00
Legal and Accounting	\$ 1,200.00
Software and related fees, QBO, DEXT, Slack etc	\$ 800.00
BIA Board insurance (New 2022)	\$ 5,000.00
Misc Expenses	\$ 100.00
<b>Sub-total</b>	<b>\$ 69,166.00</b>

**SURPLUS/DEFICIT FOR THE YEAR**

**\$ -**

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

**RE: 2023 BUDGET REQUEST FOR THE HURONIA MUNICIPAL AIRPORT**

Dear Mr. Denault,

Huronia Airport's 2023 budget was reviewed during September's monthly commission meeting.

The Huronia Airport Commission requests the following funding for 2023:

Operating:

Annual Municipal levy of \$62703.68

Runway Loan Support \$9,801.50

Capital Request:

\$100,000 for equipment replacement (Airport Snow Blower)

Total budget request for 2023 = \$172,505.18

Despite continuing challenges posed due to the global COVID-19 pandemic airport staff has worked tirelessly to maintain operations with full respect to lockdowns and social distancing. Aircraft movements and fuel sales continue to be strong and 2022 should prove to be on par with pre-pandemic levels. This year the Canadian Border Services Agency (CBSA) announced they will be resuming service to Huronia/Midland Airport which was suspended due to COVID-19. CYEE will now be able to support international and transborder travel. Also, this year Huronia Airport received a \$310,000 non-repayable investment towards the continued operation and maintenance of the airport's approaches and replacement of runway lighting (LED windsocks, LED runway edge lights, pulpits, conduit, and new airfield electrical transformers). CYEE also saw increased use of our outdoor picnic facilities - 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,  
Zachery Premate  
Manager, Huronia Municipal Airport  
20 Ed Connelly Drive, Tiny, Ont. L0L 2J0  
705 526 8086  
Fax 705 526 1769



**Huronia Airport  
2023 Annual Budget Summary**

<b>Revenue</b>	<b>Budget</b>
Municipal Operating Grants**	125,407.36
Municipal Runway Support ***	19,603.00
Capital Request	200,000.00
RATI Grant	
Aircraft Storage and Tiedown	5,169.25
Green Hangers	31,482.72
Land Lease	43,374.84
Business Leases	38,034.12
T-hangar Leases	40,329.96
Aircraft fuel and oil sales	232,961.83
Other	4,882.64
<b>Total Revenue</b>	<b>741,245.72</b>
<b>Expense</b>	
Aircraft fuel and oil purchases	181,482.60
Utilities	11,955.16
Telephone & Internet	6,065.00
Vehicle	1,248.00
Administration	5,287.55
Bank Fees & Service Charges	11,551.28
Loan Interest	1,752.18
Runway Loan Expense	17,843.31
Insurance	29,952.00
Marketing	263.94
Professional Fees	3,900.00
Project Consultants-Strategic Plan	5,000.00
Maintenance - Field	20,000.00
Maintenance - Building	25,000.00
Maintenance - Equipment	25,000.00
Realty Taxes	4,575.00
Vending Machine Expense	1,166.65
Bookkeeping Services	18,200.00
Wages	167,088.00
Employee Benefits	2,600.00
Capital Items	200,000.00
RATI Expenses	
Cash Variance	
<b>Total Expense*</b>	<b>739,930.67</b>

**Huronia Airport  
2023 Revenue Allocation**

	<b>Operating</b>	<b>Capital</b>	<b>RNW Support</b>	<b>Total</b>
Midland 50%	\$ 62,704	\$ 100,000	\$ 9,802	\$ 172,505
Penetanguishene 28%	\$ 35,114	\$ 56,000	\$ 5,489	\$ 96,603
Tiny Township 22%	\$ 27,590	\$ 44,000	\$ 4,313	\$ 75,902
<b>Total</b>	<b>\$ 125,407</b>	<b>\$ 200,000</b>	<b>\$ 19,603</b>	<b>\$ 345,010</b>



October 31<sup>st</sup>, 2022

Lindsay Barron  
The Corporation of the Town of Midland  
575 Dominion Avenue  
Midland, ON  
L4R 1R2

Please find enclosed the 2023 budget request for the Midland Public Library.

The Midland Public Library Board and staff have shown a great deal of resiliency in the last 2 years during the pandemic. The Midland Public Library continued to provide the community with vital resources and programming during a critical time. Once the restrictions were lifted, the Library emerged quickly from lockdown to successfully return to full operations.

This has been a busy year for the Library. Membership is up 7% since January of this year. Library visits and circulation have returned to pre-COVID numbers and are actually slightly up as compared to the same months in 2019. Some programs like the Summer Reading achieved all-time high participation this year.

Midland Public Library worked on programs that responded to food insecurity. We created a seed library with available soil and planters to provide a free source of fresh vegetables to the community. Over 100 residents took out over 700 packages of seeds this summer. The Library provided programming on growing and canning food. We planted vegetables instead of ornamental plants this year. Vegetables grown at the Library were made available as part of our new Community Cupboard and Fridge that helps provide food for those in need. In addition, the Library has started working with new community partners to help financially support our programming including Downtown Summer Movies, Summer Reading, Seed Library, Community Cupboard, International Women's Day and more.

To ensure we provide value to the community, the Library has undertaken two different analyses. In addition to our ongoing quantitative measures, we have added a new layer of qualitative analysis to our programs and services. A circulation and cost per circulation analysis has begun with our physical materials vendor to ensure we optimize our outlays on physical resources.

[www.midlandlibrary.com](http://www.midlandlibrary.com) • 320 King St., Midland ON L4R 3M6 • 705-526-4216

**THIS IS THE PLACE.**



The Midland Public Library Board is being faced with the challenge of a projected revenue shortfall of \$25,000.00 in 2023 as compared to the 2022 budget. This issue is compounded by the high rate of annual inflation experienced this year. To help offset this deficit, the Board of Directors of the Midland Public Library has worked diligently to analyze every line of the budget in an effort to reduce our overall expenditures. The Board was able to reduce overall projected spending and no reductions were made to budget lines that would have an impact on our deliverables to the community.

The Library was able to produce a budget that is flat 2023 (-\$460.00) as compared with our 2022 budget on the lines that we have the ability to adjust. Several lines in our budget are not within direct control of the Library Board. These include staff pay, benefits, insurance rates and utility costs, which are projected to increase in 2023.

These increased budget lines will take us from a flat budget to a request for a 3.8% increase over the 2022 budget.

The Midland Public Library Board looks forward to maintaining our commitment to excellent community service, continuing to develop as a leader in the library field, working closely with the Town of Midland, and growing and responding to the changing needs of the community.

On behalf of the Midland Library Board Finance Committee which includes Ben Gorski, Finance Committee Chair, and Barb Kettle, Board Vice Chair,

Sincerely,

Trish Hayes  
CEO & Chief Librarian  
Midland Public Library



### 2023 Operating Budget

	2022 BUDGET	2023 BUDGET
<b>REVENUE</b>	\$195,690	\$172,690
<b>PAYROLL &amp; BENEFITS</b>	\$1,009,543	\$1,064,077
<b>EXPENSES</b>	\$311,447	\$293,287
<b>PROGRAMMING</b>	\$30,500	\$31,750
<b>COLLECTIONS</b>	\$96,400	\$94,400
<b>EXPANSION DEBT</b>	\$134,830	\$134,830
<b>DEBT CHARGES</b>	\$134,829	\$134,829
<b>TRANFERS TO RESERVES</b>	\$57,000	\$47,000
<b>TOTAL</b>	\$1,309,200	\$1,358,324
	<b>%CHANGE FROM 2022</b>	<b>3.8% INCREASE</b>

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

**THIS IS THE PLACE.**



## Severn Sound Environmental Association

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

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

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

October 26, 2022

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

Dear Mr. Denault,

### RE: 2023 BUDGET NOTICE - SEVERN SOUND ENVIRONMENTAL ASSOCIATION

The Severn Sound Environmental Association (SSEA) Agreement was renewed in 2009, an 8-member *Joint Municipal Service Board* (JMSB) under the Ontario Municipal Act (Municipal Act, 2001, S.O. 2001, c. 25, section 202)., for the purpose of supporting the member Municipalities in the management of their environmental activities, to continue to coordinate the Long-Term Sustainability Plan and to assume the duties and responsibilities assigned to the Severn Sound Protection Authority pursuant to the Ontario *Clean Water Act (2006)*. In 2015 the Risk Management Services Agreement with SSEA was signed delegating responsibility for Part IV implementation under the Ontario *Clean Water Act* to the SSEA. The 8 members include Midland, Georgian Bay, Oro-Medonte, Severn, Springwater, Tiny and Tay townships, as well as, the town of Penetanguishene.

SSEA works diligently with your Board representative, staff and other watershed stakeholders to offer programs to assist you, our municipal partners, with meeting your environmental, social and economic goals. The 2023 SSEA Budget was conditionally approved by the Board of Directors on July 26<sup>th</sup>, 2022 at \$928,484 for the core municipal share. This is an overall increase of \$36,300 over 2022. The 2023 core municipal share for the Town of Midland is \$133,408, an increase of \$5,244 over 2022. **The total for the Town including special projects, as detailed in the table below, is \$161,272 (not including HST).**

#### Summary of 2023 SSEA Budget – Town of Midland

SSEA Municipal share – Town of Midland for Operations in 2023	\$133,408
Municipal Drinking Water Source Protection Risk Management Services (delegating responsibility for Part IV implementation under the Ontario Clean Water Act to the SSEA)	\$9,124 (+HST)
Little Lake water quality survey and invasive mussel monitoring	\$7,261 (+HST)
Sustainable Severn Sound	\$11,479 (+HST)
<b>Total</b>	<b>\$161,272</b>



The SSEA science and technical staff have documented an increase in lake temperatures, in algae blooms and sodium and chloride concentrations in water samples; the threats posed by invasive species are also on the rise. Continuing to monitor and mitigate these trends is critical and SSEA will continue to work with you to ensure the people who live, work, play, cottage and visit your Municipality 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, including but not limited to:

- Natural Heritage and source water protection planning reviews;
- Water quality monitoring and analysis;
- Tree-planting and other climate change mitigation activities;
- Agricultural, land and water stewardship programs;
- Public education and outreach opportunities; and
- Municipal Drinking Water Source Protection (as regulated under the *Clean Water Act, 2006*)

❖ *For more details please see attached "SSEA - 2022 Service Highlights".*

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. Working with your staff, SSEA knows it is an integral part of your operations and looks forward to continuing to provide advice and respond to your Town's expanding environmental needs in 2023.

Yours truly,



Julie Cayley, Executive Director  
Severn Sound Environmental Association

cc: Councillor Carole McGinn, SSEA Board Member  
Lindsay Barron, Chief Financial Officer



## Severn Sound Environmental Association 2022 Service Highlights Town of Midland (as of October 2022)

### Tree Planting, Invasive Species (IS), Pollinators, Natural Heritage

- 600 seedlings planted by Midland participants;
- Support Bee City commitments incl. new SSEA [pollinator habitat](#) web page;
- Removed invasive species at 2 Little Lake Park No-Mow sites;
- Planted 105 native plants with 20 volunteers at 1 site;
- Supported Little Lake Park Japanese Knotweed removal project; and
- Helped Town staff by providing natural heritage comments on 8 applications and reports.

### Drinking Water Source Protection (DWSP) (Source Protection Authority & Risk Management Official Services)

- Assisted Town staff in meeting Drinking Water Source Protection reporting deadlines;
- Leading staff through changes to regulatory requirements of drinking water systems;
- Represented Midland's interests at provincial and regional working groups and committees;
- Supported Town with comments on 5 development applications, 3 inquiries and 1 pre-consultation meeting; and
- Completed 14 "windshield surveys" on properties requiring Risk Management Plans (RMP), 8 RMPs in progress, 6 others being re-evaluated.

### Environmental Monitoring

- *Water Quality* - sampling runs on Midland Bay, Tiffin Basin, Midland Point, Little Lake and Wye River (temperature, nutrients, metals, sodium, chloride, and biological communities);
- *Blue Green Algae* – worked with Province on algae sampling and identification in Midland Bay re: potential toxic algae bloom;
- *Groundwater* – monitor 2 wells, water level and sodium levels remain unchanged;
- *Water Levels* - maintain Canadian Hydrographic Service gauge in [Midland Harbour](#);
- *Climate* - provide local climate data for Midland through automated weather station; and
- *Citizen Science* – 4 Midland volunteers observed lake and stream water quality and algae growth, invasive species, and ice conditions.

### Sustainable Severn Sound Special Project

- Support municipal staff in reaching milestones 4 and 5 of Partners for Climate Protection Program including identifying opportunities and linkages to other programs in the Climate Action Plan.

### Partnerships and Fundraising

- Engage external agencies to help with climate action and adaptation, water quality, controlling invasive species, as well as protecting drinking water sources at the local level;
- Worked with Midland staff on 3 funding opportunities to support natural asset management and stormwater impact monitoring; and
- Secured approximately \$115,000 funding to help environmental initiatives in Midland and neighbouring municipalities.

### Education, Engagement, Outreach

- Presentations including: [salt impacts](#), [citizen science results](#), and [river water quality](#);
- 137 social media posts highlighted Midland projects ([YouTube](#), [Instagram](#), [Twitter](#), [FB](#)); and
- Responded to 9 inquiries re: local environmental issues from municipal staff and residents



November 4, 2022

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

Dear Mr. David Denaul,

**Re: Funding for 2023 Fiscal Year**

On behalf of Georgian Bay Physician Recruitment, we are connecting with you to once again requesting municipal funding for our program for the 2023 fiscal year.

We realize you are currently engaged in budget deliberations. If the Town of Midland can contribute a minimum of \$20,000 for Physician Recruitment (to support community & hospital) in your 2023 budget, it would be greatly appreciated.

As you may be aware, the Physician Recruitment program has been restructured and 100% of this request will go directly to supporting Physicians in relocating to our community.

We have had success in recruiting 4 new Family Physicians to our community for 2022, but will need to continue to offer relocation incentives for 2023, in order to support new physician's in joining our community.

Dr. Jeff Golisky and I would be pleased present our needs in greater detail at a future Council meeting. We await your direction regarding our attendance.

1112 St. Andrew's Drive, P.O. Box 760, Midland, ON L4R 4P4  
P. 705.526.1300 Ext. 5642  
[www.gbphysicianrecruitment.com](http://www.gbphysicianrecruitment.com)  
[laurins@gbgh.on.ca](mailto:laurins@gbgh.on.ca)



(2)

On behalf of the Georgian Bay Physician Recruitment Program, I would like to thank you for your continued financial support, as we work together to ensure everyone has a family doctor and the Georgian Bay General Hospital continues to have physicians to meet your community needs.

Sincerely,

A handwritten signature in black ink, appearing to read "Shannon Laurin", is placed over a light grey rectangular background.

Shannon Laurin  
Physician Recruitment & Credentialing Specialist

Dr. Jeff Golisky, Deputy Chief of Staff

	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Agencies, Boards & Commissions								
Revenue								
Draw from Reserve (Note 1)	- 134,829	- 271,381	- 166,381	-	-	- 166,381	105,000	-39%
Fees, Service Charges, and Rentals	- 2,676	- 19,500	- 11,750	-	-	- 11,750	7,750	-40%
Fines and penalties (Note 2)	- 4,597	- 15,000	- 6,000	-	-	- 6,000	9,000	-60%
Grants & External Contributions (Note 3)	- 228,491	- 166,690	- 155,690	-	-	- 155,690	11,000	-7%
Interest and Investment Income							-	N/A
Sales	- 48	- 3,000	- 500	-	-	- 500	2,500	-83%
Sundry Revenue	- 241	- 1,000	- 1,000	-	-	- 1,000	-	0%
Revenue Total	- 370,881	- 476,571	- 341,321	-	-	- 341,321	135,250	-28%
Expense								
Salaries & Benefits	1,013,353	1,051,678	1,106,212	-	-	1,106,212	54,534	5%
Professional Services (Note 4)	333,291	510,119	391,246	-	-	391,246	- 118,873	-23%
Debt Servicing	134,619	134,829	134,829	-	-	134,829	-	0%
Fees expense	1,199	1,500	1,500	-	-	1,500	-	0%
Fines and penalties	55						-	
Grants & Donations	252,814	252,814	252,814	-	-	252,814	-	0%
Grounds Maintenance	59	500	500	-	-	500	-	0%
Honorariums	28,900	54,200	54,200	-	-	54,200	-	0%
Insurance	62,120	71,185	68,300	-	-	68,300	- 2,885	-4%
Interdepartmental Transfers	742	1,760	-	-	-	-	- 1,760	-100%
Library Collections	97,556	127,952	127,952	-	-	127,952	-	0%
Materials & Supplies (Note 5)	21,432	39,290	11,790	-	-	11,790	- 27,500	-70%
Printing, Advertising & Public Notices	3,209	5,000	3,000	-	-	3,000	- 2,000	-40%
Program costs	44,564	30,000	30,000	-	-	30,000	-	0%
Protective clothing, uniforms, subscriptions, and memberships	2,598	3,750	3,750	-	-	3,750	-	0%
Repairs & Maintenance	56,553	43,500	40,500	-	-	40,500	- 3,000	-7%
Security	31,382	72,500	72,500	-	-	72,500	-	0%
Software Support & Licensing (Note 6)	18,562	10,000	18,000	-	-	18,000	8,000	80%
Sundry Expense	1,681	750	1,000	-	-	1,000	250	33%
Telecommunications	5,123	17,650	17,650	-	-	17,650	-	0%
Training, travel, meetings, and conferences	8,527	28,821	25,621	-	-	25,621	- 3,200	-11%
Transfer to Reserve (Note 7)	65,000	78,000	147,000	-	-	147,000	69,000	88%
Utilities	55,838	62,487	62,487	-	-	62,487	-	0%
Vehicle, Equipment, and Facility Rentals	6,770	10,000	7,000	-	-	7,000	- 3,000	-30%
Expense Total	2,245,945	2,608,285	2,577,851	-	-	2,577,851	- 30,434	-1%
Net Expense	1,875,064	2,131,714	2,236,530	-	-	2,236,530	104,816	5%

(continued)



Agencies, Boards and Commissions

Note 1: Eliminated operating transfer for MBLDC.

Note 2: Reduced Library fines based on current trend.

Note 3: Removed duplicate budget for Sustainable Seven Sound.

Note 4: Reduced MBLDC legal & consulting fees. LOI in place. Purchase agreement drafted. Removed legal and consulting budgets in Library operations.

Note 5: Increased for health and safety and office supplies.

Note 6: Increased software costs due to changes at County.

Note 7: Increased capital for Huronia Airport by \$79,000 ( purchase of snow blower).

# 11. Police



	2021 Actuals (\$)	2022 Approved Budget (\$)	2023 Base Budget (\$)	2023 One Time (\$)	2023 Service Level Change (\$)	2023 Request (\$)	2023 Change (\$)	2023 Change (%)
Police								
Revenue								
Fees, Service Charges, and Rentals	- 34,943	-	-	-	-	-	-	N/A
Grants & External Contributions (Note 1)	- 206,109	- 230,974	- 171,066	-	-	- 171,066	59,908	-26%
Revenue Total	- 241,052	- 230,974	- 171,066	-	-	- 171,066	59,908	-26%
Expense								
Salaries & Benefits	80,560	-	-	-	-	-	-	N/A
OPP Contracted Services (Note 2)	5,647,970	5,017,670	4,720,569	-	-	4,720,569	- 297,101	-6%
Fines and penalties	- 9						-	
Insurance	295	339	200	-	-	200	- 139	-41%
Interdepartmental Transfers	9,257	11,054	10,016	-	-	10,016	- 1,038	-9%
Materials & Supplies (Note 6)	534	-	-	-	-	-	-	N/A
Printing, Advertising & Public Notices	214	-	-	-	-	-	-	N/A
Repairs & Maintenance	1,007	10,000	10,000	-	-	10,000	-	0%
Security	382	600	600	-	-	600	-	0%
Telecommunications	-	1,000	1,000	-	-	1,000	-	0%
Transfer to Reserve (Note 8)	402,869	180,000	183,500	-	-	183,500	3,500	2%
Utilities	20,942	26,120	23,684	-	-	23,684	- 2,436	-9%
Expense Total	6,164,021	5,246,783	4,949,569	-	-	4,949,569	- 297,214	-6%
Net Expense	5,922,969	5,015,809	4,778,503	-	-	4,778,503	- 237,306	-5%

Note 1: Reduction in Court Security Grant.

Note 2: Decrease in Policing costs under standard billing model.

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## **12. Service Level Change Requests**

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## 2023 Service Level Change Requests Summary

Description	Division	Complement	Tax	Utility
Arborist	Operations	1	\$ 61,550	
Resident Boat Launch and Parking Pass	Harbour		\$ (80,000)	
Culture and Special Events Coordinator	Culture and Community	1	\$ 69,654	
Elimination of Summer Students	Town Wide		\$ (352,740)	\$ (26,260)
Community Engagement Budget Increase	Customer Experience Office		\$ 6,500	
Customer Experience Representative	Customer Experience Office	0.5	\$ 27,000	
Municipal Law Enforcement Officers	By-law	1.5	\$ 112,864	
Sesquicentennial Reserve Fund	Culture and Community		\$ 23,000	
Hosting the World's Largest Rubber Duck	Culture and Community		\$ 50,000	
<b>Total</b>		<b>4</b>	<b>\$ (82,172)</b>	<b>\$ (26,260)</b>



<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>
Department	Operations	
Proposed Service Change	Full Time Certified Arborist position	
Proposed Start Date	April-01-23	
Current Service Level	Prior to 2017, there was a Public Works Department and a separate Parks Department, at that time, the Parks Department employed a Certified Arborist. The employee that was the Certified Arborist left the Town roughly 17 years ago and this position was never replaced. Currently, there are no positions at the Town of Midland with a Certified Arborist qualification requirement.	
Proposed Service Level	Hiring a full time, permanent internal Certified Arborist to work with the Operations Department.	
Business Case Rationale	<p>1. The lack of an internal Certified Arborist has led to the need to outsource a significant amount of tree maintenance. Staff anticipate annual expenditures for 2022 to total more than \$47,000. While some of the expenditures are unavoidable given the equipment available to Operations staff, much of this maintenance could be avoided with the re-instatement of a Town of Midland Certified Arborist position.</p> <p>2. Tree inventory and asset management regulations. O. Reg 588/17 requires municipalities to expand upon the initial asset management plan presented to council in 2022 regarding core infrastructure assets, to also incorporate all other municipal infrastructure including green infrastructure assets by mid-2024. An internal Certified Arborist can work to expedite the inventorying process and ensure the regulatory requirements are met.</p> <p>3. There are an estimated 230 tree-related externally reported cases annually, or roughly 4.5 cases average per week. Roughly 2 of the 4.5 average weekly cases received are deemed emergencies equating to more than 100 tree-related emergencies annually. A Certified Arborist is best qualified to assess each of the reported cases. Our current open to close response time is over 17 days from beginning to end. While there is currently an internal Lead Hand that is a Certified Arborist, this certification is not a requirement of the role, nor should it be. The Lead Hand role instead has a plethora of other duties and is often forced to attend to tree related matters due to lack of internal expertise and does so to the detriment of other duties.</p> <p>4. The Town's Parks and Trails Master Plan has \$60,000 allocated to an Urban Forestry Plan in 2024. This will not only act to reduce the Town's liability but moreover, plan development is also aligned with Council's Strategic Priority to promote a safe, sustainable, and healthy community through creating vibrant public spaces and celebrating a beautiful Midland. The Certified Arborist will take on this important challenge of developing and managing this plan. Simply employing a Certified Arborist will reduce liability in and of itself but developing an Urban Forestry Management Plan, enhancing monitoring and inspections, developing maintenance plans, and maintaining a full inventory as is soon to be legislatively required, all act to reduce liability in a field that is often largely expensive to litigate. Tree care and arboriculture is a complex field and so is the management of those assets. This is a specialized skillset and level of expertise that the Town did once employ, this service level change request form urges council to do so again.</p>	

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Operations		
Proposed Service Change	New Arborist position		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			550
Salaries & Benefits			61,000
Professional Services			-
Equipment			
Miscellaneous/Other			-
<b>Total</b>			<b>61,550</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			-
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			61,550
Development Charges			-
Other			-
<b>Total</b>			<b>61,550</b>
<b>Future Budget Years</b>	Annual clothing and boot allowances and full salary and benefit amount, above numbers are for proposed Q2 start date.		

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community
Proposed Service Change	Annual resident parking and boat launch pass
Proposed Start Date	Spring 2023
Current Service Level	Residents currently receive a free boat launch pass for Pete Pettersen Park, including vehicle and trailer parking, by visiting the Harbour office and providing proof of residency. There is a launch and parking fee charged to non-residents of \$50/day with revenues of \$3,860 in 2022.
Proposed Service Level	Implement an annual \$100 boat launching and parking pass for one vehicle and boat trailer for residents.
Business Case Rationale	The municipalities of Penetanguishene and Collingwood charge residents an annual fee 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 Pettersen Park is actively used by residents, in addition to non-residents, and is an opportunity to raise revenue. In 2022, 700 free boat launch and parking passes were distributed to residents.

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community		
Proposed Service Change	Annual resident parking and boat launch pass		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			-
Salaries & Benefits			-
Professional Services			-
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			-
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			-
Utility Rate			-
User Fees	-		80,000
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>	-		<b>80,000</b>
<b>Future Budget Years</b>	This would be an annual fee.		

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community
Proposed Service Change	Culture and Special Events Coordinator
Proposed Start Date	April-01-23
Current Service Level	Currently we have two staff who work on cultural initiatives, organize special events and festivals, liaise with third-party event organizers and community groups, and coordinate with cruise ships who wish to visit Midland.
Proposed Service Level	Hiring a full-time, permanent Culture and Special Events Coordinator
Business Case Rationale	<p>Tourism is one of Midland's main economic development pillars. The events and activities that our current team of two organizes is impressive, however, they are at capacity. This impacts any anticipated growth toward Midland becoming a popular four-season destination.</p> <p>We are all proud of our special events, including the nationally-recognized Ontario's Best Butter Tart Festival. Planning the butter tart festival alone is a considerable year-round activity, plus staff are organizing other events, working with third-party event organizers, and welcoming and attracting cruise ships. Having the responsibility of all the Town's events and cultural activities on only two staff brings a risk of no back-up in event of illness, departure or retirement.</p> <p>An additional staff member is required for this division in order to see further growth toward becoming a premier year-round destination. This investment in staffing will result in positive economic outcomes for our area attractions and businesses, contributing to a vibrant and thriving community.</p>



<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community		
Proposed Service Change	Culture and Special Events Coordinator		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			-
Salaries & Benefits			66,154
Professional Services			-
Equipment			3,500
Miscellaneous/Other			-
<b>Total</b>			<b>69,654</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			69,654
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>69,654</b>
<b>Future Budget Years</b>			

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Town Wide
Proposed Service Change	Elimination of summer students
Proposed Start Date	April-01-23
Current Service Level	The Town currently utilizes summer students to provide vacation coverage and to perform seasonal tasks to avoid hiring full time staff that would otherwise be required. Students perform duties in the following departments:parking enforcement, engineering, HR, planning, harbour, parks, operations, tourism, wastewater and finance
Proposed Service Level	The elimination of summer students will have the following impact on services: <ul style="list-style-type: none"> <li>- gardening staff will be reduced to one person and fewer flower beds will be planted and maintained</li> <li>- grass cutting and trimming will be reduced to cutting every second week</li> <li>- closing of washrooms at the harbour as there are no staff to clean them</li> <li>- no scheduling or assistance for transient boaters or collection of fees on weekends</li> <li>- reduction or elimination of tourism events unless community volunteers step forward to organize them</li> <li>- traffic measurement and analysis will not happen in the summer months</li> <li>- longer processing time for accounts payable and accounts receivable</li> <li>- limited parking and by-law enforcement in the summertime</li> <li>- reduction of union planning duties and file processing</li> </ul>
Business Case Rationale	The evaluation of staffing costs are critical to ensure an efficient and effective organization. The Administration believes that the current staff levels are optimized including the use of students. The reduction of either full time, part time or student positions will result in reduced service levels. Contract and summer student staff would be eliminated before full time staff to retain knowledge and skills of the full time staff and may be required under tjhe various Collective Agreements. The reduction of all student positions would reduce the 2023 budget by \$379,000. Staff would need to discuss with Council their service priorities if only a partial number of summer students were to be hired.

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Town Wide		
Proposed Service Change	Elimination of summer students		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			-
Salaries & Benefits			(\$379,000)
Professional Services			-
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			<b>(\$379,000)</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			352,740
Utility Rate			26,260
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>379,000</b>
<b>Future Budget Years</b>			

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Customer Experience Office
Proposed Service Change	Increase CXO Community Engagement budget
Proposed Start Date	Jan-23
Current Service Level	Advertising Budget - \$33,000. This includes one monthly Town Page submission in local newspaper and any additional corporate advertising needs for radio, paper, or brochures.
Proposed Service Level	Increase CXO Community Engagement budget by \$6,500
Business Case Rationale	<p>The Town's Corporate Communications Advertising Budget has been utilized for mostly local newspaper print ads and occasionally some radio and online ads. 2022 was a transitional year where the budget was transferred from the Clerk's office to CXO. Other forms of community engagement include our online presence using the Town's website and social media channels, as well as Public Meetings and Council Meetings.</p> <p>To bridge gaps in connecting with those in our community not using our digital channels, the Town Page in a local print newspaper will increase to two editions per month in 2023. On occasion information is missed due to alignment with print deadlines, or sometimes there is a 5 week break between editions, resulting in missed opportunities to communicate. Also in 2022, in at least five monthly editions a second page was printed which impacted costs. Additionally a semi-annual Town brochure will be circulated via unaddressed mail for community outreach, similar to the tax brochure circulated annually. In 2023 we also anticipate utilizing more online advertising tools to communicate our initiatives.</p> <p>The proposed nominal increase to the budget will allow for other outreach and engagement activities with the community for celebrating new initiatives or new infrastructure such as the playground ribbon cutting ceremony held at Little Lake Park in August 2022. In 2023 the "Advertising" budget will be renamed "Community Engagement" to reflect a desire to communicate and engage with the community beyond traditional 'advertising'.</p>

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	CXO		
Proposed Service Change	Increase CXO Community Engagement budget		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			6,500
Salaries & Benefits			-
Professional Services			-
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			<b>6,500</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			6,500
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>6,500</b>
<b>Future Budget Years</b>			



<b>Service Change Request Summary 2023 Budget Year</b>	
Department	By-Law
Proposed Service Change	Municipal Law Enforcement Officers (1.5 FTE)
Proposed Start Date	2023
Current Service Level	
Proposed Service Level	Increase staff complement by 1.5 FTE
Business Case Rationale	Requesting a Full Time and Part Time MLEO to expand the range of By-law Enforcement, providing the ability to respond to complaints after hours and have parking enforcement on the weekends. Breakdown of costs: Professional Service - Conference \$1500, Equipment - Uniform \$2,095, Miscellaneous/Other, Transfer to IT reserve \$5,250 (Computer and Phone).

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>
Department	By-Law	
Proposed Service Change	Municipal Law Enforcement Officers (1.5 FTE)	
<b>Current Budget Year</b>		<b>Budget</b>
Materials, Supplies, Program Costs		-
Salaries & Benefits		104,019
Professional Services		1,500
Equipment		2,095
Miscellaneous/Other		5,250
<b>Total</b>		<b>112,864</b>
<b>Current Budget Year Funding</b>		<b>Budget</b>
Tax Rate		112,864
Utility Rate		-
User Fees		-
Grant		-
Rate-Supported Reserve		-
Tax-Supported Reserve		-
Development Charges		-
Other		-
<b>Total</b>		<b>112,864</b>
<b>Future Budget Years</b>	This position will be part of the collective bargaining process going forward.	

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>
Department	Customer Experience Office	
Proposed Service Change	.5 FTE Part-time Customer Experience Representative	
Proposed Start Date	Jan-23	
Current Service Level	2.5 FTE - Part time Customer Experience Representative (87.5 hours per week)	
Proposed Service Level	Increase complement by .5 FTE (17.5 hours per week)	
Business Case Rationale	<p>The Customer Experience Office (CXO) has been operating as a new department since March 2021. CXO is a first-contact centralized customer service model for connecting and interacting with our residents, businesses and visitors across our various channels including in person, telephone, email and customer-generated service requests. The staffing model is primarily part-time workers which we have found is a desirable option for many local candidates.</p> <p>The team manages an average of 130 customer interactions daily during regular business hours, and this volume of interaction will spike higher during peak periods such as tax due dates. In the first three quarters of 2022 Town Hall was closed for one hour mid-day for cleaning during the pandemic however full hours resumed in September 2022, placing additional demands for full staff coverage during the day and to facilitate break coverage. With gatherings and events resuming in 2022, increased assistance was also provided to departments to streamline customer interactions throughout the year. This value added service provided a cohesive customer experience for our customers and allowed departments to deal with backlogs and continue work on projects. The CXO team provides a consistent, central point of contact while managing daily interactions at the front counter and on our digital and telephone channels.</p> <p>Now eighteen months in and with service demands increasing, the full impact of CXO as a benefit to the corporation is being fully realized. Increasing the part-time FTE complement provides additional support for customers and departments as we continue to enhance and improve our service delivery model using cost-effective and efficient staffing.</p>	

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Customer Experience Office		
Proposed Service Change	.5 FTE Part-time Customer Experience Representative		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			-
Salaries & Benefits			27,000
Professional Services			-
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			<b>27,000</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			27,000
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>27,000</b>
<b>Future Budget Years</b>			

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community
Proposed Service Change	Reserve fund for Midland's Sesquicentennial in 2028
Proposed Start Date	Fiscal year 2023
Current Service Level	There is no current budget or reserve for Midland's Sesquicentennial which will take place in 2028.
Proposed Service Level	To create a reserve fund with an annual allocation of \$23,000, beginning in 2023 and ending in 2028, to offset costs associated with recognizing and celebrating the 150th anniversary since Midland's incorporation as a village.
Business Case Rationale	This will create a budget of \$138,000 to support to-be-planned celebrations and activities. Staff will also pursue future grant opportunities, however there is no guarantee that these grants will still be available in a few years or that applications will be successful. At least one of the current grants available requires a financial contribution to the activities from the applicant. In order to alleviate the burden of Midland's Sesquicentennial celebrations on the 2028 budget, the creation of a reserve will allow for a moderate annual allocation. Council is unable to commit future year operating budget. As a result, the allocation will need to be reaffirmed annually through the budget process.



<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community		
Proposed Service Change	Reserve Fund for Midland's Sesquicentennial in 2028		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			23,000
Salaries & Benefits			-
Professional Services			-
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			<b>23,000</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			23,000
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>23,000</b>
<b>Future Budget Years</b>	\$23,000/year until and including 2028		

<b>Service Change Request Summary 2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community
Proposed Service Change	Hosting the World's Largest Rubber Duck
Proposed Start Date	August 18 to 20, 2022
Current Service Level	Staff continually investigate events that will attract tourists and spending dollars within Midland and ways to enhance existing events.
Proposed Service Level	The World's Largest Rubber Duck, which originally visited Midland during the summer of 2017, is returning to Ontario during summer 2023 and Midland has been asked if we would like to be part of the tour.
Business Case Rationale	The Tugboat Festival and the Northern Rib Heat Series are scheduled for the weekend of August 18 to 20, 2023. The addition of the Duck would bring another component and draw for the festivities already scheduled for that weekend. There will be a large marketing effort promoting the Duck's tour of the province which will highlight Midland as one of the destinations. Additionally, the Town of Midland and the Duck will be prominently featured on the social media accounts of visitors who will be sharing their Duck selfies online. When the Duck visited Midland in 2017, it drew an estimated 55,000 visitors. Hosting the Duck will impact the local economy through visitor spending at local accommodations, eating at local restaurants and shopping downtown. If the Town of Midland decides to host the Duck in 2023, staff will apply for event grants to assist in decreasing the costs associated with this activity. The Duck is now being installed on land and the only location to accommodate the size would be in the Harbour parking lot, which would eliminate the ability to generate parking fees that weekend.

<b>Service Change Request Summary</b>		<b>2023 Budget Year</b>	
Department	Environment and Infrastructure - Culture and Community		
Proposed Service Change	Hosting the World's Largest Rubber Duck		
<b>Current Budget Year</b>			<b>Budget</b>
Materials, Supplies, Program Costs			30,000
Salaries & Benefits			10,000
Professional Services			10,000
Equipment			-
Miscellaneous/Other			-
<b>Total</b>			<b>50,000</b>
<b>Current Budget Year Funding</b>			<b>Budget</b>
Tax Rate			50,000
Utility Rate			-
User Fees			-
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			-
Development Charges			-
Other			-
<b>Total</b>			<b>50,000</b>
<b>Future Budget Years</b>	no plans to host the Duck in 2024		

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# **13. Council/Committee Budget Requests**

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# 14. Capital Plan 2023-2032

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Town of Midland 2023 Capital Budget  
Tax Supported Projects

Project Number	Project Description	Cost	Grant / Donation Funded	Grant Contingent	OCIF Funded	Gas Tax Funded	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt Funded	Community Wide Initiatives Reserve
124-8202	Development Charges Study	45,000					40,500		4,500		
125-1111	Great Plains Software Server Migration	25,000					25,000				
125-1111	Workstation Replacements	41,850					41,850				
125-1111	Damage / Loss Contingency	7,750					7,750				
125-1111	Existing PC Hardware Upgrades	3,750					3,750				
125-1111	Port Replicator	2,000					2,000				
125-1111	Computer Peripherals	8,000					8,000				
125-1111	Monitors	3,000					3,000				
129-1111	HVAC Control System Upgrade	90,000					90,000				
129-1111	Window Replacement	20,000					20,000				
129-1111	Carpet Replacement	40,000					40,000				
129-1111	Door Access System	10,000					10,000				
129-1111	Council Chambers	30,000					30,000				
129-1111	Double Door Replacement	15,000					15,000				
129-1111	Interlock Replacement	130,000					130,000				
129-1111	Camera System	25,000					25,000				
129-1111	Replacment Desks and Office Setup Costs	20,000					20,000				
129-1111	Office Chair Replacement	4,000					4,000				
129-1111	Sound Barriers Town Office	18,000					18,000				
211-1111	Extension of Chain Link Fence	7,000					7,000				
211-1111	Defibillator	20,000					20,000				
211-1111	Portable Equipment Upgrades	22,500					22,500				
211-1111	Traffic Light Optic Comm Controls	5,000					5,000				
211-1111	Upgrade to CAD Dispatch	20,000					20,000				
211-1111	Pump 1 Replacement	850,000									850,000
211-1111	Command 2 Replacement	75,000					75,000				
211-2117	NS Community Risk Assessment	20,000					20,000				
221-1111	Window Replacement - North Office Area	10,000					10,000				
221-1111	Garage Bay - Floor Drain Repairs	10,000					10,000				
221-1111	Changeroom / Washroom / Shower Upgrades	10,000					10,000				
261-1111	Bylaw Vehicle - Replace 2014 Ford Interceptor	50,000					50,000				
315-1111	#7992 Macleans Sidewalk Plow	214,000					214,000				
315-1111	Various Vehicle Restoration every 3 years	30,000					30,000				
315-1111	#7928 Volvo Loader (2000)	400,000									400,000
315-1111	#7903 GMC Sierra 1/2 Ton (2009)	65,000					65,000				
315-1111	5-in-1 Roll off Truck Attachments - Construction Box & Flat Deck	70,000					70,000				
315-1111	Operations Supervisor Vehicle	55,000					55,000				
315-8512	New Ops Complex - Roof Repair	50,000					50,000				
315-1111	New Ops Complex - Energy Audit	80,000					80,000				
325-3201	Roads Program - Yonge St (King St to Queen St)	240,000			240,000						
325-3201	Roads Program - Victoria St (King St to Queen St)	250,000			250,000						
325-3201	Roads Program - Fourth St (Ontario St to Bay St)	350,000			350,000						
325-3202	Controller Upgrades (Replacement)	80,000					80,000				
325-3202	Pedestrian Cross Walks - 3	330,000					220,000		110,000		
325-3230	Tree replacement program	18,000					18,000				
325-3248	Midland Point Rd Fuller-Portage Park	205,000				205,000					
325-3252	Parking Lots - Asphalt, Concrete, Drainage and Lighting Repairs	50,000					50,000				
335-1111	New Sidewalk	150,000					150,000				
335-1111	Bay St Sidewalk 3rd - 4th - Spot Repairs	15,000					15,000				
335-1111	Easy St Sidewalk 3rd - 4th - Half Block	35,000					35,000				
335-1111	King St Sidewalk - Lawn Bowling Entrance	35,000					35,000				
335-1111	Dominion Ave Sidewalk 5th - 6th - Full Section	60,000					60,000				
335-1111	Midland Ave Sidewalk Hugel - Bay (2 Full Sections East Side)	100,000					100,000				
335-1111	436 Bay St Sidewalk Repair	15,000					15,000				
335-1111	First St Sidewalk Easy - Hugel (East Side Full Section)	65,000					65,000				

Town of Midland 2023 Capital Budget  
Tax Supported Projects

Project Number	Project Description	Cost	Grant / Donation Funded	Grant Contingent	OCIF Funded	Gas Tax Funded	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt Funded	Community Wide Initiatives Reserve
345-1111	Replacement Fare Boxes	5,000				5,000					
345-1111	Air Hoists	22,000				22,000					
345-1111	AODA Upgrades	25,000				25,000					
345-1111	Transit Cameras	32,000	32,000								
355-1111	Additional Lighting as requested	30,000					30,000				
370-1111	Piping and Plumbing	3,600					3,600				
370-1111	Fire Protection System Expansion, Strobe and Horns	10,800					10,800				
370-1111	Fire Protection System Upgrade- Detection and Signal Devices	3,600					3,600				
370-1111	Interior Access Ladder to Attic	6,000					6,000				
370-1111	Wood Flooring	15,000					15,000				
370-1111	Insulation	4,200					4,200				
370-1111	Water Treatment System	12,000					12,000				
370-1111	Exhaust System in Bathrooms and Kitchenettes	5,000					5,000				
370-1111	Site Improvements and Renovations	43,600					43,600				
370-1111	Carpentry & Cabinets	25,000					25,000				
370-1111	Septic Tanks Assessments	6,000					6,000				
370-1111	Residential Equipment	4,000					4,000				
370-1111	Firestopping Penetrations	31,200					31,200				
370-1111	Desks and Chairs	45,000					45,000				
375-8001	Stormwater O&M Manual Update	20,000					20,000				
385-1111	Washroom / Shower Facility Update	35,000					35,000				
385-1111	Gardens on Pier	60,000					60,000				
385-1111	Electrical Pedestals - ESA Requirement	75,000					75,000				
385-1111	Rub Rail Replacement	30,000					30,000				
385-1111	Pedestrian Area Resurfacing	100,000					100,000				
385-1111	Eavesthrough	3,000					3,000				
385-8003	Harbour Master Plan	75,000					41,250		33,750		
390-1111	Various Park Improvements	50,000					50,000				
390-1111	Old Parks Depot Demolition - Main Building Only	75,000					75,000				
390-1111	#7713 Kubota with Cab (2013)	48,000					48,000				
390-1111	#7710 GMC Sierra Crew Cab 1/2 Ton (2010)	65,000					65,000				
390-1111	#7712 3 Ton Dump Truck International (2013)	180,000					180,000				
390-1111	#7705 Ford F250 Superduty Extended Cab - Attachment	23,000					23,000				
390-1111	Sifting Attachment (For Tractor)	35,000					35,000				
390-7221	Little Lake Park - Bathroom improvements	17,000					17,000				
390-7221	Little Lake Park - Pulverize and Regrade Parking Lots	45,000					45,000				
390-7221	Little Lake Park - Aphitheatre Seating	200,000	50,000				150,000				
390-7221	Little Lake Park - Bandshell / Rotary Stage Roof Addition	230,000					230,000				
390-7221	Little Lake Park - Community Garden Upgrades	20,000					20,000				
390-7221	Little Lake Park - Masonry Repairs - Stairs & Retaining Walls	30,000					30,000				
390-7222	Tiffin Park - Washroom Upgrades	12,000					12,000				
390-7222	Tiffin Park - Ballfield Warning Track Rejuvenation	15,000					15,000				
390-7222	Tiffin Park - Pickleball / Tennis Court Conversion	100,000					100,000				
390-7223	Pete Pettersen Park - Restroom Accessibility Door Installs	40,000					40,000				
390-7223	Pete Pettersen Park - Replace Water Line	28,000					28,000				
390-7223	Pete Pettersen Park - Ball Diamond Refurbish and Redress	16,000					16,000				
390-7223	Pete Pettersen Park - Washroom Improvements	1,700					1,700				
390-7226	Sports Fields - Permanent Lines	75,000					75,000				
390-7226	Washroom Upgrades	15,000					15,000				
390-7238	Hanson Park - General Development	100,000					10,000		90,000		
390-7241	Waterfront Trail Asphalt Patches	45,000	30,000				15,000				
390-7241	Waterfront Trail Concrete Repairs	260,000				230,000	30,000				
390-8001	Parks Master Plan Stream 1 Project - Shade	185,000					185,000				
399-1111	Flooring Replacement	10,000					10,000				
399-1111	HVAC Unit Replacement	45,000					45,000				
399-1111	Dehumidifier Plateform Expansion	30,000					30,000				
399-1111	Concrete Unit Masonry Wall System Restoration	25,000					25,000				

Town of Midland 2023 Capital Budget  
Tax Supported Projects

Project Number	Project Description	Cost	Grant / Donation Funded	Grant Contingent	OCIF Funded	Gas Tax Funded	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt Funded	Community Wide Initiatives Reserve
399-1111	Interior Doors	60,000					60,000				
399-1111	Fire System & Alarm Upgrades	15,000					15,000				
399-1111	Tables and Chairs	10,000					10,000				
399-1111	Battery Powered Ice Edger	10,000					10,000				
399-1111	Compressor Replacement	40,000					40,000				
399-1111	Condensor Centennial	150,000					150,000				
505-1111	Spin Laser Replacement	4,000					4,000				
505-3509	Transportation Master Plan	50,000					50,000				
505-3510	Traffic Calming	5,000					5,000				
505-3515	Town Asset Management Program	50,000					50,000				
505-8002	Engineering Standards Update	40,000					40,000				
505-8030	Dominion Ave Reconstruction - King St to Fourth St - Design	250,000								250,000	
505-8031	Dominion Ave Reconstruction - Fourth St to Eighth St - Design	180,000								180,000	
740-2500	Public Art - King and Yonge	130,000		130,000							
740-2500	Public Art - MIDLAND letters at Harbour	140,000		140,000							
750-1111	Hostile Vehicle Mitigation / Intersection Barriers	92,000					92,000				
762-1111	Library Building Improvements	68,640					68,640				
762-7627	Library Equipment - Laser Cutter for Makerspace	20,000					20,000				
811-8208	Official Plan Review / Conformity	75,000					75,000				
811-8211	Official Plan Implementation	67,405					67,405				
820-1111	Hybrid vehicle for inspector	50,000					50,000				
605-6700	Huronian Airport- Snow Blower	100,000					100,000				
<b>Total Tax Supported Capital Budget</b>		<b>\$ 8,954,595</b>	<b>\$ 112,000</b>	<b>\$ 270,000</b>	<b>\$ 840,000</b>	<b>\$ 487,000</b>	<b>\$ 5,327,345</b>	<b>\$ -</b>	<b>\$ 238,250</b>	<b>\$ 430,000</b>	<b>\$ 1,250,000</b>
% of Total Funding		100%	1.25%	3.02%	9.38%	5.44%	59.49%	0.00%	2.66%	4.80%	13.96%
<b>Rate supported Capital</b>		<b>\$ 4,169,154</b>	<b>\$ 2,850,254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,318,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total 2023 Capital Budget</b>		<b>\$ 13,123,749</b>	<b>\$ 2,962,254</b>	<b>\$ 270,000</b>	<b>\$ 840,000</b>	<b>\$ 487,000</b>	<b>\$ 5,327,345</b>	<b>\$ 1,318,900</b>	<b>\$ 238,250</b>	<b>\$ 430,000</b>	<b>\$ 1,250,000</b>

**Town of Midland 2023 Capital Budget**  
**Rate Supported Projects**

Project Number	Project Description	Cost	Grant Funded	OCIF Funded	Gas Tax Funded	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt Funded
411-5600	Truck WW#8	55,000					55,000		
411-4229	Relining	357,410					357,410		
411-4495	Emergency Equipment Replacement	70,000					70,000		
411-B004	WWTP Raw Sludge Pump Replacement	24,000					24,000		
411-B011	WWTP Safety Railing Upgrades	30,000					30,000		
411-B013	Sanitary Collection System O&M Manual	20,000					20,000		
431-4419	Well Rehabilitation	49,440					49,440		
431-4440	Emergency Equipment Replacement	62,000					62,000		
431-4530	Upgrade pump capacity	2,850,254	2,850,254				-		
431-B015	Well #15 Replacement	280,250					280,250		
431-B018	Hanly Treatment System UV Replacement	185,400					185,400		
431-B025	Penetanguishene Road Treatment System UV Replacement	185,400					185,400		
<b>TOTAL Rate Supported Capital Budget</b>		<b>\$ 4,169,154</b>	<b>\$ 2,850,254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,318,900</b>	<b>\$ -</b>	<b>\$ -</b>
% of Total Funding		100%	68.37%	0.00%	0.00%	0.00%	31.63%	0.00%	0.00%

**Ten Year Capital Program  
2023 - 2032**

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST
<b>ADMINISTRATION</b>											
<b>CAO</b>											
Municipal Modernization	161,714										
<b>Total CAO</b>	<b>161,714.00</b>	-	-	-	-	-	-	-	-	-	-
<b>CXO</b>											
Media Equipment	7,000										
<b>Total CXO</b>	<b>7,000.00</b>	-	-	-	-	-	-	-	-	-	-
<b>Clerk's Department</b>											
AODA Requirement (New Website)	50,000										
<b>Total Clerk's Department</b>	<b>50,000.00</b>	-	-	-	-	-	-	-	-	-	-
<b>Finance</b>											
Financial Systems Redevelopment	70,000										
Development Charges Study		45,000					45,000				
<b>Total Finance</b>	<b>70,000.00</b>	<b>45,000.00</b>	-	-	-	-	<b>45,000.00</b>	-	-	-	-
<b>Information Technology</b>											
<b>Equipment Purchases</b>											
New SaaS Services	33,744										
Infrastructure Upgrades	6,586										
Network Additions	35,627										
Non IT Budgeted Requests	27,777										
Remote Access to Municipal Office Upgrade	30,000										
Systems Manager	3,022										
GPO Admin	1,500										
Council Chamber Improvements	40,197										
Announcement Monitor for Townhall Lobby			5,000								
<b>Computer Software</b>											
Security Upgrades	26,841										
Asset Management Software	4,032										
EDM (Clerks Item)	370,000										
Microsoft Office Upgrade	12,360										
CRM/Maintenance Manager Addition to Citywide	130,000										
Hypervisor Server for Accounting System GP		25,000									
<b>Computer Hardware</b>											
Workstation Replacements	60,487	41,850	66,650	35,650	41,850	66,650	46,500	62,000	52,700	66,650	72,850
Mobile & End Node Upgrades	27,188										
Network Hardware--CF 2022	13,625										
Damage / Loss Contingency		7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750
Existing PC Hardware Upgrades		3,750	2,500	2,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Port Replicator		2,000	2,000	2,000	2,000	6,000	4,000	4,000	4,000	4,000	4,000

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Computer Peripherals		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Monitors		3,000	3,000	3,000	3,000						
New Council Devices					5,400				5,400		
Internet Connectivity	125,000										
Phone System Replacement	46,767										
B Project: 125-B003 Financial System New Module - Application			250,000								
<b>Total Information Technology</b>	<b>994,753.00</b>	<b>91,350.00</b>	<b>344,900.00</b>	<b>58,900.00</b>	<b>75,500.00</b>	<b>95,900.00</b>	<b>73,750.00</b>	<b>89,250.00</b>	<b>85,350.00</b>	<b>93,900.00</b>	<b>100,100.00</b>
<b>Town Hall</b>											
<b>Building Additions and Improvements</b>											
Exterior Sign						35,000					
Upgrade HVAC Control System		90,000						25,000			
Replace HVAC Units			20,000	20,000	20,000	22,000	22,000	50,000			
Window Replacements	20,000	20,000	20,000	20,000							
Carpet Replacement		40,000	40,000	40,000			25,000				
Parking Lot Paving						75,000					75,000
Door Access System		10,000	5,000	5,000	5,000	5,000					
Outside Railings	1,495						50,000	65,000			
Front Steps Replacement	65,000								10,000		
Side Steps to Parking Lot	15,000								10,000		
Council Chambers Renovations		30,000									
Designated Substance Plan	10,000										
Electrical Panel, switches & transformer upgrades				47,000							
Exterior and overhead door replacements				45,000							
Sectioned Roof Restoration							81,000	80,000			
Town Hall Skylight	35,000										
Double door replacement		15,000									
Interlock replacement		130,000									
Camera system		25,000									
Domestic water heater replacement							20,000				
Design Consultation							250,000				
<b>Furnishings</b>											
Two Additional Cubicles	30,000				30,000				30,000		
Replacement Desks and Office Setup	16,000	20,000	8,000	8,000			8,000	8,000		8,000	
Office Chair Replacements	4,000	4,000		4,000		4,000					
Sound Barriers		18,000									
<b>Equipment Purchases</b>											
Purchasing				100,000		80,000			80,000		
<b>Total Town Hall</b>	<b>196,495.00</b>	<b>402,000.00</b>	<b>93,000.00</b>	<b>289,000.00</b>	<b>55,000.00</b>	<b>221,000.00</b>	<b>456,000.00</b>	<b>228,000.00</b>	<b>130,000.00</b>	<b>8,000.00</b>	<b>75,000.00</b>
<b>By-law</b>											
<b>Equipment Purchases</b>											
Two Patrol Bikes	8,000					8,000				10,000	
<b>Vehicle Purchases</b>											



**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Ford By-law Vehicle		50,000									55,000
Toyota By-law Vehicle			50,000								
<b>Total By-law</b>	<b>8,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	-	-	<b>8,000.00</b>	-	-	-	<b>10,000.00</b>	<b>55,000.00</b>
<b>Parking</b>											
Equipment Purchases											
Pay and Display Machines			20,000					40,000			
Lot Paving					30,000		19,000	22,000			
Rails and Bollards						5,000					
<b>Total Parking</b>	-	-	<b>20,000.00</b>	-	<b>30,000.00</b>	<b>5,000.00</b>	<b>19,000.00</b>	<b>62,000.00</b>	-	-	-
<b>Planning and Development</b>											
New Development Charges Implementation											
Official Plan/Conformity Review		75,000			100,000						100,000
Parking Study											
Official Plan Implementation	132,595	67,405									
Comprehensive Zoning By-law	140,000										
Planning and Building Fee Study	70,000										
Downtown Update and Affordable Housing	150,000										
Development Systems Process Review	76,320										
B Projects:											
811-B008 Urban Design Guidelines			50,000								
<b>Total Planning</b>	<b>568,915.00</b>	<b>142,405.00</b>	<b>50,000.00</b>	-	<b>100,000.00</b>	-	-	-	-	-	<b>100,000.00</b>
<b>Building</b>											
Vehicle Purchases											
Hybrid Inspector Vehicle	50,000										
Inspector Vehicle		50,000									
<b>Total Building</b>	<b>50,000.00</b>	<b>50,000.00</b>	-	-	-	-	-	-	-	-	-
<b>Culture, Tourism, and Special Events</b>											
<b>Culture</b>											
Public Art											
King and Yonge		130,000									
Public Art	120,000										
MIDLAND Letters		140,000									
General			120,000	120,000							
SCRAM - Advertising	1,000										
Equipment Purchases - Cameras for the Harbour	19,000										
General Support - Cameras for downtown	30,000										
<b>Total Culture</b>	<b>170,000.00</b>	<b>270,000.00</b>	<b>120,000.00</b>	<b>120,000.00</b>	-	-	-	-	-	-	-
<b>Tourism &amp; Special Events</b>											
Equipment Purchases											
Intersection Barriers		92,000	92,000	92,000							

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
<b>Total Tourism &amp; Special Events</b>	-	92,000.00	92,000.00	92,000.00	-	-	-	-	-	-	-
<b>Fire Services</b>											
<b>Building Additions and Improvements</b>											
Roof Refurbishing/Replacement	22,969						100,000				
Firehall Windows Replacement			50,000								
Garage Door Replacements				75,000							
Electrical Panel and switches replacements				37,000							
Carpet Replacement						25,000					
Washroom Renovation								50,000			
Floor Maintenance and Upgrades									50,000		
Replace Heat and A/C units			40,000								
Firehall Design and Location Study							500,000				
Construction of new firehall									8,000,000		
Chain Link Fence Extension		7,000									
<b>Equipment Purchases</b>											
Bunker Gear Set			100,000					110,000			
Boots every 5 years and Helmets every 10 years					30,000					32,000	
Major Overhaul of Air Refilling Station				35,000							
Washer Extractor Machine Replacement			30,000								
Defibrillator Replacement		20,000					30,000				
Communications Equipment Replacement					30,000					35,000	
Breathing Apparatus Replacement					325,000						
Aging Portable Equipment Upgrades	6,636	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Portable & Mobile Radios Replacement			85,000								
Ice Water Rescue Equipment Replacement	3,239										30,000
RIT Bottles and Packs					15,000						
Shared Drone Program - Penetang Fire Dept.	25,000								30,000		
Shared - Hazard House Public Education Tool			10,000								
Generator Replacement						75,000					
NS Fire Training Centre	25,000										
Apparatus Hose replacement			70,000								
Auto Extrication Equipment Replacement								75,000			
Mobile Radio Repeaters			14,000								
Traffic Light Optic Communication Controls		5,000	5,000	5,000	5,000	5,000					
Digital Radio Conversion Project					100,000						
<b>Computer Software</b>											
CAD Dispatch MFD Upgrade		20,000									
<b>Vehicle Purchases</b>											
(Pump 1) Pumper Truck		850,000									
(Pump 2) Pumper Truck					850,000						
(Rescue 1) Rescue Truck				500,000							
(Tanker 1) Tanker Truck									500,000		
(Command 1) Vehicle						70,000					

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
(Command 2) Utility/Training Pickup Truck		75,000							75,000		
(Command 3) Public Education/Fire Prevention Pickup Truck								85,000			
Master Fire Plan	33,925	20,000									
<b>Total Fire</b>	<b>116,769.00</b>	<b>1,019,500.00</b>	<b>426,500.00</b>	<b>674,500.00</b>	<b>1,377,500.00</b>	<b>227,500.00</b>	<b>652,500.00</b>	<b>372,500.00</b>	<b>8,647,500.00</b>	<b>89,500.00</b>	<b>52,500.00</b>

<b>Police Services</b>											
<b>Building Additions and Improvements</b>											
OPP Costing Forecast			11,487	11,717	11,951	12,190					
Window Replacements	17,500	10,000									
Flooring Replacement	8,000		25,000								
Painting				12,000							
Garage Drain Repairs	5,000	10,000									
Changeroom Upgrades	10,000	10,000	20,000								
<b>Total Police</b>	<b>40,500.00</b>	<b>30,000.00</b>	<b>56,487.00</b>	<b>23,717.00</b>	<b>11,951.00</b>	<b>12,190.00</b>	-	-	-	-	-

<b>Library</b>											
<b>Building Additions and Improvements</b>											
Marquee Sign	27,000										
Kitchen Counter Tops	5,000		5,000								
Rubber Stair Treads	6,000										
HVAC System	8,571										
Building Testing and Report	26,144										
Gutters and Downspouts	30,000										
Roof Openings and Supports	9,600										
Interior Stairs and Specialities	52,200		3,000								
Domestic Water Supply	4,200		18,000								
Pipes and Plumbing	9,600	48,000									
Hot Water Boiler	4,200										
Auxiliary Equipment	21,000										
Chilled Water System	4,800										
Package Units	8,400										
Electric Heating	6,600										
Moveable Furnishings (Bookshelves/desks etc.)		5,000	3,500		10,000		10,000		10,000		
Building Automation System	13,200										
Exterior Lighting Fixtures and control	4,200										
Passenger Elevators	159,600										
Insulation and Identification	6,000										
Exhaust System	6,000										
Lighting Equipment	23,400										
Wall painting		2,000		10,000		10,000		10,000			
Identifying Devices		2,640									
Foundation Drainage				300,000							
Window and Door Sealants	33,000										
Clocktower and wood trim gables	66,000										
Teen Space	2,684										

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Exterior Closure Renovation	309,241										
Firestopping Penetrations	8,400										
High Slope Roof Coverings	36,000										
Low Slope Membrane System	24,000										
Wall and Ceiling Repairs		11,000								10,000	
Main floor Bathroom Renovations			5,000								
Basement Carpet Replacement			15,000								
Window and Door Refurbishments				20,000							
Refurbish Wood Flooring							20,000				
Repair and Replace Electrical Panels								30,000			
Cabinet Replacements									20,000		
Acoustic Ceiling Tile Replacement											20,000
Equipment Purchases											
Book Bike and Mobile	13,991										
Computer Hardware											
Audio & Video for Assembly room			20,000								
Equipment Purchases for MAKERSPACE											
Visually Impaired Machine Replacement	37,218		20,000								
Laser Cutter		20,000									
<b>Total Library</b>	<b>966,249.00</b>	<b>88,640.00</b>	<b>89,500.00</b>	<b>330,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>30,000.00</b>	<b>40,000.00</b>	<b>30,000.00</b>	<b>10,000.00</b>	<b>20,000.00</b>
<b>Operations</b>											
<b>Public Works</b>											
Building Additions and Improvements											
Building Demolition - Old Public Works Facility			300,000								
Small Equipment Purchases											
Salt Management Upgrades/GPS System				50,000			50,000			55,000	
Vehicle Restorations and Emergency Purchases	30,000	30,000	32,000	35,000	35,000	35,000	35,000	37,000	37,000	37,000	
Trench Box						27,000					
Electronic Locator for the CCTV Camera						5,000					
Equipment Purchases											
#7839 Asphalt Crack Sealer						65,000					
#7942 Grader/Snow Plow				850,000							
#7992 Sidewalk Plow		214,000									224,000
#7998 Single Axle Plow				290,000							
#7970 Single Axle Plow					295,000						
#7976 Tandem Sander			315,000								
#7975 Tri Axle Dump Truck					285,000						
#7858 Power Broom for Loader						28,000					
#7811 Finishing Mower for Sidewalk Machine				22,000							
#7943 Sewer Flusher				750,000							
#7855 Asphalt Hot Box				37,000							
#7928 Loader		400,000									
#7825 Sweeper			310,000							275,000	
#7934 Loader						335,000					

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
#7828 Boom Flail						41,000					
#7823 Asphalt Maintenance Kettle			38,000								
#7991 Sidewalk Machine							215,000				
#7997 Sidewalk Machine				212,000							
#7854- Asphalt Roller			85,000								
Flail Mower					15,000						
#7973 Tandem Plow Truck			325,000								355,000
#7974 Tandem Plow Truck				330,000							
#7930 Loader					410,000						
#7933 Loader							380,000				
#7876 Detachable Snow Blower							305,000				
#7917 Boom Truck						440,000					
#7833 Asphalt Cold Planer									45,000		
#7837 Trackless Stump Grinder										24,000	
#7995 Sidewalk Tractor						218,000					
#7996 Sidewalk Tractor			214,000								
#22-402 - Street Sweeper									320,000		
#22-301 - Tandem Plow Truck								345,000			
#22-302 - Tandem Plow Truck								345,000			
Loader Push Plow	20,000										
Goose Poop Zamboni	15,000										
Tandem Truck	949,951										
Tandem Truck	600,000										
Roll Off Truck		70,000									
Mastic Melter					95,000						
Vehicle Purchases											
#7908 Pickup Truck									65,000		
#7909 Pickup Truck									65,000		
#7916 Pickup Truck					65,000						
#7902 Pickup Truck	53,000								65,000		
#7918 Pickup Truck	65,000									70,000	
1-Ton Dump Truck										108,000	
#7908 Pickup Truck	8,000										
#7909 Pickup Truck	8,000										
#7903 - Pickup Truck		65,000							68,000		
Operations Supervisor Vehicle		55,000									
New Operations Complex											
Building Additions and Improvements	347,057	130,000	200,000		50,000	250,000	60,000			70,000	120,000
<b>Total Public Works</b>	<b>2,096,008.00</b>	<b>964,000.00</b>	<b>1,819,000.00</b>	<b>2,576,000.00</b>	<b>1,250,000.00</b>	<b>1,444,000.00</b>	<b>1,045,000.00</b>	<b>727,000.00</b>	<b>665,000.00</b>	<b>639,000.00</b>	<b>699,000.00</b>
<b>Roads</b>											
Servicing Trails			60,000	65,000	65,000	70,000	70,000	75,000	75,000	80,000	
General Surfacing Program	480,193	840,000	681,470	675,000	700,000	705,000	715,000	730,000	740,000	740,000	740,000
Traffic Lights											
New Signals				100,000	100,000	100,000	100,000	100,000	100,000	100,000	

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Controller Upgrades	40,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Pedestrian Cross Walks	182,000	330,000	330,000	92,000							
General Electrical Maintenance	79,471										
Tree Replacement Program	9,000	18,000	18,000	19,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
Harbourview Drive Culvert Replacement			385,000								
King Street Reconstruction: Bayshore - Yonge	661,683										
Bay Street & Aberdeen Blvd Project			60,000								
Dominion Avenue: 4th Street - 8th Street Project	120,000										
Road & Sidewalk Study	75,000			100,000			110,000			115,000	
Midland Pt Road: Fuller Avenue - Portage Park Lane Project	1,000,000	205,000									
Midland Pt Road: Portage Park Lane - Glenbrook Dr Project	35,000		410,000								
Retaining Wall: 353 Gloucester Project	35,000										
Colborne Street: Irwin St- Johnson St Project	25,000										
Parking Lots											
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	
Electric Vehicle Charging Stations			75,000		80,000		90,000		100,000		120,000
B Projects:											
325-B008 King St & Robert St						75,000					
325-B012 Brunelle Sideroad Realignment				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					
<b>Total Roads</b>	<b>2,772,347.00</b>	<b>1,523,000.00</b>	<b>2,154,470.00</b>	<b>1,401,000.00</b>	<b>1,095,000.00</b>	<b>1,451,000.00</b>	<b>1,242,000.00</b>	<b>1,063,000.00</b>	<b>1,179,000.00</b>	<b>1,200,000.00</b>	<b>876,000.00</b>
<b>Sidewalks &amp; Curbs</b>											
Slab Jacking & Grouting: Various Locations	20,000										
Fifth St (E) Montreal- Quebec	100,000										
Manly St Yonge-Elizabeth(E)	65,000										
King St South of Yonge Spot Repairs (W)	35,000										
Spot Repairs: Various Location	60,000		55,000	55,000	60,000	60,000	65,000	65,000	70,000	70,000	75,000
Bay St (S) First St- Second St	50,000										
Various Locations			325,000	330,000	335,000	340,000	345,000	350,000	355,000	360,000	370,000
New Sidewalk		150,000		100,000		100,000		100,000			
Bay St 3-4 (Spot Repairs)		15,000									
Easy St 3-4 (Half Block)		35,000									
King St (Lawn Bowling Entrance-658 King)		35,000									
Dominion 5-6 (Full Section)		60,000									
Midland Ave Hugel- Bay (2 full sections E side)		100,000									
436 Bay St Repair (Spot Repair on Queen St)		15,000									
First St Easy- Hugel (East Side Full Section )		65,000									
B Projects:											
335-B002 Pedestrian & Cyclist Network (Mid term)				150,000							
335-B003 Pedestrian & Cyclist Network (Long Term)						100,000					
<b>Total Sidewalks &amp; Curbs</b>	<b>330,000.00</b>	<b>475,000.00</b>	<b>380,000.00</b>	<b>635,000.00</b>	<b>395,000.00</b>	<b>600,000.00</b>	<b>410,000.00</b>	<b>515,000.00</b>	<b>425,000.00</b>	<b>430,000.00</b>	<b>445,000.00</b>



**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
<b>Transit</b>											
<b>Building Additions and Improvements</b>											
Bus Shelter Replacements	30,000		35,000		37,000		40,000				
GPS and Online Mapping				40,000				20,000			
Fare System Upgrades						45,000					
Fare Boxes Replacement	11,500	5,000								15,000	
Air Hoists		22,000	22,000								
AODA Upgrades		25,000									
Transit Cameras		32,000									
<b>Vehicle Purchases</b>											
New 30 Foot Bus							475,000		500,000		
New 30 Foot Bus	500,444										
Accessible Transit - Van #64	63,146		70,000					77,000			
Accessible Transit - Van #63				73,000					78,000		
Accessible Transit - Van #61					75,000						
Accessible Transit - Van #62						75,000					
<b>Total Transit</b>	<b>605,090.00</b>	<b>84,000.00</b>	<b>127,000.00</b>	<b>113,000.00</b>	<b>112,000.00</b>	<b>120,000.00</b>	<b>515,000.00</b>	<b>97,000.00</b>	<b>578,000.00</b>	<b>15,000.00</b>	<b>-</b>
<b>Street Lighting</b>											
Downtown Core Lighting: Side Streets			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Additional Lighting as Requested	30,000	30,000	35,000	35,000	40,000	40,000	45,000	45,000	50,000	50,000	
Additional Lights: Various Locations	18,575										
<b>Total Street Lighting</b>	<b>48,575.00</b>	<b>30,000.00</b>	<b>85,000.00</b>	<b>85,000.00</b>	<b>90,000.00</b>	<b>90,000.00</b>	<b>95,000.00</b>	<b>95,000.00</b>	<b>100,000.00</b>	<b>100,000.00</b>	<b>-</b>
<b>MPUC Property - 16984 Highway 12</b>											
<b>Building Additions and Improvements</b>											
Piping and Plumbing		3,600	15,840								
Fire System Expansion: Strobe and Horns		10,800									
Fire System Protection		3,600									
Various Building Testing and Reporting			15,000								
Access Ladder		6,000									
Wood Flooring		15,000									
Insulation		4,200									
Auxiliary Equipment: Water Treatment System		12,000									
Exhaust System		5,000	1,200								
Site Improvements & Renovations: Electric Panel Upgrades		43,600									
Carpentry & cabinets		25,000									
Heating & Cooling Replacements/Upgrades		6,000									
Residential Equipment		4,000									
Firestopping Penetrations		31,200									
MPUC Building Improvement				27,340							
Various Upgrades						30,000		40,000		50,000	
Janitor's Closet Installation			30,000								

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Desks and Chairs		45,000									
Windows and door seals						30,000					
Painting							15,000				
Heating & Cooling Replacements/Upgrades								30,000			
<b>Total MPUC Property - 16984 Highway 12</b>	-	<b>215,000.00</b>	<b>62,040.00</b>	<b>27,340.00</b>	-	<b>60,000.00</b>	<b>15,000.00</b>	<b>70,000.00</b>	-	<b>50,000.00</b>	-
<b>Storm Sewers</b>											
Storm Pond Maintenance Plan											
Construction Administration	20,000		5,000								
Other Pond Cleanout	335,430		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Combined Sewer Rectification											
Remove Catch basins	88,611										
Clean Storm Chamber A-Harbour	232,000						250,000				
Columbus Drain Stormwater Work	20,000										
Storm Outfall Maintenance											
Storm Outfalls Excavation/Dredging	30,000		35,000		40,000		45,000		50,000		55,000
Ingram Crescent Storm Sewer	50,000										
B Projects:											
375-B001 Stormwater O&M Manual Update		20,000									
375-B003 Stormwater Master Plan			200,000								
<b>Total Storm Sewers</b>	<b>776,041.00</b>	<b>20,000.00</b>	<b>390,000.00</b>	<b>150,000.00</b>	<b>190,000.00</b>	<b>150,000.00</b>	<b>445,000.00</b>	<b>150,000.00</b>	<b>200,000.00</b>	<b>150,000.00</b>	<b>55,000.00</b>
<b>Harbour</b>											
Building Additions and Improvements											
Dock Replacement	58,135										
Shelter Replacement			10,000	10,000	10,000						
North Wall Bumper & Wood Replacement					3,500						
Pier Paving	20,000				22,000						
Washroom/Shower Renovations	12,000	35,000	35,000								
Gardens on Pier	11,645	60,000									
Electrical Pedestals		75,000									
Rub Rail Replacement		30,000	30,000								
Pedestrian Area resurfacing		100,000									
Eavestrough		3,000									
Equipment Purchases											
Boat Launch Parking Meter	10,000										
Sign Replacement	4,000										
Harbour Revitalization	500,000										
B Projects:											
385-B003 Harbour Master Plan		75,000									
<b>Total Harbour</b>	<b>615,780.00</b>	<b>378,000.00</b>	<b>75,000.00</b>	<b>10,000.00</b>	<b>35,500.00</b>	-	-	-	-	-	-
<b>Parks</b>											
Ground Improvements											
Hugel-Cook Trail	40,000										

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Various Park Improvements	28,928	50,000	55,000	55,000	60,000	60,000	65,000	65,000	70,000	70,000	
Old Parks Depot Demolition - Main Building		75,000									
Old Parks Depot Site Cleanup			15,000	15,000							
Small Equipment Purchases											
CSA playground improvements	876,641		125,000					180,000		190,000	
Shade			75,000								
Bicycle Parking			15,000								
Signage & Wayfinding			90,000								
Urban Forestry Plan			60,000								
Accessibility Improvements	60,000										
Staff Tablets				40,000							
Various Items	186,387										
Equipment Purchases											
#7727 Kubota						44,000					47,000
#7701 Garbage Truck				160,000							
#7731 Kubota	38,000					44,000					47,000
#7729 Kubota			42,000				45,000				
#7713 Kubota		48,000					50,000				
#7712 3 Ton Dump Truck		180,000									
Grass Crew Trailer	9,500										
#7714 Kubota			43,000					46,000			
#7716 Kubota			43,000					46,000			
#P7715 Tractor			47,000								
#P20 Mini Loader					170,000						
Dethatching Unit			53,000								
#7718 Kubota				43,000					46,000		
Grass Cutting Trailer	11,500										
#7717 Tractor	50,000										
Sifting Attachment for Tractor		35,000									
Vehicle Purchases											
#4 Pickup Truck	8,000									65,000	
Supervisor SUV	8,000								56,000		
#7705 Pickup Truck	10,000	23,000						70,000			
#7704 Pickup Truck									64,000		
#7710 Pickup Truck		65,000								57,000	
#7707 Pickup Truck			65,000								67,000
#7711 Pickup Truck			65,000								75,000
#7708 Pickup Truck	54,000								56,000		
Little Lake Park											
Bathroom Improvements	40,000	17,000	27,000				20,000				
Install New Drainage System					7,500						
Tennis Court Resurfacing	276,100								50,000		
Beach Volleyball Court Upgrades					18,000						
Pulverizing and Regrade Parking Lots		45,000			47,000			49,000			51,000

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
CCRF Match Funds	265,000										
Amphitheatre Seating		200,000									
Rotary Stage Roof Addition		230,000									
Stairs and Garden Bed Reconstruction	415,000										
Guide Rail Replacement			150,000	100,000	100,000	100,000					
Resurfacing LLP Road			75,000		78,000		80,000				
Community Garden Upgrades		20,000				30,000				35,000	
Dog Park Upgrades				60,000							
Stairs and Retaining Walls Repairs		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Skateboard Park Upgrades - Halfpipe				30,000							
Playground #2 - Replacement								300,000			
Electric Vehicle Charging Stations					75,000						
Tiffin Park											
Tennis Court Resurfacing						200,000					
Irrigation System Replacement			20,000								
Sewage Pump Replacement	7,000										
Bathroom Upgrades		12,000		2,000							
Ballfield Warning Track Rejuvenation		15,000						15,000			
Pickleball / Tennis Court Conversion		100,000									
Bleachers replacement			12,000								
Pete Peterson Park											
Various Restroom Accessibility Door Installs		40,000									
Replace Water Line		28,000									
Ball Diamond Refurbish and Redress		16,000					18,000				
Pulverize and Regrade	9,072										
Bathroom Improvements		1,700		2,000				7,500			
Mac McAllen Park											
Road and Parking Lot Upgrades						45,000					
Basketball Court Replacement				80,000							
Baseball Field Redress					15,000						
Huronian Park											
Refurbish Staircase and Stonework						75,000					
Parking Expansion				130,000							
Sports Fields											
Permanent Lines		75,000									
Irrigation Upgrades				20,000							
Netting						15,000					
Bathroom Upgrades		15,000	6,000	3,000							
Bayview Park											
Basketball Court Replacement	85,000										
Fence Upgrades						30,000					
Stone Repairs							60,000				
Gawley Park											
Playground Replacement						225,000					
Harbourside Park											

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Irrigation Upgrades						50,000					
Rubber Surfacing								400,000			
Quota Park											
Playground Replacement				200,000							
Hanson Park											
General Development		100,000									
Veterans Waterfront Park											
Pavilion Repairs			35,000			20,000		40,000		20,000	
Waterfront Trail											
Trail Screenings			10,000								
Asphalt Patches	15,000	45,000	45,000		45,000		45,000		45,000		45,000
Water Trail	80,000										
Concrete Repairs	10,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Trail Barriers	20,000										
Splash Pad											
Construction			350,000								
B Projects:											
390-B003 Little Lake Park Master Plan				120,000							
390-B001 Stream 1 - Parks Master Plan		185,000	263,000	185,000	185,000						
<b>Total Parks</b>	<b>2,603,128.00</b>	<b>1,910,700.00</b>	<b>2,076,000.00</b>	<b>1,535,000.00</b>	<b>1,090,500.00</b>	<b>1,228,000.00</b>	<b>673,000.00</b>	<b>1,508,500.00</b>	<b>677,000.00</b>	<b>727,000.00</b>	<b>622,000.00</b>
<b>NSSRC / Arena</b>											
Building Additions and Improvements											
Door Replacements									35,000		
Flooring Replacement	5,000	10,000		20,000		20,000		20,000			
Dressing Rooms	50,000		600,000								
Parking Lot Lights				20,000						20,000	
Parking Lot Repaving				225,000							
AODA Door Openers	10,000		10,000							14,000	
HVAC Unit Replacements	45,000	45,000	45,000				45,000	45,000	45,000		
Window Replacements						40,000					
Sky Light Repairs								40,000			
Garage Doors							32,000				
Water Bottle Station Hard Water Solution				2,500	2,500	2,500					
Hot Water Tanks for Ice Resurfacers						25,000					
Kitchen Upgrades including Flooring				20,000							
Dehumidifier Platform Expansion		30,000									
Eavestroughs, Gutter and Downspouts Repair/Replacement	22,000										25,000
Team Dressing Room Renovations	70,000										
Reseal Concrete floors					130,000						
Concrete Wall System Restoration		25,000									
Parking Lot Lighting Inspection and Repairs			17,000								
Interior Doors		60,000									
Washroom Countertop Replacement	40,000										

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Fire System and Alarm Upgrades		15,000				100,000					
Radiant Heater Unit Upgrades			41,000								
Ceiling Painting				90,000							
Slab on Grade Restoration				130,000							
Interior Walls Painting				145,000							
Parking Lot Paving					650,000						
Designated Substance Survey						7,500					
Exterior Overhead Door Replacement						24,000					
Resilient Flooring Replacement							80,000				
Hot water boiler replacement							32,000				
Elevator Modernization								300,000			
Heating & Cooling Circulation Pumps								130,000			
Rink 2 Cooling Tower Replacement								75,000			
Suspended Metal Ceiling Replacement									50,000		
Roof Repair	30,000		155,000	215,000	30,000	25,000	575,000	41,000		110,000	50,000
Energy Audit			110,000							125,000	
Green Energy Upgrades				150,000		250,000			300,000		
Equipment Purchases											
Dehumidifier Replacements									30,000		
Tables and Chairs		10,000	10,000		10,000		10,000		10,000		
Kitchen Equipment				29,827							
Water Heaters								25,000			
Cleaning Equipment	10,000					20,000			6,000		
Electric Nets				8,000							
Scissor Lift					40,000				25,000		
Battery Powered Ice Edger		10,000									
Condenser Pumps	35,000				5,000						
Compressor Replacements	33,000	40,000									
Ice Resurfacer Replacements			145,000								
Stage Replacements				40,000							
Condenser replace (MMHA)			150,000								
Chiller Replacement					100,000			100,000			
LED Sign Replacement							35,000				
Portable Bars Replacement								4,000			
Irrigation System					5,000						
Electric Vehicle Charging Station	20,000		75,000		35,000		40,000		50,000		60,000
Condenser Centennial		150,000									
<b>Total NSSRC / Arena</b>	<b>370,000.00</b>	<b>395,000.00</b>	<b>1,358,000.00</b>	<b>1,095,327.00</b>	<b>1,007,500.00</b>	<b>514,000.00</b>	<b>849,000.00</b>	<b>780,000.00</b>	<b>585,000.00</b>	<b>235,000.00</b>	<b>135,000.00</b>
<b>Engineering</b>											
Equipment Purchases	5,000	4,000		2,000		2,000		2,000		2,000	
Love your Laneways	50,000										
Midland Bay Landing	118,407										
Downtown Environmental Risk Assessment	15,971										
Transportation Master Plan		50,000									



**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Traffic Calming	58,671	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Town Asset Management Program	50,000	50,000					50,000				
Balm Beach Road Servicing	2,962,398										
Midland Bay Landing Site Improvement	103,155										
Yonge St (King to Hwy 93)	369,500		6,215,000					4,150,000			
Seventh Street Reconstruction	2,638,268										
Community Energy Plan			80,000								
Hannah Street Reconstruction - King - Queen	519,147										
Vindin and Harbourview Realignment	260,000		1,870,000								
Fuller Avenue Realignment	265,000		2,420,000								
Coal Dock Parking Lot Ships	46,009										
Queen Street Reconstruction: Elizabeth - Hugel	1,940,000										
<b>B Projects:</b>											
505-B001 CR93 Trail Project			600,000	600,000	600,000						
505-B002 Engineering Standards		40,000									
505-B009 Bay St Reconstruction - King St - Aberdeen Blvd					450,000	1,550,000					
505-B013 Fuller Ave / Brunelle Roundabout									1,150,000		
505-B014 Pillsbury Rd and William St Intersect. Improvements								150,000	1,000,000		
505-B015 Fourth St and Bay St Intersect. Improvements			150,000	800,000							
505-B016 William St Cross Section Upgrades									250,000	5,100,000	
505-B017 Ellen St Reconstruction - King St - Johnson St			275,000	3,075,000							
505-B018 Sixth St Reconstruction - Hugel Ave - Quebec St				200,000	2,550,000						
505-B019 Montreal St Reconstruction - Fourth - Fifth				150,000	1,025,000						
505-B022 Fifth St (Ottawa to Victoria)						150,000	1,025,000				
505-B025 Fourth St Reconstruction - Montreal to Victoria								200,000	3,050,000		
505-B027 Third St Reconstruction - Hugel to Montreal										150,000	1,800,000
505-B028 Manly St Reconstruction (Yonge to Hugel)					200,000	2,550,000					
505-B029 Eighth St Reconstruction (Yonge to Hugel)						150,000	2,550,000				
505-B030 Dominion St Reconstruction (King to Fourth)		250,000		3,050,000							
505-B031 Dominion St Reconstruction (Fourth to Eighth)		180,000			5,050,000						
<b>Total Engineering</b>	<b>9,401,526.00</b>	<b>579,000.00</b>	<b>11,615,000.00</b>	<b>7,882,000.00</b>	<b>9,880,000.00</b>	<b>4,407,000.00</b>	<b>3,630,000.00</b>	<b>4,507,000.00</b>	<b>5,455,000.00</b>	<b>5,257,000.00</b>	<b>1,800,000.00</b>
<b>WTC &amp; WATER</b>											
<b>Wastewater Treatment Centre</b>											
Vehicle Purchases											
WW#8 Pickup Truck	48,925	55,000									
Aerators	260,579										
Pump Station #1			103,000	3,151,800							
Relining		357,410		267,200		267,200					
Wastewater Master Plan				250,000					275,000		
Boiler Lines	180,250										
Leachate Pre-treatment Facility									1,545,000		
Emergency Equipment Replacement	63,580	70,000	71,400	72,828	74,284	75,770	77,285	79,831	80,408	82,016	83,656
Gas Flow Meters	71,140										
Portable Gas Detector Replacement					3,000			3,000			

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Digester Covers	412,000			2,000,000							
Insulation Repair/Replacement	102,208										
Ultra Violet Treatment Effluent								103,000	2,255,700		
Collection System Condition	25,750		25,750								
SPS #1 Pump Replacement			300,000								
New Fine Bubble Aeration	3,811,000										
Headworks Upgrade	4,600,000										
Replace Second Clarifier V-Notch	46,350										
<b>B Projects:</b>											
411-B002 New Secondary Clarifier									153,000	2,150,000	
411-B004 WWTP Raw Sludge Pump Replacement		24,000									
411-B009 Upgrade Valve Pedestals Secondary Distr. Chamber			51,200								
411-B010 Replacement Snow Blower								3,863			
411-B011 WWTP Safety Railing Upgrades		30,000	30,000								
411-B013 Sanitary Collection System O&M Manual		20,000									
411-B014 Driveway to Pillsbury SPS#4			25,750								
411-B017 Replace Non-Insulated Hypo 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 Dichlorination 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 & Digester Control Building - Lifecycle Capital Upgrades				207,339							
411-B039 Bay SPS#1 - 333 Bay St - Lifecycle Capital Upgrades			160,371								
411-B040 Bay SPS#2 - 200 Bay St - Lifecycle Capital Upgrades			6,180								
411-B041 Aberdeen (Tiffin) SPS#3 - 518 Aberdeen Blvd - Lifecycle Capital Upgrades			9,888								
411-B042 Pillsbury SPS#4 - 101 Pillsbury Drive - Lifecycle Capital Upgrades			18,540								
411-B046 New Primary Clarifier				1,800,000							
<b>Total Wastewater Treatment Centre</b>	<b>9,621,782.00</b>	<b>556,410.00</b>	<b>1,126,014.00</b>	<b>8,010,787.00</b>	<b>89,129.00</b>	<b>342,970.00</b>	<b>77,285.00</b>	<b>189,694.00</b>	<b>4,309,108.00</b>	<b>2,232,016.00</b>	<b>83,656.00</b>
<b>Water Department</b>											
Equipment Purchases	38,366										
Master Plan Update	48,202			178,750					188,750		
Well Rehabilitation	46,350	49,440	25,750	46,350	49,440	8,240	26,780	64,890	41,200		
Well #12 Replacement	154,500										
Well Depth Sensors	16,745										
Emergency Equipment Replacement	51,500	62,000	63,200	64,424	65,673	66,946	68,245	69,570	70,921	72,300	73,706
Sundowner Online Feasibility	41,883										
Upgrade Pump Capacity	801,685	2,850,254									
East Pressure Zone: Tank	1,332,370		8,740,000								

**Ten Year Capital Program  
2023 - 2032**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
Twin Harbourview Drive	154,500		2,388,570								
Radio Meter Upgrades	850,000										
<b>B Projects:</b>											
431-B004 County Rd 93 FDR Main				267,800	309,000						
431-B007 Montreal Tank Relocation								103,000	969,500		
431-B015 Well #15 Replacement		280,250									
431-B018 Hanly Treatment System UV Replacement		185,400									
431-B019 First Street Watermain Replacement			257,500								
431-B025 Penetang Rd Treatment System UV Replacement		185,400									
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 St 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			63,000								
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-B065 Security Fencing			22,660								
<b>Total Water Department</b>	<b>3,536,101.00</b>	<b>3,612,744.00</b>	<b>15,927,880.00</b>	<b>753,024.00</b>	<b>424,113.00</b>	<b>75,186.00</b>	<b>531,365.00</b>	<b>6,677,493.00</b>	<b>1,270,371.00</b>	<b>72,300.00</b>	<b>73,706.00</b>
<b>Huronia Airport</b>											
Equipment Purchases											
Equipment Replacement & Instrument Approach Re-Certification	21,000										
Snow Blower		100,000									
<b>Total Huronia Airport</b>	<b>21,000</b>	<b>100,000</b>									
<b>Total Committee Departments</b>	<b>36,197,773.00</b>	<b>13,123,749.00</b>	<b>38,537,791.00</b>	<b>25,861,595.00</b>	<b>17,318,693.00</b>	<b>11,061,746.00</b>	<b>10,803,900.00</b>	<b>17,171,437.00</b>	<b>24,336,329.00</b>	<b>11,318,716.00</b>	<b>5,191,962.00</b>

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# 15. Capital Summary Forms

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<b>Capital Project Summary</b>		<b>2023 Budget Year</b>	
Project Name	Eavestrough on Harbour Office		
Project Number	385-1111		
Department	Environment and Infrastructure - Culture and Community		
Maintenance or Growth	Maintenance		
Project Description, Justification and Readiness	Eavestrough needs to be installed along the Harbour Office roof. This will collect and re-direct water to protect the building from the possible collection of damage-causing pools of water, directing it away from the building and foundation.		
<b>Current Budget Year</b>			<b>Budget</b>
Capital Purchase			-
Construction			3,000
Consulting			-
Study			-
Other			-
<b>Total</b>			-
<b>Current Budget Year Funding</b>			<b>Budget</b>
Grant			-
Rate-Supported Reserve			-
Tax-Supported Reserve			3,000
Development Charges			-
Other			-
<b>Total</b>			<b>3,000</b>
<b>Future Budget Years</b>			

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Electrical Pedestals at Harbour
Project Number	385-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The 29 electrical pedestals at the Harbour need to be replaced to meet the Electrical Safety Code as determined by the Electrical Safety Authority (ESA). If the pedestals are not up to code, there is the possibility of: Fines and/or being shut down by the ESA; risk of injury with litigation; refunds to boaters and/or cancellation of seasonal and transient slips.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	75,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	75,000
Development Charges	-
Other	-
<b>Total</b>	<b>75,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Gardens at Harbour
Project Number	385-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The gardens on the centre pier are in disrepair and need to be replaced. They are currently an eyesore and detract from beautification at the Harbour. These gardens are located on the pier that visitors walk along to access the tour boats and water taxi. The project costs include removal of current elements of the gardens and disposal and the purchase of armour stone, mulch/topsoil materials and planting materials.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	60,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	60,000
Development Charges	-
Other	-
<b>Total</b>	<b>60,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Resurfacing Pedestrian Areas (Outside Harbour Office)
Project Number	385-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Repairs to the pedestrian area at the Harbour adjacent to the parking lot and the Harbour Office. The area currently has numerous trip hazards which pose injury and litigation issues and water ponding areas. This work will include a grading plan by a consultant, removal and disposal of the current paving stones and restoration work.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	85,000
Consulting	15,000
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	100,000
Development Charges	-
Other	-
<b>Total</b>	<b>100,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Hostile Vehicle Mitigation - Ontario's Best Butter Tart Festival and Street Festivals
Project Number	750-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Vehicle barriers for the safety of those within festival perimeter. Easy set up, non-lethal to driver and minimizes shrapnel spray. By the purchase and incorporation of these traffic control devices, it demonstrates to our insurer that the Town is taking measures to reduce or eliminate risks which will in turn be reflected in the ability to renew our insurance as cost effectively as possible. And we could be saving a life or preventing a life-altering injury.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	92,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	92,000
Development Charges	-
Other	-
<b>Total</b>	<b>92,000</b>
<b>Future Budget Years</b>	Due to the footprint of the festival and number of street closures, the Town will need to purchase additional barriers for the next two to three years.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Public Art
Project Number	740-2500
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Public Art is an important component to community beautification and transforming public spaces. There are locations within the downtown, waterfront and in parks which are identified as potential sites for public art. Commissions will depend on the amount and type of grant funding received. The costs include materials and fabrication, site preparation, installation and artist fees.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	240,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	240,000
Rate-Supported Reserve	-
Tax-Supported Reserve	
Development Charges	-
Other	-
<b>Total</b>	<b>240,000</b>
<b>Future Budget Years</b>	Any required maintenance and repair per the commissioned art piece.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Harbour North Pier Rub Rail
Project Number	385-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The rub rail, which forms a buffer for vessels, on the North Pier is in need of replacement. This investment can save the Town from future larger, more expensive repairs to the docks due to damage caused either by an inexperienced boater and /or strong winds pushing a vessel against the pier. They also protect the vessels visiting Midland, ensuring a positive experience and possibly eliminating any litigation against the Town.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	30,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	30,000
Development Charges	-
Other	-
<b>Total</b>	<b>30,000</b>
<b>Future Budget Years</b>	Additional rub rail will need to be replaced in 2024.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Waterfront-Harbour Master Plan
Project Number	385-B003
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Hiring a consultant to create a strategic master plan of the Town's waterfront tourism development to ensure efficient and effective capital investments. Midland can become a world-class destination for small luxury/exploration cruise ships on the Great Lakes which will result in beneficial outcomes for regional economic development.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	75,000
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	41,250
Development Charges	33,750
Other	-
<b>Total</b>	<b>75,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Women's Washroom at Harbour
Project Number	385-1111
Department	Environment and Infrastructure - Culture and Community
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The women's washroom at the Harbour needs to be retrofitted with high-efficiency toilets which will save water consumption and costs and will be less likely to clog. The upgrades will include new stall partitions, sinks, hand-dryers, lighting and paint. The washrooms at the Harbour are in continuous use throughout the summer, available to residents, boaters, visitors and guests of the tour boats and water taxi.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	35,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	35,000
Development Charges	-
Other	-
<b>Total</b>	<b>35,000</b>
<b>Future Budget Years</b>	The men's washroom will require similar upgrades in 2024.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Levelling and Survey Equipment Replacement
Project Number	505-1111
Department	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of the Engineering Department levelling and survey equipment (spin laser)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	4,000
Construction	-
Consulting	-
Study	
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	4,000
Development Charges	-
Other	-
<b>Total</b>	<b>4,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Transportation Master Plan Update
Project Number	505-3509
Department	Engineering
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	Every five (5) years the Transportation Master Plan (TMP) should be updated to reflect the growth and needs of the Town and for compliance with any other plans/studies implemented since adoption (For example the County MCR). The current TMP (2019) must updated for 2024. The TMP process is lengthy and in order to comply with the Municipal Class Environmental process, it must be started in 2023.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	50,000
Other	-
<b>Total</b>	<b>50,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	50,000
Development Charges	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Future Budget Years</b>	There will be cost to have this study updated approximately every 5 years.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Traffic Calming
Project Number	505-3510
Department	Engineering
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	In support of the Traffic Calming Policy this project is for small traffic calming implementations like line paint and singage.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	5,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>5,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	5,000
Development Charges	-
Other	-
<b>Total</b>	<b>5,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Town Asset Management Program
Project Number	505-3515
Department	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Consultant fees to continue the ongoing compliance with Provincial asset management regulations regarding financial plans and environmental analysis
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	50,000
Study	
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	50,000
Development Charges	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Future Budget Years</b>	2028 - \$50,000

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Engineering Standards
Project Number	505-B002
Department	Engineering
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	The current Town Engineering and Development Standards were last updated in 2012 and sections of the standards are significantly outdated. This project will allow for a consultant to be retained in order to complete a comprehensive review, revise and create standard detail drawings.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	40,000
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	40,000
Development Charges	-
Other	-
<b>Total</b>	<b>40,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Dominion Ave Reconstruction (King St to Fourth St)
Project Number	505-B030
Department	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The underground infrastructure on Dominion Ave from King St to beyond Eighth St is over 120 years old and many sections are failing along with the road surface and sidewalks. This section of roadway contains critical watermains as it contains the Dominion Tower and pumping station within the project limits. The project is proposed to be broken into two phases with the first phase being King St to Fourth St. The budget below is for the design and contract administration of the first phase.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	250,000
Study	-
Other	-
<b>Total</b>	<b>250,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	-
Development Charges	-
Other	250,000
<b>Total</b>	<b>250,000</b>
<b>Future Budget Years</b>	Construction is anticipated to be completed in 2025 at an approximate cost of \$3M. The construction estimate is subject to change once detailed designs are completed.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Dominion Ave Reconstruction (Fourth St to Eighth St)
Project Number	505-B031
Department	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The underground infrastructure on Dominion Ave from King St to beyond Eighth St is over 120 years old and many sections are failing along with the road surface and sidewalks. This section of roadway contains critical watermains as it contains the Dominion Tower and pumping station within the project limits. The project is proposed to be broken into two phases with the second phase being Fourth St to beyond Eighth St. The budget below is for the design and contract administration of the first phase.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	180,000
Study	-
Other	-
<b>Total</b>	<b>180,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	-
Development Charges	-
Other	180,000
<b>Total</b>	<b>180,000</b>
<b>Future Budget Years</b>	Construction is anticipated to be completed in 2026 at an approximate cost of \$5M. The construction estimate is subject to change once detailed designs are completed.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Development Charges Study
Project Number	124-8202
Department	Finance
Maintenance or Growth	Growth
Project Description, Justification and Readiness	This project allows for an updated Development Charges Study, as required every five years.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	45,000
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	4,500
Development Charges	40,500
Other	-
<b>Total</b>	<b>45,000</b>
<b>Future Budget Years</b>	2028 -\$45,000

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Portable Equipment Replacement
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project allows the fire department to replace small portable equipment on the trucks and around the hall that are broken or do not meet a standard. This type of equipment is hose appliance, connectors, small pumps, scene lighting, hydrant gates and connectors, etc. This program has been ongoing for a few years to ensure the portable equipment is update and ready for use.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	22,500
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>22,500</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	22,500
Development Charges	-
Other	-
<b>Total</b>	<b>22,500</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Support Vehicle Replacement C-2
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	To replace the support vehicle C-2. This vehicle is used for fire prevention, public education, transporting firefighters to courses and support day-to-day operations. The life expectancy of support vehicles for fire, and under most asset management plans, is 7 years. In 2023 this unit will be 11 years old. This vehicle has the potential to become a duty-officer vehicle that would become more frequently used by the on-call officer.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	75,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>75,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	75,000
Development Charges	-
Other	-
<b>Total</b>	<b>75,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Pumper Apparatus replacement
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of Pumper 1. This truck has continual mechanical and operational issues since the truck was purchased. This truck has been moved into a reserve role and continues to have repair and service issues. The Department did not conduct some preventative maintenance on several of its units as a budget savings and reduction prior to 2015. This unit backs up other units at calls and the reliability of the unit is now in question. The unit needs to be replaced to ensure continual delivery of service.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	850,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>850,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	850,000
Development Charges	-
Other	-
<b>Total</b>	<b>850,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Defib Replacement
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of all the department defibrillators on the apparatus and in the firehall. The new defibrillators have new technology that will be compatible with the County paramedics and their defibrillators.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	20,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	20,000
Development Charges	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Future Budget Years</b>	Will require replacement again in 2028

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	CAD Update Program
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This a capital cost for a program upgrade for the Computer Aided Dispatch records management and calls. This will assist the fire department with our dispatch and records management for consistency with information.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	20,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	20,000
Development Charges	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Community Risk Assessment Report
Project Number	211-2117
Department	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The Community Risk Assessment (CRA) is a requirement from the OFM for all municipalities and must be completed by July 1, 2024 under an order of the FPPA. The CRA would be completed by a consulting firm and is a joint project with the North Simcoe Fire Departments. It will take about 300 hours to complete the risk assessment and the fire department currently has no capacity to complete the CRA.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	20,000
Study	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	20,000
Development Charges	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Extension of FD HQ Chain Link Fence
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The existing chain link fence divides the walking trail from the building and parking lot of FD HQ. The last 40m (130') of the parking lot has no divider between the trail, members of the public cut across the parking lot continually at all hours day / night. The fence extension would re-direct the foot traffic making it safer for the pedestrians.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	7,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>7,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	7,000
Development Charges	-
Other	-
<b>Total</b>	<b>7,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Traffic Signal Pre-emption Device
Project Number	211-1111
Department	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Improved response time / reduced liability / improved safety. Pre-empters will change traffic lights to 'green' in the direction of travel of the responding apparatus. This will build efficiency into response times, reduce the potential for collisions at intersections which will improve the safety to firefighters and the motoring public.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	5,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>5,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	5,000
Development Charges	-
Other	-
<b>Total</b>	<b>5,000</b>
<b>Future Budget Years</b>	Capital purchase planned for 2024, 2025 and 2026. The cost would be approximately \$5,000.00 in each of those years to have the devices installed on all MFD front run apparatus

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	New Vehicles
Project Number	820-1111
Department	Building
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Addition of an another vehicle for the Building Dept. Currently the department has one vehicle shared among 3 staff. Inspectors currently use their own vehicles for inspections and appointments. This results on wear on tear on personal vehicles, as well as required mileage reimbursement from the operating budget.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	50,000
Construction	
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	50,000
Development Charges	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Future Budget Years</b>	Reduction in mileage budget line by 33%, approximately \$1,320 annual savings



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Equipment Purchases - Heavy Equipment Replacement
Project Number	315-5520, 390-5600
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of the following heavy equipment stock that has reached end of useful life: #7928 Volvo Loader (2000) #7992 Macleans sidewalk plow (2013) #7713 Kubota with Cab (2013)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	662,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>662,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	662,000
Development Charges	-
Other	-
<b>Total</b>	<b>662,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Equipment Purchases - Heavy Equipment New
Project Number	315-1111, 390-1111
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Attachments for Roller Pro 5-in-1 Truck: - Construction box - Flat deck  -Beach sifting attachment for tractor
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	105,000
Construction	
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>105,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	105,000
Development Charges	-
Other	-
<b>Total</b>	<b>105,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	New Vehicles
Department	Building
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Addition of an another vehicle for the Building Dept. Currently the department has one vehicle shared among 3 staff. Inspectors currently use their own vehicles for inspections and appointments. This results on wear on tear on personal vehicles, as well as required mileage reimbursement from the operating budget.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	50,000
Construction	
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	50,000
Development Charges	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Future Budget Years</b>	Reduction in mileage budget line by 33%.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	New Vehicles
Project Number	315-1111
Department	Operations
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Addition of an Operations Supervisor Vehicle to the fleet. There is currently only one shared vehicle for two supervisors, one manager, and one project manager. This will increase the number of shared vehicles to two. Personal vehicles are used on a near daily basis to conduct Town business and mileage is charged as well as significant wear and tear on personal vehicles.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	55,000
Construction	
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>55,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	55,000
Development Charges	-
Other	-
<b>Total</b>	<b>55,000</b>
<b>Future Budget Years</b>	Mileage reduction in operating budget of \$2,000 annually or roughly 50%.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Vehicle Purchases - Replacements
Project Number	315-1111, 261-1111, 390-1111
Department	Fleet, Facilities & Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	- #7903 2009 GMC Sierra 1/2 Ton (Acquired in 2009) - #48 2014 Ford Interceptor (By-law) (Acquired in 2018 from MPS) - #7710 2010 GMC Sierra 1/2 ton Pickup (Acquired in 2010) -#7712 2012 International 3 ton dump (Acquired in 2012) - #7705 2008 Ford F250 Superduty Extended Cab with Plow Attachment (acquired in 2008) -Various vehicle restoration/emergency purchase contingency
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	468,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>468,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	468,000
Development Charges	-
Other	-
<b>Total</b>	<b>468,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Building Additions & Improvements
Project Number	129-1111
Department	Town Hall
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<ul style="list-style-type: none"> <li>- Double door replacement</li> <li>- Interlock replacement</li> <li>- Camera System</li> <li>- HVAC control upgrades and balancing</li> <li>- Window Replacement</li> <li>- Carpet Replacement</li> <li>- Door access system</li> <li>- Council chambers upgrades (paint &amp; carpet)</li> </ul>
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	230,000
Construction	130,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>360,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	360,000
Development Charges	-
Other	-
<b>Total</b>	<b>360,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Furnishings
Project Number	129-1111
Department	Town Hall
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	- Replacement desks and office setup costs - Office chair replacement - Sound Barriers
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	42,000
Construction	
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>42,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	42,000
Development Charges	-
Other	-
<b>Total</b>	<b>42,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	OPP Facility Maintenance
Project Number	221-1111
Department	Police
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The following maintenance work is planned for 2023 in the OPP portion of the Municipal building: <ul style="list-style-type: none"> <li>- Garage bay floor drain repairs to fix tripping hazard created by heaving (\$10,000)</li> <li>- Window replacement in North office area (\$10,000)</li> <li>- Changeroom / Washroom / Shower upgrades to facilities and fixtures (\$10,000)</li> </ul>
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	30,000
Consulting	-
Study	
Other	-
<b>Total</b>	<b>30,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	30,000
Development Charges	-
Other	-
<b>Total</b>	<b>30,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	New Operations Complex - Contracted Services
Project Number	315-8512
Department	Fleet, Facilities, & Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	ESA required roof repairs and an energy audit to determine facility efficiency and to ensure eligibility for green energy related grants.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	50,000
Consulting	-
Study	80,000
Other	-
<b>Total</b>	<b>130,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	130,000
Development Charges	-
Other	-
<b>Total</b>	<b>130,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Building Addition & Improvement
Project Number	370-1111
Department	MPUC Property - 16984 Hwy12
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<ul style="list-style-type: none"> <li>- Study - Septic Tank assessment</li> <li>- Capital Purchase - 6 desks &amp; chairs</li> <li>- Plumbing repairs including water treatment system</li> <li>- Expand Fire Safety system, update egress instructions &amp; fire safety plan</li> <li>- Flooring &amp; insulation repairs</li> <li>- Electrical panel upgrades &amp; various site improvements</li> <li>- Install Janitor closet with eye wash station</li> </ul>
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	45,000
Construction	164,000
Consulting	-
Study	6,000
Other	-
<b>Total</b>	<b>215,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	215,000
Development Charges	-
Other	-
<b>Total</b>	<b>215,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Building Additions & Improvements
Project Number	762-1111
Department	Library
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<ul style="list-style-type: none"> <li>- Moveable furnishings including bookshelves and desks</li> <li>- Painting various locations</li> <li>- Plaster repairs various locations</li> <li>- Piping and plumbing upgrades, including labeling and identification</li> </ul>
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	5,000
Construction	63,640
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>68,640</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	68,640
Development Charges	-
Other	-
<b>Total</b>	<b>68,640</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Great Plains Software Server Migration
Project Number	125-5540
Department	Information Technology Services
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	Migrate the financial platform (Great Plains) to a new server running the latest operating system. This is required in order to keep up with the latest security patches and to keep more efficient backups of data. The current version will no longer be supported after 2023.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	25,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>25,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	25,000
Development Charges	-
Other	-
<b>Total</b>	<b>25,000</b>
<b>Future Budget Years</b>	Will eliminate the need to replace the current server when it reaches end of life, resulting in a long-term cost savings.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Computer Hardware Upgrades / Replacements
Project Number	125-1111
Department	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	To maintain compatibility with new software and services, workstation hardware and operating systems must be kept up to date. This project is a continuation of the phased replacement of out-of-date hardware and operating systems.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	66,350
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>66,350</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	66,350
Development Charges	-
Other	-
<b>Total</b>	<b>66,350</b>
<b>Future Budget Years</b>	Future Years expected to be the same, adjusted for staff levels/inflation/equipment costs.



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Equipment Purchases
Project Number	399-1111
Department	NSSRC Community Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<ol style="list-style-type: none"> <li>1. Tables and chairs replacement, replacing broken</li> <li>2. Battery powered ice edger, replace aging unit</li> <li>3. Compressor replacement, compressor at end of life cycle</li> <li>4. Condensor replacement Centennial, end of life cycle - unit beginning to fail</li> </ol>
<b>Current Budget Year</b>	
Capital Purchase	210,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>\$210,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	210,000
Development Charges	-
Other	-
<b>Total</b>	<b>\$210,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Building Additions and Improvements
Project Number	399-1111
Department	NSSRC Community Services
Maintenance or Growth	
Project Description, Justification and Readiness	This project includes several repairs and replacements per the building BCA including general flooring replacements in sections that have worn through; HVAC replacement of 3 units; dehumidifier platform extension which is a health and safety concern; concrete unit masonry wall system restoration; interior and fire door replacements; and fire system and alarm upgrades.
<b>Current Budget Year</b>	
Capital Purchase	150,000
Construction	35,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>\$185,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	185,000
Development Charges	-
Other	-
<b>Total</b>	<b>\$185,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	General Resurfacing
Project Number	325-3201
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Yonge Street from King St to Queen St (\$240,000) Victoria Street from 8th St to 867 Victoria (\$250,000) Fourth Street from Ontario Street to Bay Street (\$350,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	840,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	840,000
Rate-Supported Reserve	-
Tax-Supported Reserve	
Development Charges	-
Other	-
<b>Total</b>	<b>840,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Traffic Lights
Project Number	325-3202
Department	Operations
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	Three additional Pedestrian Crossings - Recommended in Transportation Master Plan (\$330,000). Traffic Controller Upgrades/Replacements- Multiple Traffic Controllers at end of life, need to be replaced or updated.(\$80,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	410,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	300,000
Development Charges	110,000
Other	-
<b>Total</b>	<b>410,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Tree Replacement Program
Project Number	325-3230
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Purchase and replace road side trees.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	18,000
Construction	
Consulting	-
Study	
Other	-
<b>Total</b>	<b>18,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	18,000
Development Charges	-
Other	-
<b>Total</b>	<b>18,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Midland Point Rd (Fuller-Portage Park)
Project Number	325-3248
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Culvert and road are at end of life. Carry forward from years prior \$1,225,193.00. Cost estimate revised to reflect current costs, additional \$205,000 required.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	205,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	205,000
Rate-Supported Reserve	-
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>205,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Parking Lots
Project Number	325-3252
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	General Repairs (Asphalt, Concrete, Lighting,etc)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	50,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	50,000
Development Charges	-
Other	-
<b>Total</b>	<b>50,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Sidewalks- Expenses
Project Number	335-1111
Department	Operations
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	New Sidewalk to address gaps in pedestrian network (\$150,000) King St from Lawn Bowling Entrance to Entrance at 658 King St (\$35,000), Dominion Ave from 5th St to 6th St (\$60,000), Midland Ave from Hugel to Bay (\$100,000), First St from Easy St to Hugel Ave (\$65,000), Various Spot Repairs (\$65,000), all locations low SCI ratings with potential trip hazards.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	475,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	475,000
Development Charges	-
Other	-
<b>Total</b>	<b>475,000</b>
<b>Future Budget Years</b>	Ongoing annual capital program to replace sidewalks based on condition and asset management plan, plus new sidewalk construction as required

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Streetlighting Additions
Project Number	325-1111
Department	Operations
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Adding new streetlights when requested by residents provided a viable solution is available and surrounding neighbours are in agreement or as staff deem necessary.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	30,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	30,000
Development Charges	-
Other	-
<b>Total</b>	<b>30,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Stormwater O & M Manual Update
Project Number	375-B001
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	O & M manual update
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	
Consulting	20,000
Study	
Other	-
<b>Total</b>	<b>20,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	20,000
Development Charges	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Pete Pettersen Park Building Improvements
Project Number	390-7223
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Restroom Accessibility (\$40,000), Replace Waterline (\$28,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	68,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	68,000
Development Charges	-
Other	-
<b>Total</b>	<b>68,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Park Ground Improvements
Project Number	390-1111
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Old Parks Depot demolition and additional improvements as required.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	125,000
Consulting	-
Study	
Other	-
<b>Total</b>	<b>125,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	125,000
Development Charges	-
Other	-
<b>Total</b>	<b>125,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Little Lake Park- Building Improvements
Project Number	390-7221
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Bathroom Building Repairs / Improvements as per Building Condition Assessment.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	17,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	17,000
Development Charges	-
Other	-
<b>Total</b>	<b>17,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Little Lake Park- Ground Improvements
Project Number	390-7221
Department	Operations
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	Rotary Stage Seating (\$200,000) and Roof (\$230,000), Community Garden Upgrades (\$20,000), Masonry Repairs to Stairs and Retaining Walls (\$30,000), Pulverize and Regrade Parking Lots (\$45,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	525,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	475,000
Development Charges	-
Other (Donation)	50,000
<b>Total</b>	<b>525,000</b>
<b>Future Budget Years</b>	



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Tiffin Park- Ground Improvements
Project Number	390-7222
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Bathroom Upgrades (\$12,000), Warning Track Rejuvenation (\$15,000), Pickleball/ Tennis Court Conversion (\$100,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	127,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	127,000
Development Charges	-
Other	-
<b>Total</b>	<b>127,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Pete Pettersen Park Ground Improvements
Project Number	390-7223
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Bathroom Improvements (\$1,700), Ball Diamond Redress (\$16,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	17,700
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>17,700</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	17,700
Development Charges	-
Other	-
<b>Total</b>	<b>17,700</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Sports Fields Ground Improvements
Project Number	390-7226
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Permanent Lines (\$75,000), Bathroom Upgrades (\$15,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	90,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	90,000
Development Charges	-
Other	-
<b>Total</b>	<b>90,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Hanson Park General Development
Project Number	390-7238
Department	Operations
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Developer is to provide park with street furniture and play equipment which is to be finalized and this is the Town's minimum required contribution.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	100,000
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>100,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	10,000
Development Charges	90,000
Other	-
<b>Total</b>	<b>100,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Waterfront Trail
Project Number	390-7241
Department	Operations
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Asphalt Patches (\$45,000), Concrete Repairs (\$260,000)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	305,000
Consulting	-
Study	-
Other	-
<b>Total</b>	-
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	260,000
Rate-Supported Reserve	-
Tax-Supported Reserve	45,000
Development Charges	-
Other	-
<b>Total</b>	<b>305,000</b>
<b>Future Budget Years</b>	Concrete Repairs- 10 year plan to replace from Veterans Park to Riverwalk Place, current cost @ \$2.6million

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Stream 1 - Parks Master Plan - Equipment Purchases
Project Number	390-B001
Department	Operations
Maintenance or Growth	Growth
Project Description, Justification and Readiness	New shade structure at the Harbour.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	185,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>185,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	185,000
Development Charges	-
Other	-
<b>Total</b>	<b>185,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Official Plan Implementation
Project Number	811-8211
Department	Planning Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The Official Plan Implementation is a carry forward project from 2022, with an existing budget approved at \$132,595, funded from the Planning Reserves. It has been determined the actual cost would be \$200,000, requiring additional funding of \$67,405. This project is to help ensure the new Official Plan policies are being brought into effect, which includes resolving outstanding appeals related to the new Official Plan. Once the appeals to the Official Plan are resolved the document would be in full force and effect, there may be additional redevelopment opportunities made available.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	67,405
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	67,405
Development Charges	-
Other	-
<b>Total</b>	<b>67,405</b>
<b>Future Budget Years</b>	Not applicable.



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Official Plan Review/Conformity
Project Number	811-8208
Department	Planning Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The Official Plan Review/ Conformity is to review the Official Plan policies to bring into compliance with the County of Simcoe changes as a result of recent changes at the Provincial level. This review will also examine the existing Natural Heritage designation that was approved in the Official Plan 2019 across the entire Town. This will assist the Town in revising the Natural Heritage designation policies and mapping to determine if there are areas that can be redesignated to support potential growth.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	75,000
Study	-
Other	-
<b>Total</b>	<b>-</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	-
Tax-Supported Reserve	75,000
Development Charges	-
Other	-
<b>Total</b>	<b>75,000</b>
<b>Future Budget Years</b>	Not applicable.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Building Addition & Improvement
Project Number	345-1111
Department	Transit
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<ul style="list-style-type: none"> <li>- Replacement fare boxes</li> <li>- Air hoists for mechanics</li> <li>- AODA upgrades for all buses</li> <li>- Transit Cameras</li> </ul> <p>Projects are funded from a combination of Provincial Gas Tax and Ontario grants</p>
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	84,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>84,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	32,000
Rate-Supported Reserve	-
Tax-Supported Reserve	-
Development Charges	-
Other	52,000
<b>Total</b>	<b>84,000</b>
<b>Future Budget Years</b>	

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Emergency Equipment Replacement
Project Number	411-4495
Department	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Non-compounding fund for the replacement of unplanned wastewater equipment (pumps, valves, etc.)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	70,000
Construction	-
Consulting	-
Study	-
Other	
<b>Total</b>	<b>70,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	70,000
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>70,000</b>
<b>Future Budget Years</b>	As required.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Relining
Project Number	411-4229
Department	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Cured-in-place pipe (CIPP) is a trenchless solution for gravity sewer rehabilitation.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	357,410
<b>Total</b>	<b>357,410</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	357,410
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>357,410</b>
<b>Future Budget Years</b>	As required.

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Sanitary Collection System O&M Manual
Project Number	411-B013
Department	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	As required by Ontario's Ministry of Environment, Conservation and Parks (MECP) Consolidated Linear Infrastructure (CLI) for the Town of Midland's wastewater collection system's Environmental Compliance Assessment (ECA).
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	20,000
Study	-
Other	
<b>Total</b>	<b>20,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	20,000
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>20,000</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	WWTP Raw Sludge Pump Replacement
Project Number	411-B004
Department	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of the 1960 era positive/piston displacement raw sludge pump.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	24,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>24,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	24,000
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>24,000</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	WWTP Safety Railing Upgrades
Project Number	411-B011
Department	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Additional safety railing and lifeline retrieval system for the continued health and safety of the operators at various areas of the Wastewater Treatment Centre.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	30,000
Construction	-
Consulting	-
Study	-
Other	-
<b>Total</b>	<b>30,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	30,000
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>30,000</b>
<b>Future Budget Years</b>	N/A



<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Emergency Equipment Replacement
Project Number	431-4440
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Non-compounding fund for the replacement of unplanned water treatment and conveyance equipment. (pumps, valves, etc.)
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	62,000
<b>Total</b>	<b>62,000</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	62,000
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>62,000</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Well Rehabilitation
Project Number	431-4419
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Rehabilitation of the groundwater wells is determined by ongoing condition assessments and preventative maintenance.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	49,440
<b>Total</b>	<b>49,440</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	49,440
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>49,440</b>
<b>Future Budget Years</b>	2024 - 25,750    2025 - 46,350    2026 - 49,440

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Upgrade Pump Capacity
Project Number	431-4530
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project will upgrade the duty pumps and associated hydraulic modeling at Lescaut, Everton and Dominion Booster Pumps Stations. The work will include upgrades to approximately nine pumps; three jet pumps at Everton Station, three vertical shaft pumps at Lescaut, and three horizontal shaft pumps at Dominion Pumping Station. Final pump style and numbers to be determined through detailed design and engineering. Additional work may result from detailed design and engineering may be implemented to support the pump upgrades.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	
Construction	-
Consulting	
Study	-
Other	2,850,254
<b>Total</b>	<b>2,850,254</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	2,850,254
Rate-Supported Reserve	
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>2,850,254</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Penetanguishene Road Treatment System UV Replacement
Project Number	431-B025
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The ultraviolet inactivation system at the Penetanguishene Road Treatment Station is at end of its life and requires replacement.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	185,400
<b>Total</b>	<b>185,400</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	185,400
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>185,400</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Hanly Treatment System UV Replacement
Project Number	431-B018
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The ultraviolet inactivation system at the Hanly Treatment Station is at end of life and requires replacement.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	185,400
<b>Total</b>	<b>185,400</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	185,400
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>185,400</b>
<b>Future Budget Years</b>	N/A

<b>Capital Project Summary</b>	<b>2023 Budget Year</b>
Project Name	Replacement of Well #15
Project Number	431-B015
Department	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Well 15 is at the end of life and is no longer eligible for rehabilitation measures. It requires complete study, approval, replacement, and decommissioning services.
<b>Current Budget Year</b>	<b>Budget</b>
Capital Purchase	-
Construction	-
Consulting	-
Study	-
Other	280,250
<b>Total</b>	<b>280,250</b>
<b>Current Budget Year Funding</b>	<b>Budget</b>
Grant	-
Rate-Supported Reserve	280,250
Tax-Supported Reserve	-
Development Charges	-
Other	-
<b>Total</b>	<b>280,250</b>
<b>Future Budget Years</b>	N/A

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# 16. Proposed Fees and Charges

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## Clerks and By-law

Service/Activity	2021	2022	2023 Proposed
Photocopy (each) (all fees subject to HST)			
Letter (8½ x 11) Black and White	\$0.50	\$0.75	\$0.75
Letter (8½ x 11) Colour	\$1.00	\$1.25	\$1.25
Legal (8½ x 14) Black and White	\$1.00	\$1.25	\$1.25
Legal (8½ x 14) Colour	\$2	\$2.50	\$2.50
Tabloid (11 x 17) Black and White	\$2	\$2.50	\$2.50
Tabloid (11 x 17) Colour	\$3.50	\$4.00	\$4.00
Arch C (18 x 24) Black and White	\$5.00	\$5.50	\$5.50
Arch C (18 x 24) Colour	\$8	\$10	\$10
Arch D (24 x 36) Black and White	\$10	\$12	\$12
Arch D (24 x 36) Colour	\$12	\$14	\$14
Arch E (36 x 48) Black and White	\$15	\$17	\$17
Arch E (36 x 48) Colour	\$20	\$22	\$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 + HST	\$2.00 each + HST
Town of Midland Flags	\$65	\$70	\$75
Municipal Information Form (LCBO)	\$25	\$35	\$40
Commission of Oath/Certification of Document	\$30+HST	\$35+ HST	\$40+ HST
(non-municipal related/non-resident)	\$50+HST	\$55 + HST	\$60 + HST
Burial Permit – Out-of-Town	\$25	\$30	\$35
Marriage Licence	\$140	\$150	\$160
Civil Ceremony	Business Hours \$260	Service Discontinued	Service Discontinued
	After Hours \$310	Service Discontinued	Service Discontinued
Hourly Charge out Rate - Town Clerk			\$125
Hourly Charge out Rate - Law Clerk			\$125
Insurance and Claims Administrative Service Charge for claims recovery from 3rd parties above the actual cost of damage			10% of Town paid invoices

## Clerks and By-law

Service/Activity	2021			2022			2023 Proposed		
Lottery Licensing									
Break Open Tickets	3% of total prize(s) value			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			3% of prize payout per box		
	\$10/wheel of fortune per day			\$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			3% of total prize(s) value		
Animal Control Dogs Kennel License	\$135 (Jan. 1 to Feb. 28)			\$135 (Jan. 1 to Feb. 28)			\$135 (Jan. 1 to Feb. 28)		
	\$170 (Mar. 1 to Dec. 31)			\$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>	<u>1 year</u>	2 year	<u>3 year</u>
(Jan. 1 to Feb. 28)	\$20	\$40	\$60	\$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>	<u>1 year</u>	2 year	<u>3 year</u>
	\$35	\$50	\$70	\$35	\$50	\$70	\$35	\$50	\$70
	\$10 (replacement tag)			\$10 (replacement tag)			\$10 (replacement tag)		
Pound and Seizure Fee	\$40			\$40			\$40		
Daily Maintenance Fee	\$5			\$5			\$5		
Business Licensing									
Auctioneer, Hawker and Peddler, Refreshment Vehicle, Farmers Market									
Application Fee	\$20			\$25			\$26		
Replacement Business License	\$15			\$20			\$21		
a) Auctioneer									\$0
Annual License	\$70			\$80			\$84		
Event License	\$6			\$10			\$11		
b) Hawker and Peddler									\$0
Annual License	\$235			\$250			\$263		
Event License	\$7			\$10			\$11		
c) Joint Hawker and Peddler Event license	\$5 per vendor/day			\$7 per vendor/day			\$7.35 per vendor/day		

## Clerks and By-law

Service/Activity	2021	2022	2023 Proposed
d) Refreshment Vehicle			\$0
Annual License	\$235	\$250	\$263
Event Licence	\$6	\$10	\$11
Event License (non-profit charitable organization/non-profit non-charitable organization)	No Charge	No Charge	No Charge
e) Farmers' Market - Annual License	600	650	\$683
Municipal Freedom of Information Request			
Application Fee	\$5	\$5	\$5
Photocopies and computer printouts	\$0.20 per page + HST	\$.20 per page + HST	\$.20 per page + HST
CD-ROMs	\$10 each + HST	\$10 each +HST	\$10 each +HST
Manual Search	\$7.50 for each 15 minutes	\$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	\$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	\$15 for each 15 minutes
Taxi Cab Stands – Maximum 3 spaces	\$400 annually	\$450 annually	\$450 annually
Meter Bag Rate (\$50 deposit)	\$10 single	Service Discontinued	Service Discontinued
	\$15 double	Service Discontinued	Service Discontinued
Encroachment Agreement (standard)	1250 + HST	1300 + HST	1300 + HST
For Patio downtown core as defined with the Zoning By-law	310 + HST	325.00 + HST	325.00 + HST
Agreement amendment for <b>patio</b> in downtown core	155 + HST	\$175 + HST	\$175 + HST
Permit Parking (All fees include HST)	Annual Fee per space		
Lot 1 – Behind Gianetto's (29 spaces)	\$99.00	Pending Fees Review	Free
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	2023 Proposed
Lot 6 – Behind TD Bank (27 spaces)	\$99.00	Pending Fees Review	Free
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	\$40
Administration Fee for first time By-law Offence	30%	30%	30%
Administration Fee for subsequent offence related to same by- law during a 12 month period	60%	60%	60%
Police Records			
Motor Vehicle Accident Report	\$55.00	\$60	\$65
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	\$130.00 + Time related to preparation of record for disclosure, including severing a part of the record
Occurrence Confirmation Reports/Incident Reports	\$110 +HST	\$120 + HST	\$130 + HST
Outdoor Patio Program *			
Outdoor Patio - Town Property		\$500.00	\$500.00
Outdoor Patio - Private Property		\$200.00	\$200.00
*Fees in effect from 2022 to October 15/2023			

## Finance

Service/Activity Fee	2021	2022	2023 Proposed
Returned Cheque	\$40	\$40	\$45
Tax Certificate	\$45	\$50	\$60
Tax Certificate (if req within 48 hrs)	\$70	\$75	\$80
Duplicate Tax Receipt / Tax Statement	\$10	\$10	\$15
Budget document (printed)	\$100 + HST	\$150 + HST	\$150 + HST
Printed labels	\$0.25/label+HST (Minimum \$25)	\$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	Actual cost + HST, plus 25% administration
Interest on outstanding accounts receivables	1.25%	1.25%	1.25%
Duplicate Utility Receipt	\$10	\$10	\$15
Letter of confirmation that taxes were paid by previous owner	\$50	\$50	\$50
Development Charge Interest Plan Admin Fee	\$1,000	\$1,000	\$1,000
Interest on outstanding Development Charges	5.00%	5.00%	5.00%
New Tax Roll (New Account)	\$30	\$30	-
Tax Roll Ownership Change	\$30	\$30	\$40
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)	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	\$20 fee per client per billing

## Fire and Emergency Services

Service/Activity	2021	2022	2023 Proposed
<i>Request for Fire Reports</i>	\$100.00	\$100.00	\$100.00
<i>Request for Inspection Requests</i>	\$100.00	\$100.00	\$100.00
Request for Written Information (Mortgage Clearance Letters, Change of Ownership, etc.)	\$100.00	\$100.00	\$100.00
Inspection Requests (excluding "Inspections required under a Building Permit")	\$75.00	\$75.00	\$75.00
No Show for Inspection	\$55.00	\$55.00	\$55.00
Single Occupancy Building (under 20,000 sq. ft.)	\$75.00	\$75.00	\$75.00
Single Occupancy Building (over 20,000 sq. ft.)	\$100.00	\$100.00	\$100.00
Multiple Tenant Building (under 20,000 sq. ft.)	\$100.00	\$100.00	\$100.00
Multiple Tenant Building (over 20,000 sq. ft.)	\$110.00	\$110.00	\$110.00
Each Unit – Occupancy	\$30.00 per unit	\$30.00 per unit	\$30.00 per unit
L.C.B.O. Approvals (Occupant Load Calculations)	No Charge	No Charge	No Charge
Fire Apparatus Stand-by (shows, exhibitions, demonstrations, etc.) Stand-by	No Charge	No Charge	No Charge
Not for Profit	No Charge	No Charge	No Charge
Security Stand-by for Incendiary Fires	No Charge	No Charge	No Charge
	No Charge	No Charge	No Charge
False Alarms – Police Services			
First Alarm	No Charge	No Charge	No Charge
Second Alarm	No Charge	No Charge	No Charge
Third Alarm	\$200	\$200	\$200
All subsequent False Alarms within the calendar year	\$200	\$200	\$200

## Fire and Emergency Services

Service/Activity	2021	2022	2023 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	No Charge
Second Alarm	No Charge	No Charge	No Charge
Third Alarm	\$1,000	\$1,000	\$1,000
All Subsequent Alarms within the Calendar Year	\$1,500	\$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	\$1,000.00
Fire Training and Demonstrations (Municipal Departments Exempt)	\$100.00 per hour + Costs	\$100.00 per hour + Costs	\$100.00 per hour + Costs
Technical Response	Full Cost Recovery	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	Full Cost Recovery
Fire Works (Request for inspection and approval of site for sale and storage)	\$75.00	\$75.00	\$75.00
Fire Suppression Foam and Dry Chemical Foam	Actual Cost	Actual Cost	Actual Cost
Photo Opportunity with Apparatus (wedding, birthday parties)			
Use of Truck, Firehall	\$50.00 per hour	\$50.00 per hour	\$50.00 per hour
Use of Truck on Location	\$100.00 per hour	\$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	2023 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	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	Ministry of Transportation (MTO) Current Rates
<i>Other Services</i>			
Air Cylinder Recharge			
SCBA	\$10.00	\$10.00	\$10.00
CASCADE	\$50.00	\$50.00	\$50.00
Training Courses	\$100 per hour + Costs	\$100 per hour + Costs	\$100 per hour + Costs
Securing of Property	\$175.00 per hour + Costs	\$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	Actual Costs
Fire Marquee Indemnification Technology	\$500.00/vehicle for first hour	\$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.*	\$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.



## Planning

Service/Activity	2021	2022	2023 Proposed
* 2023 Proposed Fees under review. Rates frozen until service delivery and related fee structure review is complete.			
Text - Official Plan +HST	\$57.5	\$60.03	\$62.67
Text - Zoning By-law +HST	\$57.5	\$60.03	\$62.67
Text - Sign By-law +HST	\$57.5	\$60.03	\$62.67
Application for Official Plan Amendment	\$10,925	\$11,400	\$12,540.00
Application for Zoning By-law Amendment	\$7,475	\$8,500	\$9,350.00
Application for Zoning By-law Amendment (Minor)		\$3,500	\$3,850.00
Application for Revision to a Zoning By-law Amendment (base) applies to revisions to an application in process		\$5,000	\$5,500.00
Application for Revision to a Zoning By-law Amendment (minor) applies to revisions to an application in process		\$1,500	\$1,650.00
Application for Temporary Use By-law	\$3,450	\$5,000	\$5,500.00
Application for Removal of H Symbol	\$1,380	\$2,500	\$2,750.00
Each subsequent review after 3 reviews - Zoning By-law Amendments		\$1,500	\$1,500.00
Application for Site Plan Control Approval - Base	\$6,095	\$8,500	\$9,350.00
Application for Site Plan Control Approval - Minor	\$3,450	\$4,500	\$4,950.00
Minor/administrative amendment to a site plan approval and/or agreement		\$1,000	\$1,100.00
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	\$1,980.00
Each subsequent review (after 3 reviews) of Site Plan Submission		\$1,500	\$1,650.00
Application for Minor Variance/Permission to Expand	\$1,265	\$1,320.66	\$1,452.73
Refundable Sign Deposit	\$172.5	\$180.09	\$198.10
Application for Provisional Consent – New Lot - each lot created resulting from a consent application	\$2,185	\$3,500	\$3,850.00
Application for Change of Provisional Consent Conditions	\$575	\$600.30	\$660.33
Application for Lot Addition/Adjustment	\$1,725	\$2,500	\$2,750.00
Application for Easement	\$1,725	\$2,500	\$2,750.00
Application for Validation	\$1,725	\$2,500	\$2,750.00
Minor Variance or Consent - to amend and recirculate application (minor)		\$1,500	\$1,650.00

## Planning

Service/Activity	2021	2022	2023 Proposed
Minor Variance or Consent - to defer an application and recirculate after notice has been provided		\$125	\$137.50
Issuance of Certificate of Official (Per Lot)		\$100	\$110.00
Refundable Sign Deposit	\$172.5	\$180.09	\$198.10
Application for Plan of Subdivision	\$11,500	\$12,500	\$13,750.00
Each subsequent review (after 3 reviews) of Subdivision materials		\$1,500	\$1,650.00
Application for Plan of Subdivision - Deposit	\$5,750	\$6,003	\$6,603.30
Application for Plan of Subdivision – Agreement Preparation* *denotes legal costs are additional and to be carried by the applicant.	\$5,750	\$6,003	\$6,603.30
Application for Extension to Draft Approval/Change of Conditions	\$2,300	\$4,500	\$4,950.00
Application for Revision to a Draft Plan		\$6,000	\$6,600.00
Application for Red Line Revision (Minor/technical)		\$1,340	\$1,474.00
Model Home Agreement		\$3,000	\$3,300.00
Model Home Agreement Deposit outside services		\$2,000	\$2,200.00
Issuance of Final Subdivision Approval		\$10,000	\$11,000.00
Application for Plan of Condominium	\$8,625	\$9,000	\$9,900.00
Application for Exemption from Plan of Condominium		\$5,000	\$5,500.00
Application for Plan of Condominium - Deposit	\$3,450	\$3,450	\$3,795.00
Application for Plan of Condominium – Agreement Preparation* *denotes legal costs of preparation and registration are to be carried by the applicant.	\$5,750	\$6,000	\$6,600.00

# Planning

Service/Activity	2021	2022	2023 Proposed
Application for Plan of Condominium Red Line Revision		\$1,340	\$1,474.00
Application for Extension to Draft Approval/Change of Conditions	\$2,300	\$4,500	\$4,950.00
Application for Deeming	\$1,150	\$1,200.60	\$1,320.66
Application for Conversion to Condominium	\$5,750	\$6,003.00	\$6,603.30
Private Road Agreement	\$575	\$600.30	\$660.33
Application for Part Lot Control	\$1,725	\$3,000	\$3,300.00
Application for Part Lot Control Extension		\$1,500	\$1,650.00
Application for Variance to Sign By-law	\$632.5	\$800	\$880.00
Application for Variance to Sign By-law – Non-Profit Organization	\$115	\$120.06	\$132.07
Application for Amendment to Sign By-law	\$1,380	\$1,440.72	\$1,584.79
Application for Amendment to Sign By-law – Non-Profit Organization	\$115	\$120.06	\$132.07
Subdivision Compliance Letter/ Site Plan Control Compliance Letter if required within 48 hours of receipt	\$57.5	\$60.03	\$66.03
	\$115	\$120.06	\$132.07
Zoning Compliance Letter	\$115	\$120.06	\$132.07
Septic Systems Search	\$28.75	\$30.02	\$33.02
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	\$138.00
	\$275 deposit	\$275.00	\$302.50
Duties of the Risk Management Official regarding a use other than a residential use or home occupation/home industry	\$138/hour	\$138	\$138.00
Municipal Search	\$57.5	\$60.03	\$66.03
If required within 48 hours of receipt	\$115	\$120.06	\$132.07
Preliminary Review Meeting			\$500.00
Pre-consultation fees	\$500	\$500	\$1,500.00
General Development Agreement		\$3,000	\$3,300.00
Pre-Servicing Agreement		\$3,000	\$3,300.00
Deposit for outside services		\$2,000	\$2,200.00
Zoning Certificate Review		\$65	\$100.00
Zoning Certificate Revision Fee		\$30	\$50.00
Research per hour administrative staff		\$85	\$93.50
Planner miscellaneous duties per hour		\$175	\$192.50

## Planning

Service/Activity	2021	2022	2023 Proposed
Planner appearance before appeal tribunal per hour		\$175	\$192.50
Planner appearance before appeal tribunal per day		\$1,500	\$1,650.00
<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>			

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
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\* 2023 Proposed Fees under review. Rates frozen until Service Delivery and related fee structure review is complete.

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>1A – New Structures</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per f<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per ft2 unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per ft2 unless otherwise noted</b>
<b>Designated Structures</b> – free standing (not listed elsewhere)	\$500.00	each	\$520	each	\$520	each
<b>Docks</b>	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Farm Buildings</b> – of low human occupancy (Architect or Engineer)	\$3.09 m <sup>2</sup>	(\$0.29 ft <sup>2</sup> )	\$3.21 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )	\$3.21 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )
<b>Farm Buildings-</b> (No Architect or Engineer)	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.58 m <sup>2</sup>	(\$0.24 ft <sup>2</sup> )	0	(\$0.24 ft <sup>2</sup> )
<b>Public Pools, or Outdoor Pools</b> (greater than 3.5m deep)	\$500.00	Per Pool	\$520	Per Pool	\$520	Per Pool
<b>Minimum fee</b>	\$110.00		\$115.00	Min Fee	\$115.00	Min Fee
<b>Minimum Fee New Residence</b>	\$1,742.00		\$1,810.00	Min Fee	\$1,810.00	Min Fee
<b>1B – New Buildings by Occupancies</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Group A – Assembly Uses</b>						
Gaming Premises - finished	\$19.26 m <sup>2</sup>	(\$1.79 ft <sup>2</sup> )	\$20.43 m <sup>2</sup>	(\$1.86 ft 2)	\$20.43 m <sup>2</sup>	(\$1.86 ft 2)
- shell only	\$14.73 m <sup>2</sup>	(\$1.37 ft <sup>2</sup> )	\$15.32 m <sup>2</sup>	(\$1.42 ft2)	\$15.32 m <sup>2</sup>	(\$1.42 ft2)
Portable classrooms - per unit	\$450.00	Flat Fee	\$470.00	Flat Fee	\$470.00	Flat Fee
All other buildings - finished	\$14.04 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.60 m <sup>2</sup>	(\$1.35 ft2)	\$14.60 m <sup>2</sup>	(\$1.35 ft2)
- shell only	\$10.74 m <sup>2</sup>	(\$1.00 ft <sup>2</sup> )	\$11.17 m <sup>2</sup>	(\$1.04 ft2)	\$11.17 m <sup>2</sup>	(\$1.04 ft2)
<b>Group B – Institutional Uses</b>						
All buildings - finished	\$14.00 m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.56 m <sup>2</sup>	(\$1.35 ft2)	\$14.56 m <sup>2</sup>	(\$1.35 ft2)
- shell only	\$9.88m <sup>2</sup>	(\$0.91 ft <sup>2</sup> )	\$10.27 m <sup>2</sup>	(\$0.95 ft2)	\$10.27 m <sup>2</sup>	(\$0.95 ft2)
<b>Group C – High Density Residential (Apts, Hotels, etc....)</b>						
All buildings - finished	\$14.86 m2	(\$1.38 ft2)	\$15.45 m2	(\$1.43 ft2)	\$15.45 m2	(\$1.43 ft2)
- shell only	\$11.48 m2	(\$1.07 ft2)	\$11.94 m2	(\$1.11 ft2)	\$11.94 m2	(\$1.11 ft2)
<b>Group C – Low Density Residential (Singles, Semis, Towns, etc....)</b>						
Individual dwelling - Floor area not listed below	\$12.52 m2	(\$1.16 ft2)	\$13.02 m2	(\$1.21 ft2)	\$13.02 m2	(\$1.21 ft2)
- Finished basement-w/house construction	\$110.00	Per Project	\$115.00	Per Project	\$115.00	Per Project
- Attached garage	\$7.48	(\$0.69 ft2)	\$7.78 m2	(\$0.72 ft2)	\$7.78 m2	(\$0.72 ft2)
- Attached carport bay	\$110.00	Flat fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- Covered Deck / Porch	\$7.55 m2	(\$0.70 ft2)	\$7.85 m2	(\$0.73 ft2)	\$7.85 m2	(\$0.73 ft2)
- Deck /Porch without roof	\$5.75 m2	(\$0.53 ft2)	\$5.98 m2	(\$0.55 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)	\$7.78 m2	(\$0.72 ft2)
- Acc Building/Boathouse (under 200 sf)	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Group D, &amp; E – Business Services and Mercantile Uses</b>						
Restaurants - finished	\$14.00m <sup>2</sup>	(\$1.30 ft <sup>2</sup> )	\$14.56 m2	(\$1.35 ft2)	\$14.56 m2	(\$1.35 ft2)
- shell only	\$4.63 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.81 m2	(\$0.45 ft2)	\$4.81 m2	(\$0.45 ft2)
All other Buildings - finished	\$10.89 m <sup>2</sup>	(\$1.01 ft <sup>2</sup> )	\$11.32 m2	(\$1.05 ft2)	\$11.32 m2	(\$1.05 ft2)
- shell only	\$8.33 m <sup>2</sup>	(\$0.78 ft <sup>2</sup> )	\$8.66 m2	(\$0.81 ft2)	\$8.66 m2	(\$0.81 ft2)
<b>Group F – Industrial Uses</b>						
Gas Bar Canopy/ Car Washes						
- finished	\$6.05 m <sup>2</sup>	(\$0.56 ft <sup>2</sup> )	\$6.29 m2	(\$0.58 ft2)	\$6.29 m2	(\$0.58 ft2)

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
- shell only	\$4.63 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.81 m <sup>2</sup>	(\$0.45 ft <sup>2</sup> )	\$4.81 m <sup>2</sup>	(\$0.45 ft <sup>2</sup> )
Parking Garages / Warehouse Storage						
- finished	\$4.58 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	\$4.76 m <sup>2</sup>	(\$0.44 ft <sup>2</sup> )	\$4.76 m <sup>2</sup>	(\$0.44 ft <sup>2</sup> )
- shell only	\$3.51 m <sup>2</sup>	(\$0.33 ft <sup>2</sup> )	\$3.65 m <sup>2</sup>	(\$0.34 ft <sup>2</sup> )	\$3.65 m <sup>2</sup>	(\$0.34 ft <sup>2</sup> )
All other buildings - finished	\$6.95 m <sup>2</sup>	(\$0.65 ft <sup>2</sup> )	\$7.23 m <sup>2</sup>	(\$0.68 ft <sup>2</sup> )	\$7.23 m <sup>2</sup>	(\$0.68 ft <sup>2</sup> )
- shell only	\$5.32 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.53 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )	\$5.53 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )
<b>1C – Temporary Structures</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Bleachers</b>	\$5.39 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )	\$5.60 m <sup>2</sup>	(\$0.54 ft <sup>2</sup> )	\$5.60 m <sup>2</sup>	(\$0.54 ft <sup>2</sup> )
<b>Protective Hoarding</b> (partially enclosed)	\$130.00	Flat fee	\$135.00	Flat Fee	\$135.00	Flat Fee
<b>Protective Tunnels/Walkways</b> (fully enclosed)	\$16.52 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$17.18 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )	\$17.18 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )
<b>Sales office / Trailers</b>	\$260.00 each	Flat fee	\$270.00	Flat Fee	\$270.00	Flat Fee
<b>Temporary tent up to 225m<sup>2</sup></b>	\$130.00 each	Flat fee	\$135.00	Flat Fee	\$135.00	Flat Fee
<b>Temporary tent greater than 225m<sup>2</sup></b>	\$170.00 each	Flat fee	\$180.00	Flat Fee	\$180.00	Flat Fee
<b>Permanent tent / air supported structure</b>	\$4.68 m <sup>2</sup>	(\$0.43 ft <sup>2</sup> )	4.86 m <sup>2</sup>	(\$0.45 ft <sup>2</sup> )	4.86 m <sup>2</sup>	(\$0.45 ft <sup>2</sup> )
<b>1D – Demolitions</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Whole Structure</b>						
- 1 storey, no basement/crawlspace, 60m <sup>2</sup> or less	\$110.00	Flat fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- any other structure not exceeding 60 m <sup>2</sup>	\$300.00	Flat fee	\$315.00	Flat Fee	\$315.00	Flat Fee
- any structure over 60 m <sup>2</sup>	\$1000	Flat fee	\$1,050.00	Flat Fee	\$1,050.00	Flat Fee
<b>Partial</b> (where remaining structure will remain occupied)						
- To all uses other than an Individual Residential unit	\$6.50 m <sup>2</sup> area affected (\$0.60 ft <sup>2</sup> )		\$6.77 m <sup>2</sup>	(\$0.62 ft <sup>2</sup> )	\$6.77 m <sup>2</sup>	(\$0.62 ft <sup>2</sup> )
<b>1E – Structure Remediation &amp; Additions</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Designated Structures</b> attached to structure (not listed elsewhere)	\$500.00	Per Unit	\$520.00	Per unit	\$520.00	Per unit
<b>Farm Buildings</b> of low human occupancy – additions	\$3.34 m <sup>2</sup>	(\$0.31 ft <sup>2</sup> )	\$3.21 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )	\$3.21 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )
<b>Clandestine Labs remediation</b>	\$10,000.00	Per Unit	\$10,000	Per Unit	\$10,000	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
<b>Marijuana Grow-op minor remediation</b>	\$500.00	Per Unit	\$520.00	Per Unit	\$520.00	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
<b>Marijuana Grow-op major remediation</b>	\$8,000.00	Per Unit	\$8,000.00	Per Unit	\$8,000.00	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
<b>Public Pools</b>	\$500.00	Per Pool	\$520.00	Per Pool	\$520.00	Per Pool
<b>1F – Additions &amp; Renovations to Buildings</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Group A – Assembly Uses</b>						

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
Gaming Premises - Additions	\$22.60m <sup>2</sup>	(\$2.10 ft <sup>2</sup> )	\$23.50 m <sup>2</sup>	(\$2.18 ft <sup>2</sup> )	\$23.50 m <sup>2</sup>	(\$2.18 ft <sup>2</sup> )
- Interior alterations / repairs	\$17.00 m <sup>2</sup>	(\$1.58 ft <sup>2</sup> )	\$17.68 m <sup>2</sup>	(\$1.64 ft <sup>2</sup> )	\$17.68 m <sup>2</sup>	(\$1.64 ft <sup>2</sup> )
- Interior finishing or a new shell	\$10.20 m <sup>2</sup>	(\$0.95 ft <sup>2</sup> )	\$10.61 m <sup>2</sup>	(\$0.99 ft <sup>2</sup> )	\$10.61 m <sup>2</sup>	(\$0.99 ft <sup>2</sup> )
All other uses - Additions	\$16.47 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$17.13 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )	\$17.13 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )
- Interior alterations / repairs	\$12.35 m <sup>2</sup>	(\$1.15 ft <sup>2</sup> )	\$12.84 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )	\$12.84 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )
- Interior finishing or a new shell	\$7.42 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.72 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.72 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
<b>Group B – Institutional Uses</b>						
All uses - Additions	\$21.42 m <sup>2</sup>	(\$2.00 ft <sup>2</sup> )	\$22.27 m <sup>2</sup>	(\$2.08 ft <sup>2</sup> )	\$22.27 m <sup>2</sup>	(\$2.08 ft <sup>2</sup> )
- Interior alterations / repairs	\$16.07 m <sup>2</sup>	(\$1.50 ft <sup>2</sup> )	\$16.71 m <sup>2</sup>	(\$1.56 ft <sup>2</sup> )	\$16.71 m <sup>2</sup>	(\$1.56 ft <sup>2</sup> )
- Interior finishing or a new shell	\$9.64 m <sup>2</sup>	(\$0.90 ft <sup>2</sup> )	\$10.02 m <sup>2</sup>	(\$0.94 ft <sup>2</sup> )	\$10.02 m <sup>2</sup>	(\$0.94 ft <sup>2</sup> )
<b>Group C – High Density Residential (Apts, Hotels, etc....)</b>						
All uses - Additions	\$17.54 m <sup>2</sup>	(\$1.63 ft <sup>2</sup> )	\$18.24 m <sup>2</sup>	(\$1.70 ft <sup>2</sup> )	\$18.24 m <sup>2</sup>	(\$1.70 ft <sup>2</sup> )
- Interior alterations / repairs	\$13.11 m <sup>2</sup>	(\$1.50 ft <sup>2</sup> )	\$13.63 m <sup>2</sup>	(\$1.56 ft <sup>2</sup> )	\$13.63 m <sup>2</sup>	(\$1.56 ft <sup>2</sup> )
- Interior finishing or a new shell	\$7.87 m <sup>2</sup>	(\$0.90 ft <sup>2</sup> )				

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>Group C – Low Density Residential (Singles, Semis, Towns, etc....)</b>						
All uses - Accessory building additions	\$7.47 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
- Boathouse additions	\$7.47 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
- Dock additions	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
Individual dwelling - Additions not listed below	\$14.73 m <sup>2</sup>	(\$1.37 ft <sup>2</sup> )	\$15.32 m <sup>2</sup>	(\$1.42 ft <sup>2</sup> )	\$15.32 m <sup>2</sup>	(\$1.42 ft <sup>2</sup> )
- Attached garage	\$7.47 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
- Carport	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- Covered Deck / Porch	\$7.47 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.77 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
- Deck / Porch (no roof) additions	\$5.75 m <sup>2</sup>	(\$0.53 ft <sup>2</sup> )	\$5.98 m <sup>2</sup>	(\$0.55 ft <sup>2</sup> )	\$5.98 m <sup>2</sup>	(\$0.55 ft <sup>2</sup> )
- Interior alterations /repairs	\$11.05 m <sup>2</sup>	(\$0.1.03 ft <sup>2</sup> )	\$11.49 m <sup>2</sup>	(\$1.07 ft <sup>2</sup> )	\$11.49 m <sup>2</sup>	(\$1.07 ft <sup>2</sup> )
- Interior finishing	\$6.63 m <sup>2</sup>	(\$0.62 ft <sup>2</sup> )	\$6.89 m <sup>2</sup>	(\$0.64 ft <sup>2</sup> )	\$6.89 m <sup>2</sup>	(\$0.64 ft <sup>2</sup> )
- Finish of basement	\$3.59m <sup>2</sup>	(\$0.33 ft <sup>2</sup> )	\$3.73 m <sup>2</sup>	(\$0.34 ft <sup>2</sup> )	\$3.73 m <sup>2</sup>	(\$0.34 ft <sup>2</sup> )
<b>Group D, &amp; E – Business Services and Mercantile Uses</b>						
Restaurants - Additions	\$16.52 m <sup>2</sup>	(\$1.54 ft <sup>2</sup> )	\$17.18 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )	\$17.18 m <sup>2</sup>	(\$1.60 ft <sup>2</sup> )
- Interior alterations / repairs	\$12.39 m <sup>2</sup>	(\$1.15 ft <sup>2</sup> )	\$12.88 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )	\$12.88 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )
- Interior finishing or a new shell	\$7.44 m <sup>2</sup>	(\$0.69 ft <sup>2</sup> )	\$7.74 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )	\$7.74 m <sup>2</sup>	(\$0.72 ft <sup>2</sup> )
All other uses - Additions	\$12.85 m <sup>2</sup>	(\$1.19 ft <sup>2</sup> )	\$13.36 m <sup>2</sup>	(\$1.24 ft <sup>2</sup> )	\$13.36 m <sup>2</sup>	(\$1.24 ft <sup>2</sup> )
- Interior alterations / repairs	\$9.64 m <sup>2</sup>	(\$0.89 ft <sup>2</sup> )	\$10.02 m <sup>2</sup>	(\$0.92 ft <sup>2</sup> )	\$10.02 m <sup>2</sup>	(\$0.92 ft <sup>2</sup> )
- Interior finishing or a new shell	\$5.79 m <sup>2</sup>	(\$0.54 ft <sup>2</sup> )	\$6.02 m <sup>2</sup>	(\$0.56 ft <sup>2</sup> )	\$6.02 m <sup>2</sup>	(\$0.56 ft <sup>2</sup> )
<b>Group F – Industrial Uses</b>						
Gas Bar Canopy / Car Washes						
- Additions	\$7.14 m <sup>2</sup>	(\$0.66 ft <sup>2</sup> )	\$7.42 m <sup>2</sup>	(\$0.68 ft <sup>2</sup> )	\$7.42 m <sup>2</sup>	(\$0.68 ft <sup>2</sup> )
- Repairs	\$5.36 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.57 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )	\$5.57 m <sup>2</sup>	(\$0.52 ft <sup>2</sup> )
- Interior finishing or a new shell	\$3.22 m <sup>2</sup>	(\$0.30 ft <sup>2</sup> )	\$3.35 m <sup>2</sup>	(\$0.31 ft <sup>2</sup> )	\$3.35 m <sup>2</sup>	(\$0.31 ft <sup>2</sup> )
Parking Garages / Warehouse Storage						
- Additions	\$5.41 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.62 m <sup>2</sup>	(\$0.53 ft <sup>2</sup> )	\$5.62 m <sup>2</sup>	(\$0.53 ft <sup>2</sup> )
- Interior alterations / repairs	\$2.48m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.58 m <sup>2</sup>	(\$0.24 ft <sup>2</sup> )	\$2.58 m <sup>2</sup>	(\$0.24 ft <sup>2</sup> )
- Interior finishing or a new shell	\$1.25 m <sup>2</sup>	(\$0.12 ft <sup>2</sup> )	\$1.30 m <sup>2</sup>	(\$0.12 ft <sup>2</sup> )	\$1.30 m <sup>2</sup>	(\$0.12 ft <sup>2</sup> )
All other uses - Additions	\$5.41 m <sup>2</sup>	(\$0.50 ft <sup>2</sup> )	\$5.62 m <sup>2</sup>	(\$0.53 ft <sup>2</sup> )	\$5.62 m <sup>2</sup>	(\$0.53 ft <sup>2</sup> )
- Interior alterations / repairs	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )	\$2.58 m <sup>2</sup>	(\$0.24 ft <sup>2</sup> )	\$2.58 m <sup>2</sup>	(\$0.24 ft <sup>2</sup> )
- Interior finishing or a new shell	\$2.48 m <sup>2</sup>	(\$0.23 ft <sup>2</sup> )				



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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>2A – Site Servicing</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.						
<b>Irrigation system</b>						
- serving individual dwelling properties	\$110. each Flat Fee		\$115.00	Flat Fee	\$115.00	Flat Fee
- serving all other building properties	\$110 each Flat Fee		\$115.00	Flat Fee	\$115.00	Flat Fee
<b>On-site Sewage systems</b>						
- New - Class 4, or 5 system	\$598.00 each	Flat Fee	\$625.00	Flat Fee	\$625.00	Flat Fee
- New - Class 1,2 or 3 system	\$345.00 each	Flat Fee	\$360.00	Flat Fee	\$360.00	Flat Fee
- Alteration to existing on-site sewage system	\$345.00 each	Flat Fee	\$360.00	Flat Fee	\$360.00	Flat Fee
- Repair to existing on-site sewage system	\$184.00	Per Project	\$200.00	Per Project	\$200.00	Per Project
- Plan Review of existing for compliance	\$46.00	Per Project	\$50.00	Per Project	\$50.00	Per Project
- Site Review of existing for compliance	\$110.00	Per Site Visit	\$115.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration NOT required	\$110.00	Per Site Visit	\$115.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration required	\$345.00 each	Flat Fee	\$360.00	Flat Fee	\$360.00	Flat Fee
- New sewage system required	\$598.00 each	Flat Fee	\$625.00	Flat Fee	\$625.00	Flat Fee
- Re-inspection Program						
- initial site inspection	\$149.50	Flat Fee	\$155.00	Flat Fee	\$155.00	Flat Fee
- additional site inspections	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Private Fire Hydrant system (wet or dry)</b>	\$230.00	Per Project	\$240.00	Per Project	\$240.00	Per Project
<b>Sewer Connection</b> from existing septic system	\$110.00	Per Project	\$115.00	Per Project	\$115.00	Per Project
<b>New Site Servicing</b> - To all projects except Low Density Residential ( <b>Installation of sanitary, storm sewers, and water distribution service</b> )	\$149.50 per 30m	(or part thereof)	\$155 per 30m	or part thereof	\$155 per 30m	or part thereof
<b>2B – Building Mechanical &amp; Fire Safety</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
Fees for stand-alone projects or where such features are proposed in additions or renovation projects.						
<b>H.V.A.C</b>						
- Non-residential	\$172.50	Per Appliance	\$180.00	Per Appliance	\$180.00	Per Appliance
- Residential	\$149.50	Per Project	\$155.00	Per Project	\$155.00	Per Project

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>Plumbing</b>						
- Fixture not listed below	\$23.00 each	Flat Fee	\$24.00	Flat Fee	\$24.00	Flat Fee
- Backwater device						
- Installed in conjunction with other construction	\$23.00 each	Flat Fee	\$24.00	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$110.00	Per Unit	\$115.00	Flat Fee	\$115.00	Flat Fee
- Testable Backflow devices						
- Installed in conjunction with other construction	\$23.00 each	Flat Fee	\$24.00	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$110.00	Per Unit	\$115.00	Per unit	\$115.00	Per unit
<b>Fire/Life Safety Systems Installation or upgrade</b>						
- Electromagnetic Lock/Hold-open	\$9.49 each	Per Unit	\$9.86 each	Per Unit	\$9.86 each	Per Unit
- Emergency Lighting	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Fire Alarm system	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Sprinkler system	\$0.59 m2 of area serviced only		\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Standpipes (retrofit)	\$110.00	Per Cabinet	\$115.00	Per Cabinet	\$115.00	Per Cabinet
- Fire Doors (retrofit)	\$110.00	Per Door	\$115.00	Per Cabinet	\$115.00	Per Cabinet
<b>2C - Miscellaneous Elements- Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Barrier Free walks / ramps (exterior)</b>	\$110.00 each	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Below Grade Exterior Stair</b>	\$110.00 each	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Chutes (Linen / Refuse)</b>	\$110.00 each	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Commercial Cooking Hood</b>	\$299.00 each	Flat Fee	\$310.00	Flat Fee	\$310.00	Flat Fee
<b>Fire Department Plans Examination</b>	\$115.00	Flat Fee	\$120.00	Flat Fee	\$120.00	Flat Fee
<b>Floor Area Change (new usage of existing)</b>	\$2.36 m2		\$2.45 m2	(\$0.22 ft2)	\$2.45 m2	(\$0.22 ft2)
<b>Mechanical Rooms</b>	\$110.00	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Underpinning / Tie Backs / Shoring</b>	\$150.65 per10m	(or part thereof)	156.68 m2	(or part thereof)	156.68 m2	(or part thereof)
<b>Rack Storage Systems</b>	\$7.57 m2	(\$0.612 ft <sup>2</sup> )	\$7.87 m2	(\$0.63 ft2)	\$7.87 m2	(\$0.63 ft2)
<b>Retaining Walls (per OBC) - 1 meter or less in height</b>	\$149.50	Per Property	\$155.00	Per Property	\$155.00	Per Property
- Exceeding 1meter in height	\$575.00	Per Property	\$600.00	Per Property	\$600.00	Per Property

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>Signs</b>						
- Minor Wall signs (254 lb or less) - 1st sign	\$110.00 each	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
- for each Minor Wall sign thereafter on same permit	\$55.20 each		\$57.40		\$57.40	
- All other signs	\$299.00 each	Flat Fee	\$310.00	Flat Fee	\$310.00	Flat Fee
<b>Spray Booths / Dust Collectors</b>	\$575.00 each	Flat Fee	\$600.00	Flat Fee	\$600.00	Flat Fee
<b>Solid Fuel Appliance c/w Chimney System</b>	\$299.00 each	Flat Fee	\$310.00	Flat Fee	\$310.00	Flat Fee
<b>Above Ground Pool - No Deck</b>	\$110.00 each	Flat Fee	\$115.00	Flat Fee	\$115.00	Flat Fee
<b>Inground Pool Fence</b>	\$230.00 each	Flat Fee	\$240.00	Flat Fee	\$240.00	Flat Fee
<b>2D – Green Systems</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.						
<b>Green Roofs</b>	\$6.43 m <sup>2</sup>	(\$0.60 ft <sup>2</sup> )	\$6.68 m <sup>2</sup>	(\$0.62 ft <sup>2</sup> )	\$6.68 m <sup>2</sup>	(\$0.62 ft <sup>2</sup> )
<b>Greywater recycling systems</b>						
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee	\$520.00	Flat Fee
<b>Geo-Thermal systems</b>						
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee	\$520.00	Flat Fee
<b>Solar Domestic Hot Water systems</b>						
- serving individual dwelling	\$170.00 each	Flat Fee	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$500.00 each	Flat Fee	\$520.00	Flat Fee	\$520.00	Flat Fee
<b>Solar photovoltaic systems</b>						
- roof mounted to individual dwelling buildings	\$170.00 each affected roof side		\$180.00 each affected side of roof		\$180.00 each affected side of roof	
- all others	\$500.00 per 140 m <sup>2</sup> of solar panel		\$520.00 per 140m <sup>2</sup> of solar panel		\$520.00 per 140m <sup>2</sup> of solar panel	
<b>Wind Turbines</b>	\$500.00 each turbine		\$520.00 Each Turbine		\$520.00 Each Turbine	
<b>3A – Permit Applications &amp; Active Permits</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Additional Inspections</b>	\$92.00	Per Inspection	\$95.00	Per Inspection	\$95.00	Per Inspection
<b>Change of Use Application</b>						
- No construction proposed or required	\$110.00	Per Application	\$115.00	Per Application	\$115.00	Per Application
- Compensating construction is required	Use appropriate fees listed elsewhere in this schedule		Use appropriate fees listed elsewhere in this schedule		Use appropriate fees listed elsewhere in this schedule	
<b>Conditional Building Permit Agreements</b>						
- Simple Agreement	\$241.50	Per Agreement	\$250.00 Per Unit	Per Agreement	\$250.00 Per Unit	Per Agreement
- Other	\$2,100.00	Per Agreement	\$2,250.00	Per Agreement	\$2,250.00	Per Agreement
- plus, Third Party Review	Out of pocket cost recovery + 15%		Out of pocket cost recovery + 15%		Out of pocket cost recovery + 15%	
<b>Deferral of revocation of building permit</b>	\$120.00	Per Permit	\$125.00	Per Permit	\$125.00	Per Permit
<b>Lot Grading Approvals from Town Engineer</b>						
- Administrative assistance for Individual Dwelling (houses)	\$60.00	Per Project	\$62.50	Per Project	\$62.50	Per Project
- plus, Town Engineer Review	\$300.00	Per Project	\$312.00	Per Project	\$312.00	Per Project

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
- Administrative assistance for all other Buildings	\$120.00	Per Project	\$125.00	Per Project	\$125.00	Per Project
- plus, Town Engineer Review	\$100.00	Per Hour	\$115.00	Per Hour	\$115.00	Per Hour
<b>Processing and collection of applicable law approvals</b>						
- Per Individual Dwelling (houses)	\$63.00	Per Project	\$66.00	Per Project	\$66.00	Per Project
- For all other Buildings or Structures	\$140.30	Per Project	\$145.00	Per Project	\$145.00	Per Project
- plus, Third Party Review	Out of pocket cost recovery + 15%		Out of pocket cost	recovery + 15%	Out of pocket cost	recovery + 15%
<b>Request to use Alternative Solution</b>	\$1,100.00	Per Request	\$1,200.00	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%	Out of pocket cost	recovery + 15%
<b>Request for CBO to accept Alternative Material</b>	\$1,100.00	Per Request	\$1,200.00	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%	Out of pocket cost	recovery + 15%
<b>Request for Partial Permit</b>	\$210.00	Per Request	\$220.00	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%	Out of pocket cost	recovery + 15%
<b>Review of revised permit documents</b>	\$78.00	Per Hour	\$90.00	Per Hour	\$90.00	Per Hour
<b>Site Visits – prior to permit issuance</b>	\$80.00	Per Site Visit	\$90.00	Per site visit	\$90.00	Per site visit
<b>Third Party Review</b>	Out of pocket cost recovery + 15%		Out of pocket cost	recovery + 15%	Out of pocket cost	recovery + 15%
<b>Transfer of Permit to new property owner</b>	\$125.00	Per Permit	\$130.00	Per Permit	\$130.00	Per Permit

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
<b>3B – Archived Permit</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
Notwithstanding the fees described below, the fee applied to reactivate a permit shall not exceed the original permit fee value						
<b>Review of permit file documents</b>	\$92.00	Per Hour	\$100.00	Per Hour	\$100.00	Per Hour
<b>Maintenance Fee of all files not closed within 24 months</b>	\$110.00	Per Year	\$115.00	Per Year	\$115.00	Per Year
<b>Site Visits</b>	\$92.00	Per Site Visit	\$100.00	Per Site Visit	\$100.00	Per Site Visit
<b>Third Party Review</b>	Out of pocket cost recovery + 15%		Out of Pocket cost	recovery +15%	Out of Pocket cost	recovery +15%
<b>3C – Investigations</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
To offset additional investigative and administrative costs, the following fees apply;						
<b>Construct or Demolish without Permit Issued</b>						
- 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		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		\$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		\$125.00 per inspection	
- Order registered on title	\$345.00 per Order		\$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		\$345.00 a Summons plus legal expense	
<b>Other Non-compliance Building Code Act &amp; Code Matters</b>						
- Order to Comply pursuant to the Building Code Act	\$230.00/Order issued		\$250.00/Order issued		\$250.00/Order issued	
- Stop Work Order pursuant to the Building Code Act	\$230.00/Order issued		\$250.00/Order issued		\$250.00/Order issued	
- Unsafe Order pursuant to the Building Code Act	N/C		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		\$125.00 per Inspection	
- Order registered on title	Cost recovery +15%		Cost recovery +15%		Cost recovery +15%	
- Issuance of Summons	Cost recovery +15%		Cost recovery +15%		Cost recovery +15%	
<b>3D – After-hours Inspections</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
<b>Non-Emergency Call</b>	\$250.00	Per Hour	\$250.00		\$250.00	
<b>Emergency Call</b>	\$320.00	Per Hour	\$320.00		\$320.00	
<b>3E – Miscellaneous Clerical Functions</b>						
<b>Building Compliance Title Search or Septic Use permit</b>						
Septic use permit	\$25.00 each	Flat Fee	\$25.00 each	Flat Fee	\$25.00 each	Flat Fee
Regular response	\$50.00 each	Flat Fee	\$50.00 each	Flat Fee	\$50.00 each	Flat Fee
48 hr “quick” response	\$100.00 each	Flat Fee	\$100.00 each	Flat Fee	\$100.00 each	Flat Fee
<b>Compliance Letters to other Government Authorities</b>						

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

	2021	2021	2022	2022	2023 Proposed	2023 Proposed
- Unrelated to a active permit or permit application	\$115.00	Per Letter	\$125.00	Per Letter	\$125.00	Per Letter
- Where there is a active permit or permit application	\$115.00	Per Letter	\$125.00	Per Letter	\$125.00	Per Letter
<b>Comprehensive Occupancy Certificate</b>	\$230.00 each	Flat Fee	\$230.00	Flat Fee	\$230.00	Flat Fee
<b>Consent Application Review</b>	\$115.00	Per Application	\$130.00	Per Application	\$130.00	Per Application
<b>Special Requests for File Research</b>	\$69.00	Per Hour +HST	\$90.00	per hour + HST	\$90.00	per hour + HST
<b>3F – Extra Services Deposit</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>	<b>Fee per m<sup>2</sup> unless otherwise noted</b>
- Collected at permit issuance to offset any additional inspection and administrative costs not anticipated but incurred by the municipality during a project.						
- Any fees deducted from the deposit shall be calculated in accordance with Table 3A to 3E of this schedule.						
- Unused portion of deposit is fully refundable, see Part 4 of this schedule for details						
<b>Group A, B, C – High Density Residential, D, E, &amp; F</b>						
- New, Additions & Renovations	\$150.00 per 100 m <sup>2</sup> (or part thereof)		\$150.00 per 100 m <sup>2</sup> (or part thereof)		\$150.00 per 100 m <sup>2</sup> (or part thereof)	
- Stand-alone projects not applicable to above	\$500.00	Per Project	500	Per Project	500	Per Project
<b>Group C – Low Density Residential</b> (Houses - singles, towns, etc....)						
- New Dwelling	\$500.00	Per Project	500	Per Project	500	Per Project
- All other projects	\$250.00	Per Project	250	Per Project	250	Per Project
<i>Exemptions</i> - Tents, Signs, residential decks & sheds						
<b>Lot Grading Deposit</b> – All other projects (unless otherwise specified in a development agreement)	\$3,000.00	Per Lot	\$4,000.00	Per Lot	\$4,000.00	Per Lot

## Infrastructure

Service/Activity	2021	2022	2023 Proposed
Curb Cuts for Driveways	Actual charge of contractor (minimum of \$200 + HST)	Actual charge of contractor (minimum of \$200 + HST)	Actual charge of contractor (minimum of \$250 + HST and \$500 Deposit required.)
Town Dock Fees - Seasonal Boat Slips (May to October)			
Centre Pier	\$60.85 per foot (charge for size of Boat)	\$64.00 per foot (charge for size of boat)	\$67.20 per foot (charge for size of boat)
Pier B	\$60.85 per foot (charge for min 20 feet)	\$64.00 per foot (charge for size of boat, minimum 20 ft charge)	\$67.20 per foot (charge for size of boat, minimum 20 ft charge)
Rotary Pier (includes electricity)	\$60.85 per foot (charge for min 30 feet)	\$70.74 per foot	\$74.24 per foot
Transient Boat Slips	\$1.75 per foot	\$1.89 per foot	\$1.99 per foot
Administration Fees	\$25 (applied to monthly payment plans)	\$26.30 (applied to monthly payment plans)	\$27.00 (applied to monthly payment plans)
Hourly Charge Out Rate - Executive Director Environment & Infrastructure	\$ -	\$ 175	\$ 175
Hourly Charge Out Rate - Manager of Engineering	\$ -	\$ 135	\$ 135
Hourly Charge Out Rate - Senior Project Manager	\$ -	\$ 115	\$ 115
Hourly Charge Out Rate - Executive Assistant	\$ -	\$ 85	\$ 85
Hourly Charge Out Rate - GIS Technician	\$ -	\$ 95	\$ 95
Hourly Charge Out Rate - Operations Technician	\$ -	\$ 95	\$ 95
Oversize/Over Weight Moving Single Trip Permit	\$ -	\$ 100	\$ 100
Oversize/Over Weight Moving Annual Permit	\$ -	\$ 200	\$ 200
Additional Connection Permit (ACP) New Water/Sanitary/Storm Connections	\$ -	\$250 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required	\$300 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required
Road Occupancy Permit (ROP)	\$ -	\$200 Security Deposit may be required	\$200 Security Deposit may be required
Peer Review of Reports and Drawings	\$ -	Time and Materials	Time and Materials
Development Pre-Servicing and Earthworks Agreements	\$ -	\$5,000 Plus Legal Fees	\$5,000 Plus Legal Fees
Site Plan and Subdivision Clearance Standard Turnaround	\$ -	\$ 75	\$ 75
Site Plan and Subdivision Clearance Rush 48 Hour Turnaround	\$ -	\$ 150	\$ 150
Engineering Record Search (Hourly Rate)	\$ -	\$ 85	\$ 85
Engineering Records Request - Hardcopy		Materials plus Hourly Rate	Materials plus Hourly Rate
All fees include a surcharge for capital cost recovery.			

## Public Works

Equipment / Service	2021 Rate	2021 Minimum After Hours & Weekends	2022 Rate	2022 Minimum After Hours & Weekends	Proposed 2023 Per Hour Rate Including Operator	Proposed 2023 Minimum After Hours & Weekends
Mechanical	\$132.64	\$397.91	\$134.96	\$404.88	\$137.32	\$411.97
Excavator	\$120.17	\$360.50	\$123.12	\$369.36	\$164.61	\$493.83
Grader	\$185.64	\$556.92	\$188.59	\$656.78	\$296.03	\$888.09
Transit Bus	N/A	N/A	N/A	N/A	\$190.61	\$571.83
Sweeper	\$181.73	\$545.18	\$184.68	\$554.04	\$245.51	\$736.53
Sidewalk Machine w/ Attachment	\$173.82	\$521.45	\$182.13	\$546.39	\$226.95	\$680.85
Pickup Truck w/ Attachment	\$137.97	\$413.90	\$146.28	\$438.84	\$148.84	\$446.52
Tandem w/ Plow	\$317.62	\$952.85	\$321.45	\$964.36	\$327.08	\$981.23
Tri-Axle	\$145.66	\$436.97	\$151.01	\$453.02	\$238.51	\$715.53
Loader w/ Attachment	\$165.06	\$495.19	\$172.02	\$516.06	\$188.62	\$565.86
One Ton w/ Attachment	-	-	\$166.30	\$498.89	\$169.21	\$507.63
Additional Labour (reg)	-	-	\$96.23	\$288.69	\$96.84	\$290.52
Additional Labour (OT)	-	-	\$110.21	\$330.63	\$111.06	\$336.42
Salting per tonne	-	-	\$68.00	\$68.00	\$91.14	\$91.14
Sanding per tonne	-	-	\$46.05	\$46.05	\$56.79	\$56.79



## Parks Fees

Service/Activity	2021	2022	2023 Proposed
Picnic Shelter			
Large Pavilion per Day	\$ 250.00	\$ 250.00	\$ 250.00
Large Pavilion per Hour (3-hour minimum)	N/A	\$ 40.00	\$ 40.00
Large Pavilion per Hour (Fitness Class, minimum once per week, 4 consecutive weeks)	\$ 10.00	\$ 11.00	\$ 11.00
Volleyball Picnic Shelter per Day	\$ 65.00	\$ 65.00	\$ 65.00
Volleyball Picnic Shelter per Hour (3-hour minimum)	N/A	\$ 15.00	\$ 15.00
Soccer Fields			
Minors - 2 Hour Rental per Field	\$ 24.11	\$ 25.00	\$ 25.00
Minor - Full Day Rental per Field (8am - dusk)	\$ 111.42	\$ 95.00	\$ 95.00
Adults - 2 Hour Rental per Field	\$ 30.14	\$ 32.00	\$ 32.00
Adults - Full Day Rental per Field (8am - dusk)	\$ 111.42	\$ 112.00	\$ 112.00
Disc Golf			
Daily Tournament (Little Lake Park - includes course rental only)	\$ 162.36	\$ 195.00	\$ 195.00
Beach Volleyball Courts			
Tournaments per Court per Day	\$ 90.89	\$ 92.00	\$ 92.00
Minors per Court per Hour	\$ 23.35	\$ 24.00	\$ 24.00
Adults per Court per hour	\$ 31.27	\$ 32.00	\$ 32.00
Tennis Courts Bookings			
Per Court per Hour	\$ 1.99	\$ 3.00	\$ 3.00
Pickleball Courts Bookings			
Per Court per Hour	\$ 1.99	\$ 3.00	\$ 3.00
Rotary Bandshell			
Including Hydro	\$ 60.00	\$ 65.00	\$ 65.00

# Parks Fees

Service/Activity	2021	2022	2023 Proposed
<b>Baseball - Adult</b>			
Adult - Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekday	\$ 19.50	\$ 19.50	\$ 19.50
Adult - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$ 19.50	\$ 22.50	\$ 22.50
Adult - Hourly Lighting Fee per Diamond (additional fee)	\$ 13.93	\$ 17.00	\$ 17.00
Adult - Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$ 105.00	\$ 105.00
<b>Baseball - Youth (Minor)</b>			
Minor - Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekday	\$ 17.21	\$ 9.00	\$ 9.00
Minor - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm / Weekends	\$ 17.21	\$ 10.00	\$ 10.00
Minor - Hourly Lighting Fee per Diamond (additional fee)	\$ 13.93	\$ 14.00	\$ 14.00
Minor - Daily Rental Fee per Diamond (Lining not included) 8am - dusk	N/A	\$ 75.00	\$ 75.00
<b>Dedications</b>			
Bench Dedication (Materials and plaque purchase separately, install only)	\$ 445.71	\$ 460.00	\$ 460.00
Tree Dedication (includes plaque and planting installation)	\$ 495.15	\$ 500.00	\$ 500.00

# NSSRC

Legend - Categories

(5% increase)

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022	2023 Proposed
Gymnasium Per Hour/Gym			
a.	\$ 12.25	\$ 12.89	\$ 13.53
b.	\$ 14.71	\$ 15.47	\$ 16.25
c.	\$24.52	\$ 25.80	\$ 27.09
Community Hall - 1/2 hourly			
a.	\$ 19.91	\$ 20.94	\$ 21.99
b.	\$ 24.10	\$ 25.35	\$ 26.62
c.	\$ 43.85	\$ 46.13	\$ 48.43
Community Hall - Full Hourly			
a.	\$ 39.85	\$ 41.92	\$ 44.02
b.	\$ 48.21	\$ 50.71	\$ 53.25
c.	\$ 87.70	\$ 92.26	\$ 96.87
Community Hall 1/2 Daily Special Event			
a.	\$ 207.46	\$ 218.25	\$ 229.16
b.	\$ 248.96	\$ 261.90	\$ 275.00
c.	\$ 443.13	\$ 466.17	\$ 489.48
Community Hall Full Daily Special Event			
a.	\$ 414.91	\$ 436.48	\$ 458.31
b.	\$ 497.91	\$ 523.80	\$ 549.99
c.	\$ 912.82	\$ 960.28	\$ 1,008.30

# NSSRC

Legend - Categories

(5% increase)

a. = Minor Sports/Youth Groups/Schools

b. = Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022	2023 Proposed
<b>Seniors Room Hourly</b>			
a.	\$ 20.42	\$ 21.48	\$ 22.55
b.	\$ 24.49	\$ 25.76	\$ 27.05
c.	\$ 44.89	\$ 47.23	\$ 49.59
<b>Multi Purpose Hourly</b>			
a.	\$ 8.65	\$ 9.10	\$ 9.55
b.	\$ 9.96	\$ 10.47	\$ 11.00
c.	\$ 18.23	\$ 19.17	\$ 20.13
<b>Bill Thompson Hourly</b>			
a.	\$ 19.49	\$ 20.50	\$ 21.53
c.	\$ 23.38	\$ 24.60	\$ 25.83
d.	\$ 42.85	\$ 45.08	\$ 47.33
<b>Board Room Hourly</b>			
a.	\$ 8.11	\$ 8.53	\$ 8.95
c.	\$ 9.63	\$ 10.13	\$ 10.63
d.	\$ 17.74	\$ 18.67	\$ 19.60

# NSSRC

Legend - Categories

(5% increase)

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022	2023 Proposed
Seminar Room Hourly			
a.	\$ 8.11	\$ 8.53	\$ 8.95
c.	\$ 9.63	\$ 10.13	\$ 10.63
d.	\$ 17.74	\$ 18.67	\$ 19.60
NSSRC - Miscellaneous Fees			
Bartender (per hour)	\$ 18.90	\$ 25.00	\$ 25.00
TV/DVD player	\$ 11.70	N/A	N/A
Multi-Media Projector	\$ 35.10	\$ 35.50	\$ 35.50
Community Hall Kitchen Rental - Hot Only			
Per person (Max \$100)	\$ 1.10	\$ 1.50	\$ 1.50
LED sign (per week)			
(event in NSSRC)	\$ 5.50	\$ 5.50	\$ 5.50
(event in Community)	\$ 27.50	\$ 27.50	\$ 27.50
Microphone/ Sound System	\$ 10.50	\$ 12.00	\$ 12.00
Senior's Kitchen			
Hot	\$ 44.00	\$ 44.00	\$ 44.00
Cold	\$ 27.50	\$ 27.50	\$ 27.50

# NSSRC

Legend - Categories

(5% increase)

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022		2023 Proposed
Ice Rentals				
Ice Rentals Hourly				
a.	\$ 154.18	\$ 162.20	\$	170.31
b.	\$ 188.72	\$ 198.53	\$	208.46
c.	\$ 214.81	\$ 225.98	\$	237.28
Weekday (non holiday) Ice Rental (off-peak hrs)				
6 am – 3 pm	\$ 111.16	\$ 116.94	\$	122.79
10 pm – 1 am	\$ 111.16	\$ 116.94	\$	122.79
Ice Rentals Hourly				
Non-Prime	\$ 154.18	\$ 162.20	\$	170.31
Drop Ins				
Program				
Public Skating -Kids	\$ 2.00	\$ 2.00	\$	2.00
Adult Shinny	\$ 3.00	\$ 3.00	\$	3.00
Family	\$ 6.00	\$ 8.00	\$	8.00
Seniors Skating	\$ 3.00	\$ 3.00	\$	3.00
Season	\$ 40.00	\$ 40.00	\$	40.00

# NSSRC

Legend - Categories

(5% increase)

a. = Minor Sports/Youth Groups/Schools

b.= Adult/Senior Not-For-Profit

c. = Private & Commercial Groups

	2021	2022	2023 Proposed
Pre- School Skating	\$ 2.00	\$ 2.00	\$ 2.00
Season	\$ 40.00	\$ 40.00	\$ 40.00
Adult Shinny - Per Player	\$ 5.00	\$ 5.00	\$ 5.00
Senior Shinny - Per Player	\$ 3.00	\$ 3.00	\$ 3.00
Per season	\$ 75.00	\$ 75.00	\$ 75.00
Minimum Drop In - per hour	\$ 40.00	\$ 50.00	\$ 50.00
Drop-in per person	\$ 10.00	\$ 10.00	\$ 10.00
Summer Arena Floor Rentals			
a.	\$ 50.28	\$ 52.90	\$ 55.54
b.	\$ 60.33	\$ 63.47	\$ 66.64
c.	\$ 110.63	\$ 116.38	\$ 122.20
Special Events Arena Floor			
a.	\$ 681.02	\$ 716.43	\$ 752.25
b.	\$ 817.23	\$ 859.73	\$ 902.71
c.	\$ 1,498.26	\$ 1,576.17	\$ 1,654.98
Arena Boards Advertising	\$ 575.00	\$ 575.00	\$ 575.00

## Transit

Service/Activity	2021	2021	2022	2022	2023 Proposed	2023 Proposed
	Cash	Tickets	Cash	Tickets	Cash	Tickets
Transit Fares:						
Adults	\$3.00	20 for \$45	\$3.00	20 for \$45	\$3.00	20 for \$45
Senior Citizens	\$2.50	20 for \$40	\$2.50	20 for \$40	Free	
Children under 60"	\$2.50	20 for \$40	\$2.50	20 for \$40	\$2.50	20 for \$40
Children 6 years old and younger	Free		Free		Free	
Reloadable Smart Card (Effective September 23, 2019)		\$3.75 per card		\$3.75 per card		\$3.75 per card
Accessible Transit Fares:						
All rides		\$3.00 per card		3.00 per card		3.00 per card
Shelter Advertising:*	0.40/in2		0.40/in2		0.40/in2	

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



# Transit Advertising

							2021	2022	2023 Proposed
Bus #	Size (Inches WxH)	Area (sq.in)	Location	Primary/ Secondary Bus	\$/sq.in	Code	Annual Cost	Annual Cost	Annual Cost
67	45.75 x 21.75	995.06	Curb Side Frame	Secondary	\$0.25	67-A1	\$258.72	\$258.72	\$258.72
67	45.75 x 21.75	995.06	Rear Frame	Secondary	\$0.25	67-A2	\$258.72	\$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	\$228.86
67	27.75 x 21.75	603.56	Drivers Side Rear Frame	Secondary	\$0.22	67-A4	\$138.82	\$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	\$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	\$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	\$214.94
67	42 x 38.5	1617	Contravision Driver Side Window 1	Secondary	\$0.27	67-A8	\$452.76	\$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	\$611.40
67	43.75 x 40.25	1760.94	Contravision Driver Side Window 3	Secondary	\$0.27	67-A10	\$493.06	\$493.06	\$493.06
67	42 x 35.5	1491	Contravision Driver Side Window 4	Secondary	\$0.27	67-A11	\$417.48	\$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	\$313.74
67	52.5 x 38.5	2021.25	Contravision Curb Side Window 1	Secondary	\$0.30	67-A13	\$626.59	\$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	\$505.20
67	30 x 37	1110	Contravision Curb Side Window 3	Secondary	\$0.30	67-A15	\$344.10	\$344.10	\$344.10
69	43.75 x 19.75	864.06	Curb Side Frame	Secondary	\$0.25	69-A1	\$224.66	\$224.66	\$224.66
69	43.75 x 19.75	864.06	Rear Frame	Secondary	\$0.25	69-A2	\$224.66	\$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	\$198.73
69	43.75 x 19.75	864.06	Drivers Side Rear Frame	Secondary	\$0.22	69-A4	\$198.73	\$198.73	\$198.73
69	14 x 21.25	297.5	Interior Left Rear Bulletin	Secondary	\$0.20	69-A5	\$62.48	\$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	\$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	\$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	\$214.94
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 1	Secondary	\$0.27	69-A9	\$364.44	\$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	\$415.28
69	43.75 x 29.75	1301.56	Contravision Driver Side Window 3	Secondary	\$0.27	69-A11	\$364.44	\$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	\$298.71
69	30 x 26.75	802.5	Contravision Driver Side Window 5	Secondary	\$0.27	69-A13	\$224.70	\$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	\$461.96
69	43.75 x 26.75	1170.31	Contravision Curb Side Window 2	Secondary	\$0.30	69-A15	\$362.80	\$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	\$248.78
71	51.5 x 49	2523.5	Contravision Driver Side Window	Primary	\$0.32	71-A1	\$832.76	\$832.76	\$832.76
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A2	\$705.87	\$705.87	\$705.87

## Transit Advertising

							2021	2022	2023 Proposed
Bus #	Size (Inches WxH)	Area (sq.in)	Location	Primary/ Secondary Bus	\$/sq.in	Code	Annual Cost	Annual Cost	Annual Cost
71	30.75 x 49	1506.75	Contravision Driver Side Window	Primary	\$0.32	71-A3	\$497.23	\$497.23	\$497.23
71	46 x 46.5	2139	Contravision Driver Side Window	Primary	\$0.32	71-A4	\$705.87	\$705.87	\$705.87
71	67 x 49	3283	Contravision Driver Side Window	Primary	\$0.32	71-A5	\$1,083.39	\$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	\$414.36
71	144 x 39	5616	Driver Side Vinyl Wrap (Between Wheels)	Primary	\$0.42	71-A7	\$2,414.88	\$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	\$754.65
71	50.5 X 49	2474.5	Contravision Curb Side Window	Primary	\$0.35	71-A9	\$890.82	\$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	\$475.00
71	67 x 49	3283	Contravision Curb Side Window	Primary	\$0.35	71-A11	\$1,181.88	\$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	\$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	\$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	\$376.74
71	49 x 19	931	Curb Side Vinyl Wrap (Below Vent at Rear)	Primary	\$0.45	71-A15	\$428.26	\$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	\$1,020.51
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A17	\$162.66	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A18	\$162.66	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A19	\$162.66	\$162.66	\$162.66
71	55 x 11.375	625.625	Interior Overhead (Driver Side)	Primary	\$0.25	71-A20	\$162.66	\$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	\$116.08
71	39.25 x 11.375	446.46875	Interior Overhead (Curb Side)	Primary	\$0.25	71-A22	\$116.08	\$116.08	\$116.08
71	55 x 11.375	625.625	Interior Overhead (Curb Side)	Primary	\$0.25	71-A23	\$162.66	\$162.66	\$162.66

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# 17. Budget Survey Results

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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](mailto:clerks@midland.ca))

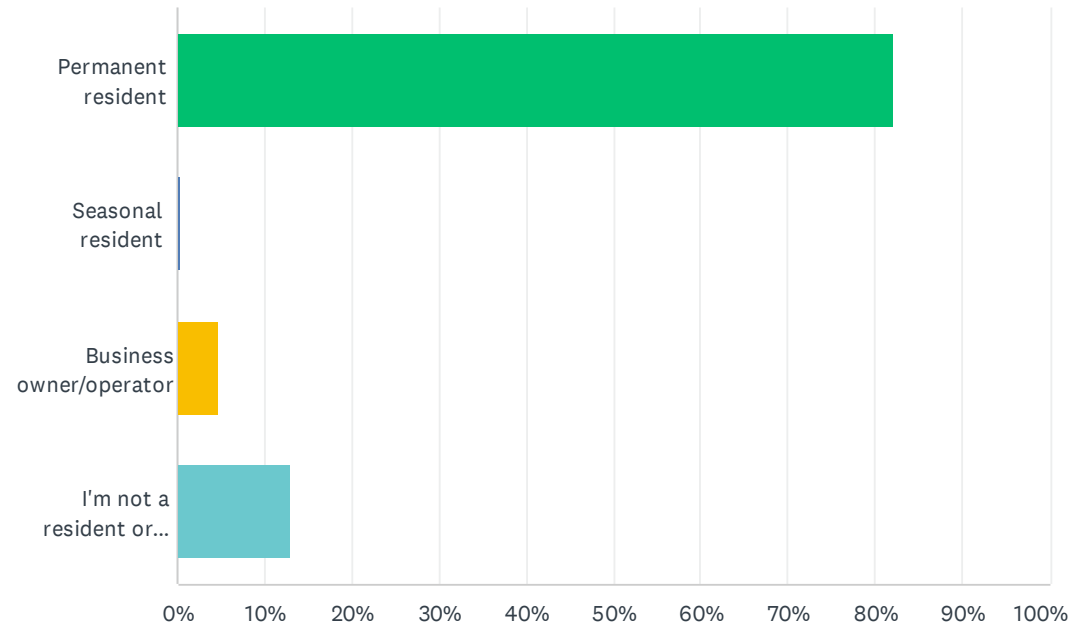
Answered: 242 Skipped: 60

Thank you to everyone who participated in the 2023 Budget Survey.

Names have been removed from survey results.

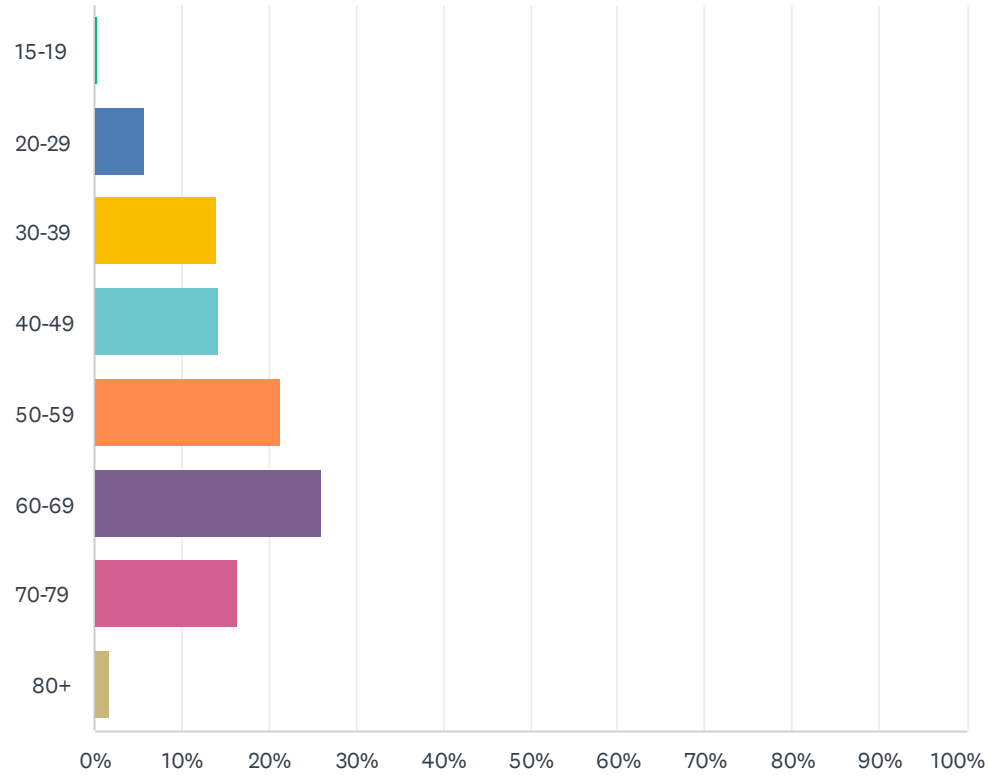
## Q2 Are you a resident or business owner/operator in Midland

Answered: 302 Skipped: 0



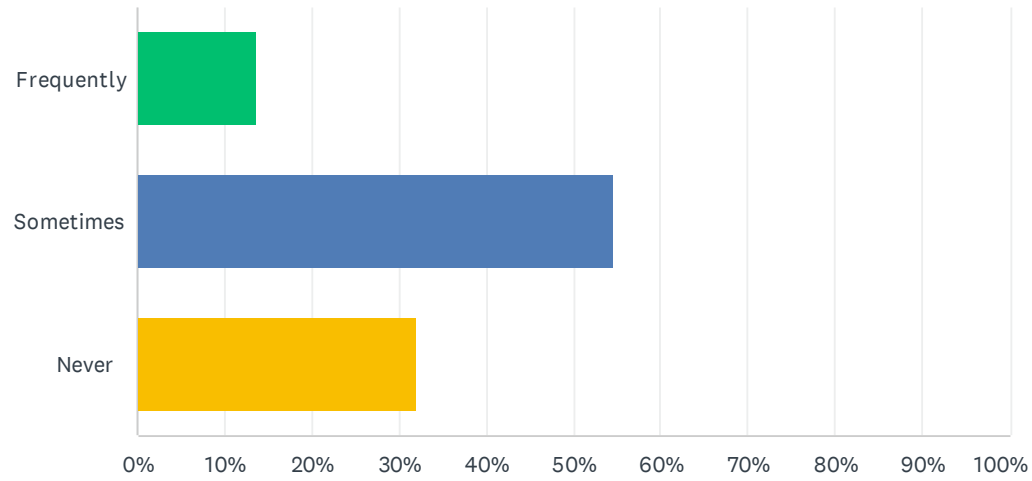
### Q3 In which age category do you fall?

Answered: 299 Skipped: 3



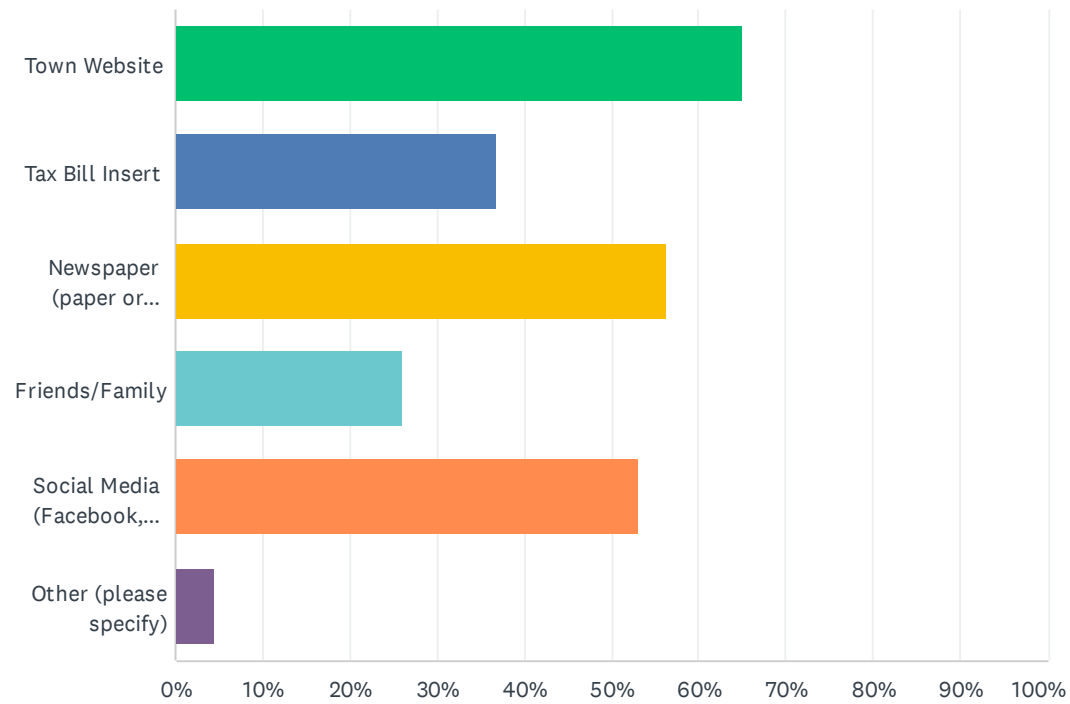
### Q4 Do you watch/attend Council, Committee, Board, or Public meetings?

Answered: 288 Skipped: 14



### Q5 How do you access information regarding the Town's budget and budget process (check all that apply).

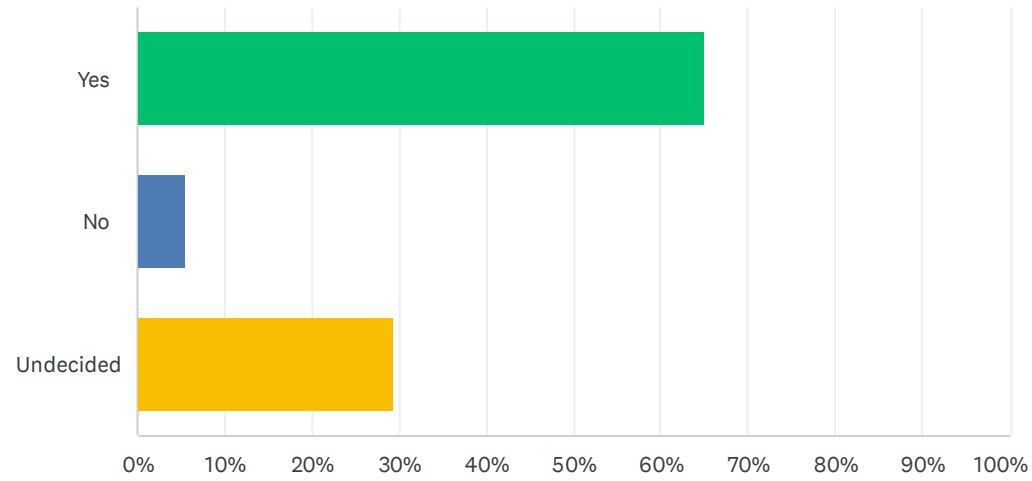
Answered: 288 Skipped: 14





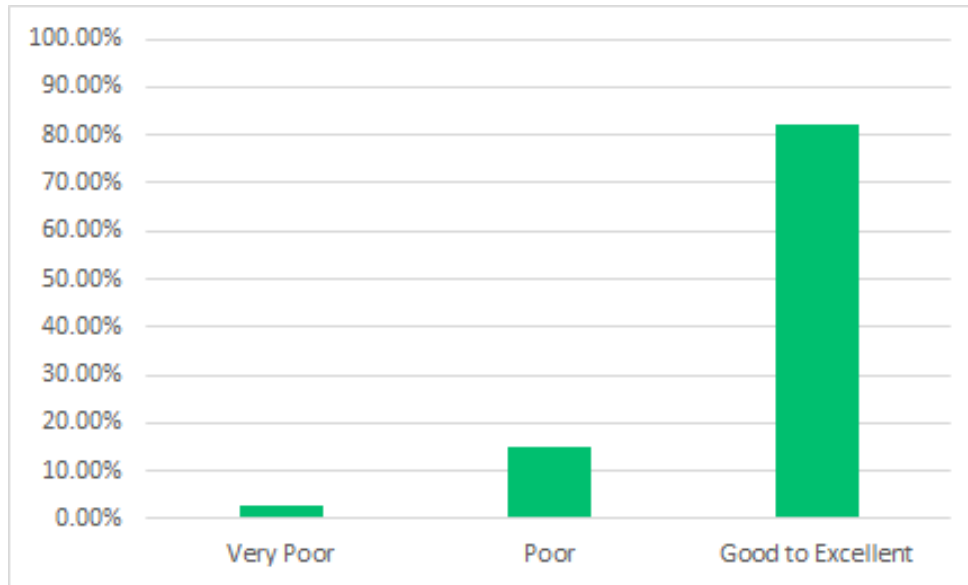
## Q6 Do you plan to follow the 2023 budget deliberations?

Answered: 288 Skipped: 14



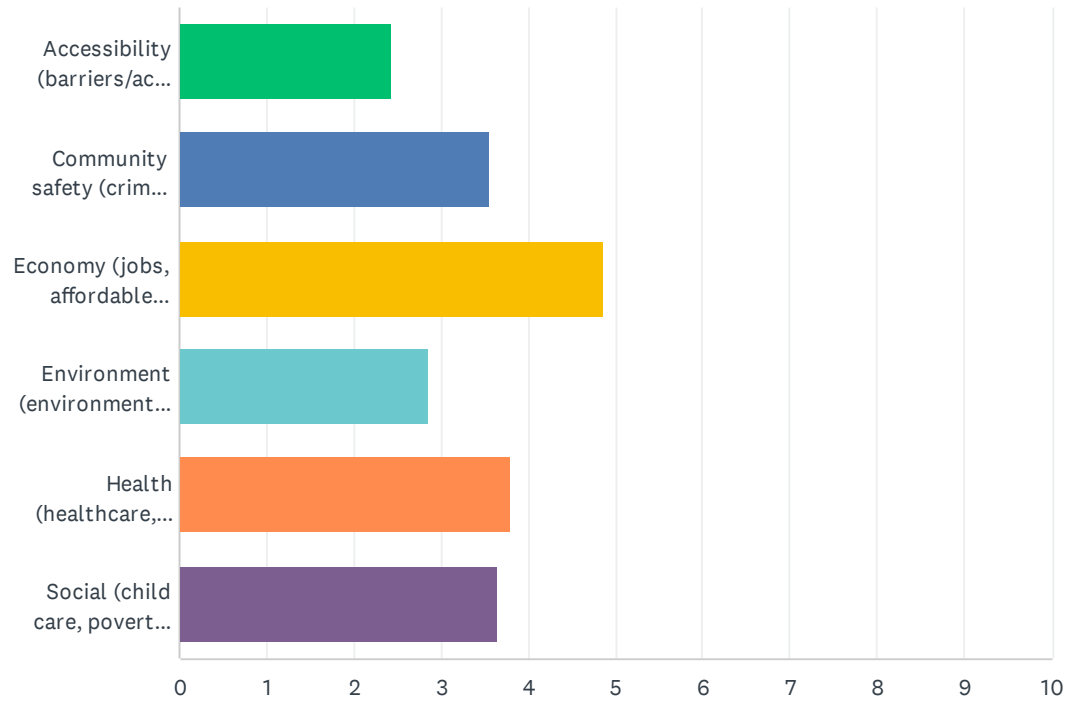
Q7 How would you rate the overall quality of life in Midland? Move the button on the sliding scale. '0' is Very Poor and '100' is Excellent.

Answered: 269 Skipped: 33



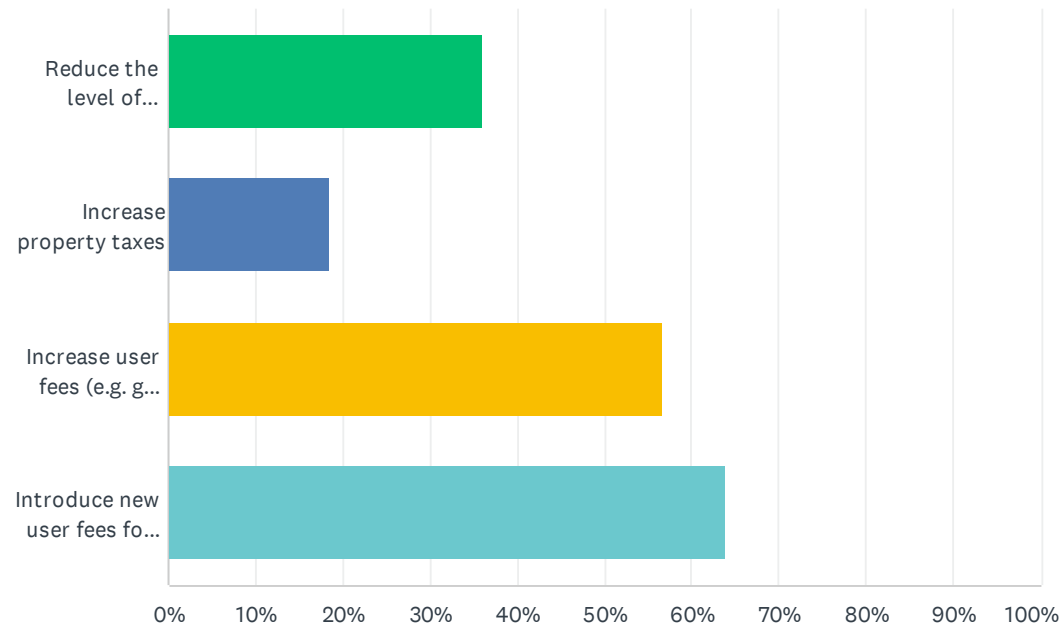
Q8 Rank the following social and economic issues facing Midland (in order of importance, with '1' being the most important).

Answered: 265 Skipped: 37



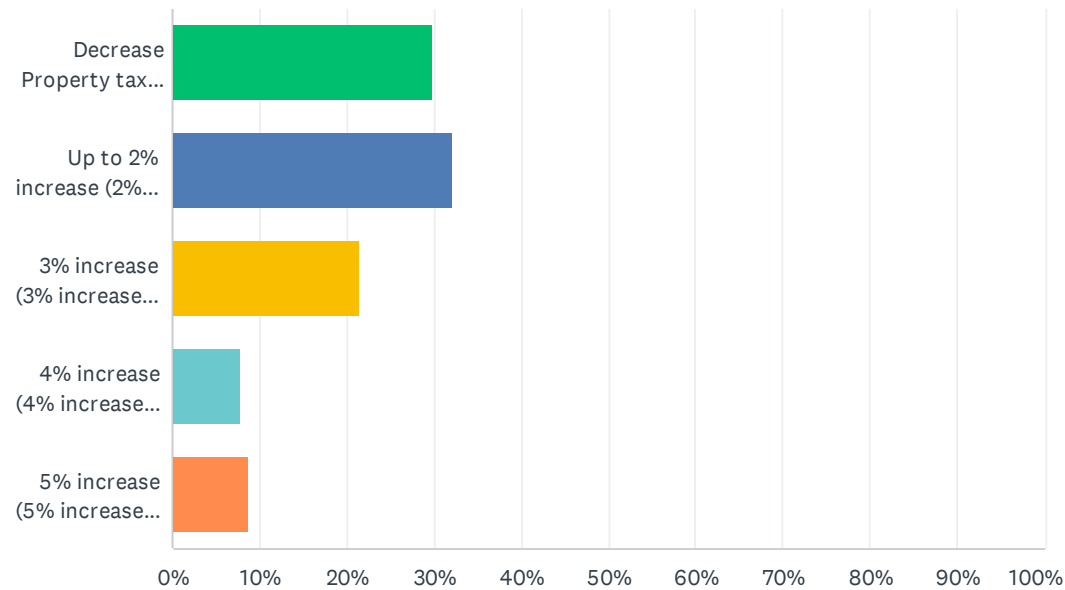
Q9 To balance the budget as required by law, the Town of Midland has several options to consider. Which of the following options would you prefer the Town use to balance its budget?  
Note: User fees are charges or costs you would pay to use Town services. (e.g. boat launch, building permits, fire permits). Check all that apply.

Answered: 242 Skipped: 60



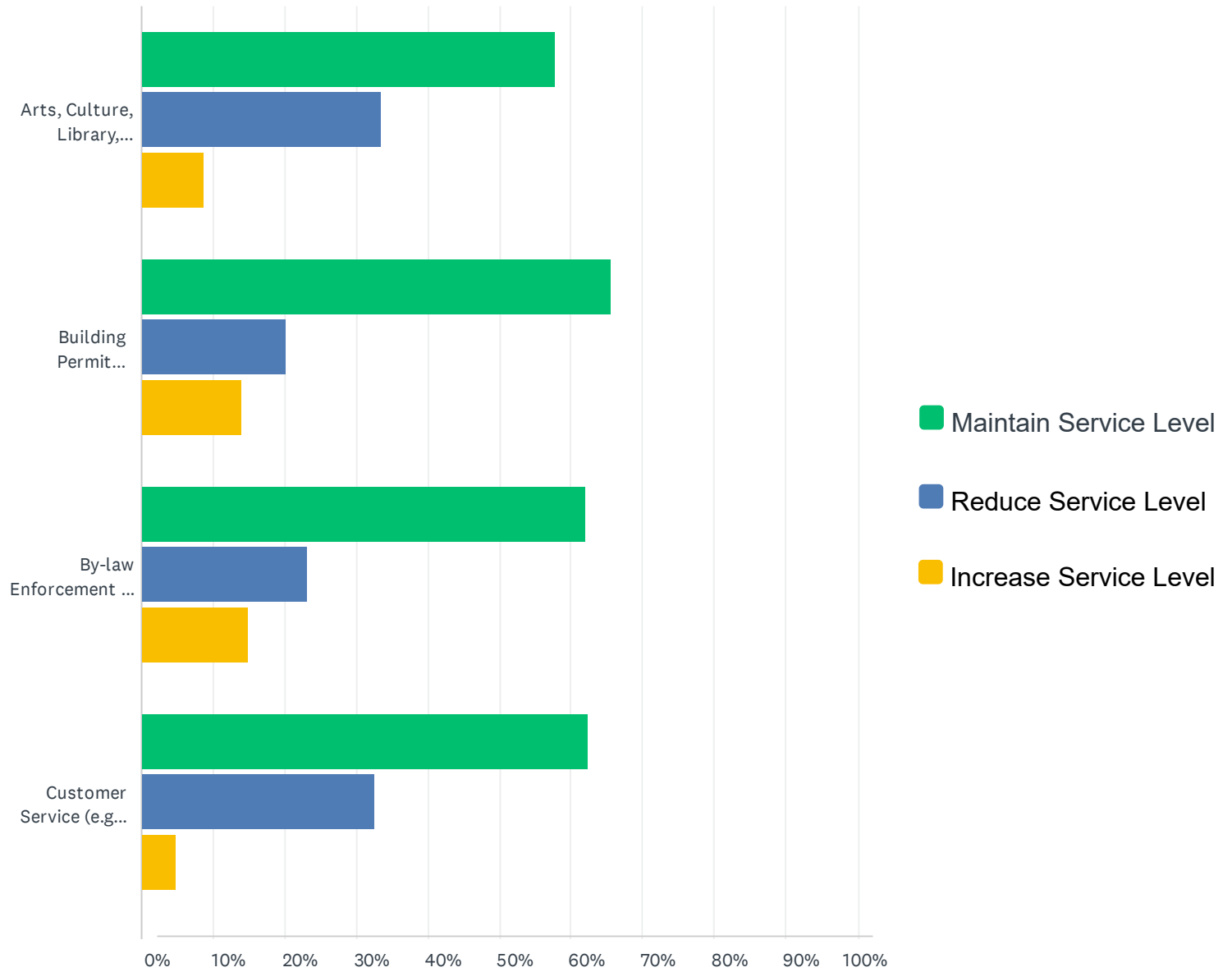
Q10 To maintain levels of service the Town has generally increased property taxes to or slightly higher than the rate of inflation. With Canada's current 31-year inflation rate high of 7.6%, costs for standard operations have increased. There is an even greater increase in inflation for infrastructure and maintenance at around 17%. Based on your expectations for service levels, what should the Town's portion of the tax levy be in 2023? Please note this is for illustrative purposes and does not reflect actual property tax increases. Amounts below are stated per \$100,000 of property assessment. For a residential property assessed at \$215,000 (2022 median assessed value), a 1% increase equates to \$24.24 per year.

Answered: 242 Skipped: 60

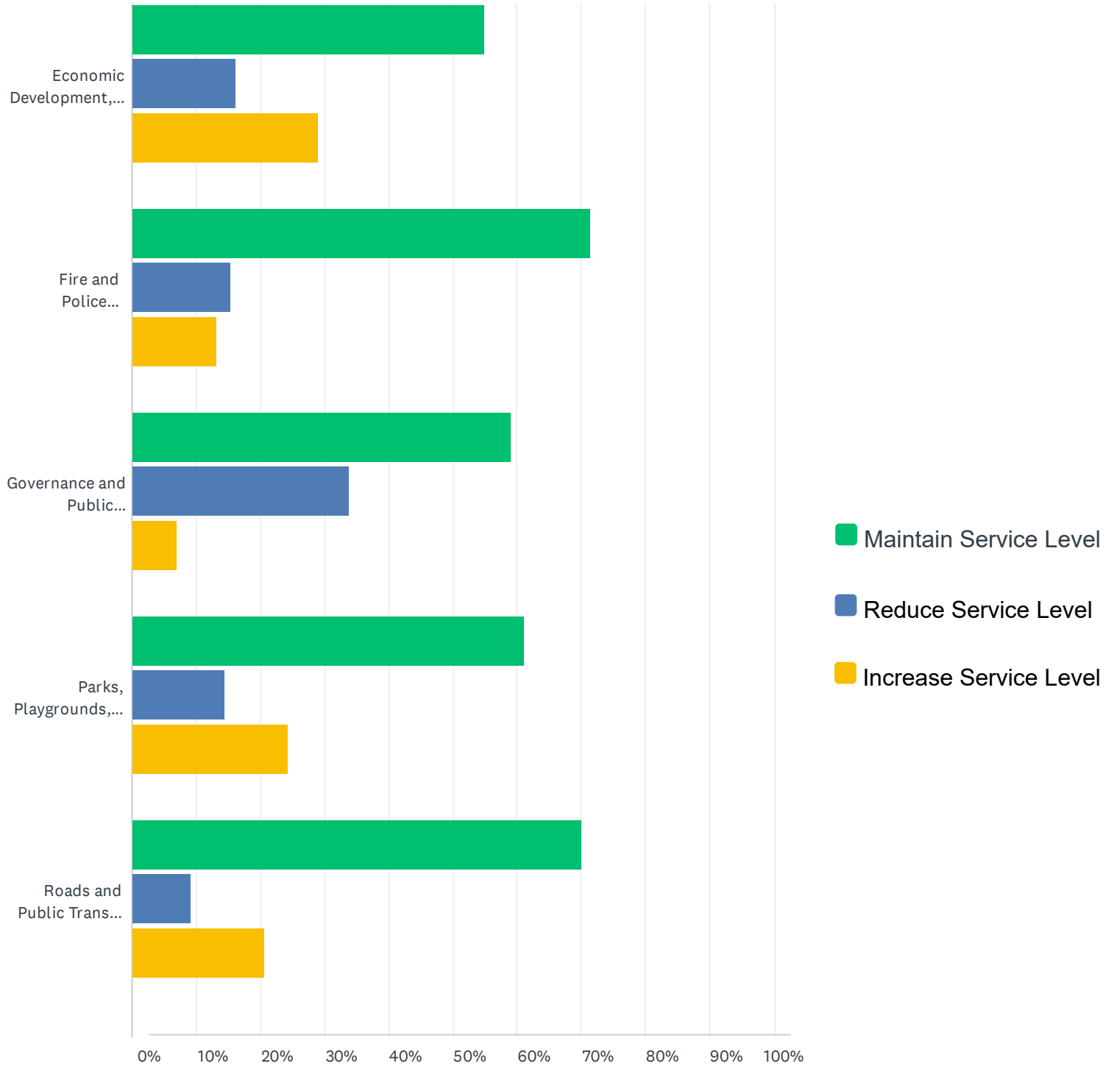


Q11 To reach the 2023 property tax levy identified above, indicate your preferred level of service for each of the Town services/programs listed below.

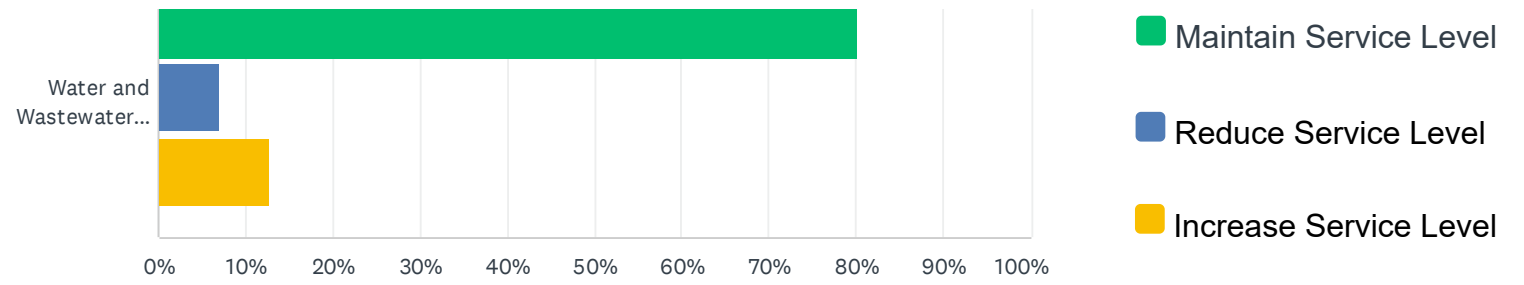
Answered: 242 Skipped: 60



# 2023 Budget Survey



## 2023 Budget Survey





## 2023 Budget Survey

#	ADDITIONAL COMMENTS
1	Combining several services in each bucket (police and fire as one example) makes it difficult to intelligently respond and also makes responses easy to misunderstand. I believe costs for fire protection can and should be reduced over the long term. My response does not mean I do not think public safety is important or that funding for policing should be reduced. In fact the way these questions are posed assumes that the ONLY way to reduce costs is by reducing services. Of course efficiencies reduce costs WITHOUT reducing services. Note the choice in the third column seems to recognize it is possible to increase services WITHOUT increasing taxes but columns 1 and 2 do not.
2	#10 is WRONG... Reduce taxes since all other surrounding municipalities were able to offer decreases at 1% or lower. Some definitely wrong in Midland if you can't keep taxes lower. The Town has continuously increased taxes the last 4 yrs even though the cost of living was low. [REDACTED] both stated we are the highest taxed and the lowest income yet did nothing to rectify it. The people have paid dearly in higher than normal taxes and the Town has not helped people. The Town has solely relied on people paying taxes instead of gaining funding through Government grants etc. ALL other municipalities in Simcoe County were able to offer lower tax rates to the people yet the Town of Midland did nothing to lessen the tax burden to the people.
3	Many bylaws on the books but they don't work if they are no being enforced. For example is the fireworks bylaw. People are setting of fireworks when they wish and usually at night when there is no one to enforce it.
4	Concentrating on getting currently developing neighborhoods finished can increase tax base quickly as incremental residents move in. E.g. Bayport Village
5	The town has to look at ways to reduce costs, the staffing levels at the Town Office are top heavy. [REDACTED] Staff are paid to work and if they have time to talk then they are not needed. Like every other workplace staff have to take on a bit more. Amalgamate services, there is no reason why Midland and Penetang can't share some services.
6	Service levels are already horrific so a further reduction isn't an issue. They can't get any worse
7	There should be a Unsure check box on these points, some of these things I have no knowledge about nor do most citizens.
8	Better and more regular transit. We have so many cab companies, because of poor transit. More frequency and later/earlier hours
9	This question can't be answered correctly. Balancing the budget is going to require some cuts, and some additional revenue generation. Asking what we levels we would like cut presumes we me know the levels they currently operate at. A wholesale Review of every department is required to ascertain if every department needs the level of service they have. IE- can building permits and inspections be reduced? If we hope to attract more developers, will it need to be increased in the future? So ultimately an evaluation of where there is extras to trim and how much that reduces the tax increase is the bottom line.
10	The OPP is NOT providing the level of community policing needed in the Town. The level of policing either needs to improve or change altogether. Also, Council needs to reverse By-Laws limiting public access to deputations and all By-Laws that make it impossible for the public to know the matters are on the Council Agenda.
11	Maybe its possible to reduce the amount of staff employed to carry out these services in an administrative role?
12	Would like to see the Bayshore walkway plowed/salted for walking- snow plowed primarily to one side would provide

## 2023 Budget Survey

optimum conditions for snow mobiles without wear to walk surface or to the machines. The walkway is a primary asset of the town & should be safely accessible year round to residents & tourists alike.

13	Midland continues to be the highest taxed community in Simcoe county. Taxes need to be brought back in line. Population growth is low. Maybe because taxes too high
14	Property taxes and town expenditures have gotten out of hand. The downtown parking fiasco is an example of wasted taxpayer funds. We are a town of 17,000 people with a large bureaucracy that seems intent on spending rather than saving taxpayers money. Previous studies have made reasonable suggestions on how to reduce town costs, but these have been ignored because there has been no political will to make changes. Hopefully this new council will look at ways to reduce or at least hold the line on taxes.
15	Services are essential, can be reduced! An increase in taxes should not equal fewer services
16	Negotiate lower water/wastewater operations costs with OCWA (Agency of Ontario Government). Renegotiate police services contracts.
17	-R3 zoning as-of right on all residential areas in town -Public pool in summer/skating rink in winter for residents or splash pad in summer/skating rink in winter. Charge for all I care, just build it. - Elizabeth to Bayshore pedestrian only on King st. Put trees and fountains, let restaurants spill out into street, put art and playgrounds. - Have a winter/Christmas market fest, charge for entry and licence it. Could be as big as Butter Tart festival. Use money for municipal services. - Charge for butter Tart festival and use that money too.
18	It's almost impossible to answer these questions without knowing what the current service level is, what it costs, whether there's any redundancy, what a reduced service level would look like, etc.
19	Maintain, but continue planning for growth of younger families through industry jobs. This will mean more tax payers with jobs and not a fixed income of retirees to pay the increasing taxes as our town grows
20	Cut waste. Keep wages the same. Not everyone in the private sector gets an automatic raise. Town employees already make above average wages.
21	Service levels are good, we need to attract new businesses, industry and residential development as a larger population will result in more tax dollars and jobs. Also we need to share services with Penetanguishene as this can lower overall costs.
22	innovate to increase service quality without increasing costs
23	Contracts with municipal workers to allow layoffs during shutdowns. Eg. Library
24	examine costs at the NSRC, should break even, MBL re-visit what our start up costs would be, we are a Town that relies on Tourism, what percentage of our costs come from Tourism, We now have 3 competitors working on waterfront projects, WE MUST do ours right the first time.
25	Cuts to winter control have already been felt in the past decade, restoration of former fantastic level of service is essential - particularly giving an aging population with declining driving ability.
26	Perhaps find some savings. When at the dump, we hadn't even finished unloading electronics for recycling when employee came over to sort. Tidiest waste facility we have ever seen. Perhaps it is overstaffed?
27	Would like to know if in fact policing budget has increased, and by how much, with the disbanding of midland police services by going with OPP services. Also any new housing must have higher number of units that would be affordable to

## 2023 Budget Survey

	our residents not high end town housing, condos,etc. for influx of wealthy people.
28	All areas should receive the same services not just select areas eg bus and sewer
29	Fines for dogs off leash at parks. This needs to be addressed. Signs posted at All parks.
30	Snow removal is a major area where money can be saved. Spending days trucking snow away from neighborhoods is financially exhaustive. Gas, manpower, and equipment maintenance is all needed and these are expensive costs to remove 5 feet of snow piled up in the front of people's yards. Look to communities in BC that have heavy snowfalls. This procedure does not take place. Highly unnecessary use of resources. Additionally, the new procurement of trucks. A lot of money has been spent on new high end vehicles from a variety of manufacturers. It seems like excess for what is required and intended purposes.
31	Reduce costs relative to seniors and others on very limited income.
32	Build a costco that would benefit the town
33	Midland requires a more timely, efficient transit system. It would generate revenue, and be helpful towards climate change.
34	Reduce wages of department Heads. They are paid two times there value.
35	The sidewalks on Yonge from 93 to King were marked to show areas of concern last fall but the job was not started and the weather from the last year has removed these markings. Those with mobility issues are left to manage hazardous areas using the sidewalks.
36	Provide more diversified information. MANY Seniors are NOT Computer/Web literate. Mailings and/or Newspaper Postings would be beneficial. Also more transparency during elections. Many of the candidates did NOT reply to the Mirror Survey.
37	Midland should merge with Penetang first and with Tay and Tiny Townships next
38	This is challenging to answer as you didn't provide any info/ metrics as to the current levels of service.
39	The choice of "preferred level of service" could change with details of cost.
40	Economic Development, Planning and Growth Management (e.g. new subdivisions, attracting businesses, industry - Concentrate on people here, the homelessness, the opioid crisis, the crime rate, the break ins, the mental health and wellbeing
41	It is difficult to work with the town currently. The lack of accepting visa / mastercard for permits is a giant pain in my business. my employees also continue to struggle to find a family doctor and I am not sure what the town is doing to support this.
42	Midland would benefit greatly from simple improvements - benches and street furniture, street trees, and parks upgrades. Midland needs some upgrades to the transit stop at Huronia Mall - rain shelter and seating.
43	I appreciate the questions. However I feel they are quite biased for the resident to respond at minimum "maintain service level" for each item. Reason being, selecting "reduce service level" will inherently generate fear in the resident because of what will actually be reduced. If a resident were to respond "increase service level", resident will be fearful that a tax hike is coming. I believe, and the knowledge gained through my campaigning that residents can't afford a tax hike, and yet they don't want services cut. In summary, the questions above and the available responses seemed bias and most residents will lean to "maintain". What residents really want is waste removed from the system and making sure our tax dollars are well spent. Reviewing usage analysis for library programs, fire services, and all other town services needs to be completed, and

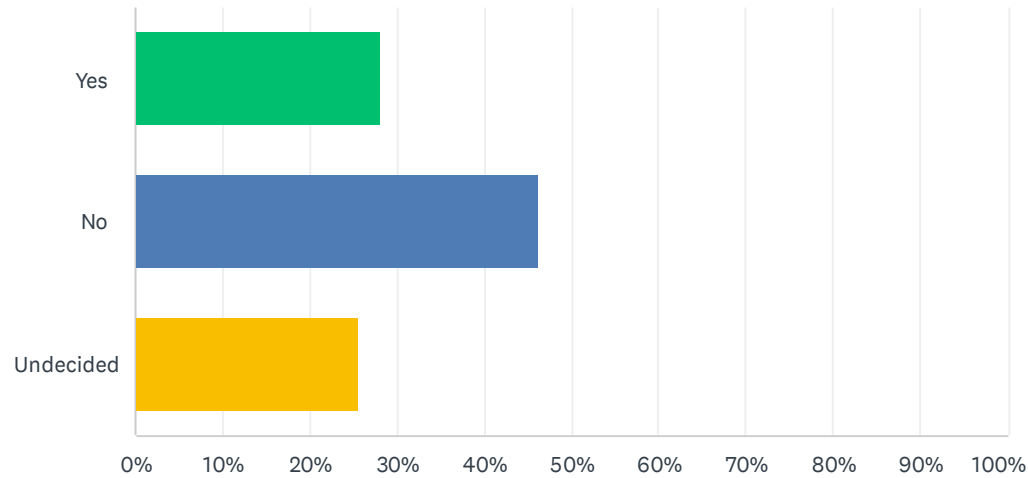
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I trust it will. Additionally revenue streams need to be created. Parking in little lake park should come at a cost at minimum to residents who are not from midland. This concept could lend to pete petterson, gawley and downtown parking. Thank you for reading this far.

44	You need more efficiency. Get rid of some staff. Spending on lawyers etc should be reduced significantly
45	Traffic calming - increase budget
46	The town of Victoria Harbour desperately needs more playgrounds with jungle gyms. The new subdivisions along highway 12 have brought a lot of young families who would have great use of a playground. The closest playground is Mackenzie Park and it's a 30 minute walk
47	Would be helpful to know what the current service levels are and the potential decrease or increase could be. Would love to have one washroom open year around at Little Lake Park
48	Let some town employees go. layoffs. Too many town staff.
49	Questions 9 and 10 fail to mention the possibility of operating the current units more effectively or reducing staffing or management positions or analysis of current staffing model, delivery model.
50	Hard to answer the above without knowing the cost to provide these services. E.g. governance and public engagement costs to maintain info on website social media etc should not be high. Or how do I rate Building permit etc if I haven't used it or know how good or bad it is now?
51	My answer on #9 is not what I want. NONE of those options are acceptable!! The town of midland can come up with so many other ideas than off the backs of user groups and taxes and reductions to service!!! This is ridiculous and the town needs to have a none of the above option for that question because I am sure many midland residents don't agree with any of those options! It feels like midland is trying to trap us into answering that so they can use it against us. Just wow midland wow!!
52	I totally understand to increase some things our taxes may rise however a close look at the way the town does business needs to be undertaken as the general populous as not been taken into consideration for several years. More focus on the wants and needs of low to middle income families needs to be a priority.
53	It appears to me there's constant increases in property taxes and the services have not improved especially Midland transit. I'm not impressed with the quality of service. The fares were increased and monies were received from Federal government but the service has not been improved in the 8 years of my living in Midland
54	Ridiculous that improving efficiencies and reducing staff salaries and redundant positions are not an option in this poorly designed survey. Have an objective third-party design the next one.

Q12 In addition to funding already provided through your property tax contributions to the County of Simcoe, do you support increasing your local taxes to fund local affordable housing initiatives?

Answered: 242 Skipped: 60



**Q13 What can the Town do to improve our services (e.g. roads, sidewalks, recreation, tourism, public spaces, planning, building, communication)? Please enter your comments in the space provided.**

Answered: 164 Skipped: 138

#	RESPONSES
1	Longer open hours or weekend hours
2	Introduce initiatives to address homelessness and lack of affordable housing.
3	Lots of room to improve Town website and communications.
4	Provide more services such as outdoor skating rinks etc for youth whose families don't have the resources for hockey etc.
5	The town can ask question that do not provided biased answers. Which there was open text so I could really tell you what I was think in particular areas. Some of the answers were phrased so that residents would not pick a service enhancement although if you truly study the issue it would cost the town nothing. Some questions lumped in several different areas making it difficult to answer. The survey will not provide the result you are looking for. I am disappointed. I hope the new council can see through this.
6	We really need to explore the possibility of streamlined services with our sister municipalities in North Simcoe. If we can find additional ways to utilize our collective resources, we can provide better service at a lower cost to all. We are quite dependent on tourism and seasonal residents, so finding a way to leverage the resources of those groups to benefit the permanent residents would also be crucial to seeing our Municipality succeed. We must also not forget that we only have one waterfront and one chance to build something that will be a true community asset... We must develop it smartly to ensure that we ALL can enjoy the best our community has to offer.
7	Get people to work with the Town and lower taxes for the people.
8	Plan for the future, let's capitalize on our tourist rich area. Industrial sector is all but gone. Let's create a Town that visitors will flock too.
9	well stop wasting money on lawsuits against former employees, if they had never happened we would be at a 0% increase. Cut down on all the flowers and plants in our parks. Make the Fire dept more leaner as the calls for service may support. Sub contract out park maintenance but make sure there are mechanisms in place for those companies not meeting thier obligations.
10	incorporate feedback from residents
11	Use our money for necessary expenses (such as fixing the crumbling walls in Little Lake Park) and not for frills like (like the pavers and bollards downtown).
12	I think the town ran fine when they used the "Department Head" structure to deal with the issues before the town. Now there

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is [REDACTED] filling that role at a high price. I think they do not have a good grasp on what Departments/Residents need.

13	I have been advocating for the expansion of the pickleball courts at Tiffin Park. This would enhance the health and well being of residents and bring economic benefits to the community.
14	Plow the Trans Canada trail in winter in areas within 3 or 4 kms from the town docks. This would allow more use in winter and keep people healthier. I have also noted getting Bayport Village issues resolved so development can finish and incremental tax base realized.within
15	Adequately maintain the spaces we have already invested in. A newly updated downtown full of garbage makes no sense. Public beaches and children a playgrounds that are full of garbage and goose poop makes no sense. Let's start by maintaining the areas we already have before adding new ones
16	Increase recreation progra@ms. More accessible and usable public spaces. Seniors want safe places to walk for exercise, especially in the winter. Figure out how to Improve opp services. Don't love Saturday paid parking, but do appreciate free lots.
17	More affordable programs for children and families, playgrounds, splash pad beach areas
18	I feel that the services that are currently provided are reasonable. Midland residents just cannot afford another tax hike. You are taxing people right out of Town. Times are tough and financially most are feeling the pinch of the high cost of pretty much everything. There comes a time when things just have to be put on hold, status quo. Earnings, pensions etc are not keeping up with the high cost of good. Whatever projects can be deferred should be until such time that things level off.
19	Improve winter access to pedestrian trails. Complete sidewalk between Sunnyside and Vincent as there is no safe walkway in the winter.
20	Stop plowing sidewalks when there is no snow in may. Stop spending money putting orange paint on sidewalks. Stop cutting trees that don't need cutting.
21	More efficient use and planning with current resources
22	Reduce or hold taxes. Outsource Parks and Recreation. Stop putting stoplights up everywhere. Encourage/Create community volunteers to work for the town to keep taxes low.
23	Better planning/budgeting for future events ie road repairs
24	Concentrate on the existing and improve on it before embarking on new ventures. Some things like snow clearance went backwards under the last council.
25	We are reminded to shop locally and I believe we should hire locally as well. Residents will make a more impact related decision when it comes to services and level of service required. We need to spend based on our situation and not on higher goals. Roads /sidewalks can be looked at during non peak hours. Recreation should be Midland first and others pay a fee. Building should be based on the majority of income needs, not the minority of high income requests.
26	TOM needs a professional communications plan that is transparent and consistent
27	Increase taxes
28	Develop the waterfront... no plan will please everyone, but any plan will help Midland's tourism, housing and economy



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29	Let the residents be/feel more inclusive in town matters.
30	It is very difficult to be a pedestrian in the winter in Midland.
31	When building new housing developments, please use inclusionary principles in the design.
32	Ensure there is full public access to public spaces and take a look at improvements in downtown buildings. Some buildings on King Street are an eyesore.
33	Directly look at town staffing to address which departments may need staffing vs which are overstaffed and adjust taxes accordingly, if need be
34	Planning events better, I was extremely surprised to hear that the town loses money on big event like butter tart festival, maybe consider hire some professionals, instead of reducing services or increases tax the town should learn how to make money
35	Increase development rates on waterfront and large home development.
36	Be more organized and be willing to change to make services more up to date and time efficient.
37	The level of snow Removal is substandard for the amount of snowfall in the area. The roads need to ne clean by 6:30am so people can get to their jobs. Sidewalks need to be maintained year round - accessibility. Midland needs to set aside a budget for promotion of our natural beauty and resources to attract more visitors. We are the largest center in Simcoe North and need to develop better services to assist those in need; the homeless. We need more suported housing to help seniors and those who need support with day to day activities. We need to communicate with the upper levels of government to assist us with infrastructure work.
38	Photo radar in school zones and near nursing homes/retirement homes and other community hubs (has really helped Toronto), amalgamating services with other municipalities, ensure that things are funded trough an equity lens (why does hockey get so much time, not other sports), improve livability of parks, walking, etc. The library is a gem - restore Sunday service at the library. Ensure that children are represented in decisions (seniors keep getting things like free parking while children in midland have been waiting for a splash pad for years). Make hard decisions, don't just listen to people who gripe on social media. Make decisions for the next generations of midlanders. Respect right relations with Indigenous groups even if it means hard decisions. Reduce car dependence (reduces wear and tear on roads etc). Work with all levels of government to FUND A WARMING CENTRE NOW. Thank you for serving our community.
39	Increase Tourism and Culture, as well as policing, both will help to greatly improve our community and make it a safer place to live and enjoy life. I don't feel safe walking around many areas in town, especially downtown. I would love to support downtown shops more often but I don't enjoy going on my own. No issues with paid parking, but don't like feeling unsafe with the number of drug addicts everywhere. Clean up that problem and our town will be so much nicer! We need more assistance from the OPP and the judicial system, we are in an opiod crisis. I have witnessed open drug and needle use in front of St Paul's church and have been hassled by people when trying to go to the bank. Very scary.
40	Increase shared services with neighbouring Municipalities to avoid duplication of cost and services
41	Communicate more often
42	More staffing
43	There are still a number of parks that have been removed, putting a general time line board up would be helpful to know when to expect the new parks.



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44	partner with other communities, do research, get more people involved
45	Don't spend money you don't have.
46	See previous comments re: shore walkway.
47	Council needs to run the budget like people run a household budget. If you don't need it, don't buy it. If the community centre needs more money, raise user fees, not my taxes.
48	Engage the OPP and the Premier's Office to increase the policing staff levels to rid our town of the addicts' campsites and return it to its original quality. At once!
49	Reduce management and put people back to work for their paycheck
50	Improve the maintenance of park land and King Street.
51	The town needs to look at its own regulations as there is a perception that we are over regulated. Its likely time to start discussions about amalgamation of Midland, Penetanguishene, Tiny and Tay. How many local governments (CAO's, Dept Heads, etc.) do we need for an a population the size of Orillia? rea with the population o time to
52	Make the downtown safer and more pedestrian oriented. We have a lovely town, tourists will come if they feel safe and there's a viable core
53	We do not need sidewalk plows. All they do is tear up our lawns & sidewalks & make far too much noise.
54	1) The town needs to have more water access for people to get into the water not to just stand and look at it. 2) there needs to be sidewalks on Aberdeen Blvd and other busy streets (eg Taylor drive a short street has a side walk. Aberdeen a through street does not and it took years to have the trail cleared but there is no way to walk to downtown on cleared roads. 3) More ideas need to be explored for the use of the new water front development to promote tourism while also generating revenue.
55	Act faster to come to solutions re building and planning. Too much talk not enough action
56	Improve efficiency of public works staff/management/contractors. Encourage public participation - cleanups, reporting issues, volunteerism, etc. Acknowledge the limitations presented by our geographic location to manufacturers - encourage commercial airport development, specifically an industrial heliport(in conjunction with the provincial government).
57	Densify existing areas, lot splitting, town houses etc, relax zoning laws, double the residents, double the tax revenue for same area, double the services
58	Garbage bins in parks, maintain adequate level of sidewalk maintenance in winter.
59	Ensure essential infrastructure is in place, is maintained, and that there are funds to repair/replace that infrastructure in the future. Once the critical infrastructure is planned out, only then can additional services be considered.
60	Build an amazing public boat launch that encourages people to visit and spend their money in midland.
61	Go back to leaf vacuum collection, free parking downtown on weekends, continue development behind Walmart to highway 93. Improve usage of Little Lake park. It is a gem. Get the ski hills going again, with some form of entertainment for families. Look into a youth centre or using the boys and girls club later into evenings for youth and gym at same time for free tutoring, recreational use

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62	I have no hard services on Par Four Dr . other than snow removal & road cleaned 1 time a year . Taxes are through the roof . Even a fire Hydrant might be nice .
63	Get the ebike situation under control. They have nonplace on sidewalks. Stop. Talking about affordable housing and start thinking about attainable housing that people can own. It was possible before, just look at the wartime bungalows build in the past.
64	Midland needs to have a long term plans to fix roads, put in sidewalks in subdivisions that have none especially with busy roads. the town also needs to cut red tape for developers of homes and businesses to get more types of housing built both affordable and conventional average priced housing .
65	Planning to bring more families to town.
66	Maybe offer some departments volunteering opportunities to cut costs?? We do have a lot of retirees in the area? I would like to see a splash pad down at the waterfront to attract visitors to the downtown.
67	Increase housing density to aid in resolving housing crisis, reduce crime with increased police presence, create a waterfront area more similar to Orillia's which seems to have something for everyone.
68	Do not sell out the last piece of public waterfront in Midland with out priority to residents first.
69	Install a dozen EV charging stations in the downtown area to encourage EV car owners to shop downtown. This could also be an income stream for the town. As EV adoption increases the town could easily expand the number of charging stations.
70	Need to find a way to reduce housing prices for younger people
71	Not sure what the town can do, however feel the council should be getting input from the residents and merchants about their plans...avoid such episodes as the downtown parking meters. I always read the news so making sure the news is updated regularly would be helpful.
72	Improve your focus on activities that illustrate positive economic returns. Tourism tax should be implemented and a conscious effort to attract and retain visitors is needed. They help all industries thrive and this requires little investment of tax dollars.
73	work within a normal budget not a wish list---Midland has a tax rate twice what Newmarket has i.e. for a home with twice the assessed value in Newmarket the taxes are the same---how is that possible?
74	work more closely with other levels of government and neighbour communities to a) get Midland's fair share of grants and subsidies, b) decrease costs by amalgamating services
75	Combine service delivery with other North Simcoe municipalities wherever possible. Local standards and costs should be comparable across the region.
76	Apply the ford government recent changes to housing density. Maintain public park, green space, trees
77	we need good employees, with the right experience to take our Town forward, we need a responsible plan that will work for us t-day and into the future
78	Increase efficiency
79	Get rid of paid parking and do more town related events for tourists to come and enjoy while using this as a opportunity to ease tax burden and balance budget for the town

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80	Signs and patrols on waterfront trail that cyclists must use bell or warning device when approaching pedestrians. Emphasize it is the law and also common courtesy
81	Restore the former glory of the Operations Department's winter control level of service.
82	Actually plan and complete the work in a timely manner. Watching our sidewalk get redone this year was horrible. There is no way it should have taken the amount of time that it did to complete one side of one block. We already pay some of the highest property taxes in the province for a small town and the services provided are only done half assidly. Even our main water shutoff for the town was installed in the wrong location by the town and in 20 years has never been corrected. Parking on our streets in the summer is crazy and people park on both sides of the road and drivers cannot get through because one of the no parking signs was knocked down when they redid the sidewalk and no one ever put it back. They park right up to the corner and have almost caused numerous accidents. But by-law never is around to deal with it. My messages to the town went unanswered
83	More public washroom availability such as portapiletsfor music evenings at Harbour and in parks later in the day and later in the season. Many seniors here and we need them. Hold public meeting ASAP on Midland Bay Landing. Perhaps survey residents first on what they would like to see done and how much extra taxes they'd be willing to pay for what they want. It is the low income who need a true accessible park along a significant portion of the waterfront but they have the least clout. The well off who live along the waterfront should not really have a say, they have what they want and don't care about the 'regular' residents of the town. Put an extra levy of dome sort on houses over a certain square footage or price. If you can buy a house for over a million dollars, you should be able to pay a higher tax rate!!!!!!
84	Public spaces, such as the waterfront, should be available to all not just to those who are able to afford to live and shop on waterfront.
85	Increase developer fees expect for affordable housing component. An increase in developer fees for single family high end homes could offset any fees a developer would charge for affordable housing. People needing affordable housing, and there are so many residents in Midland that need a place to live, should not have to bear the weight of developer fees and we see these folks becoming richer, year after year, on the backs of people who need a roof over their heads.
86	Make MBL a usable waterfront space for everyone not the select few. If you need to build houses use the rest of the park that has already been partially used by chigamik. Keep one of the last waterfront spaces for the ordinary taxpaying residents and visitors to our area. Buildings if necessary to the street side and recreation on the water side.
87	I really hope our Midland Bay Landing goes ahead...we need to generate income to lower our taxes.
88	Post signs at all parks that dogs need to be on leash.
89	Many communities have a recreation director that takes the lead on facilitating recreation in the community. This includes the organization and being the boots on the ground for running sports (hockey, soccer, lacrosse, swimming, kids summer programs, etc. Here these programs run from volunteers. Greater involvement of the town should be applied to the leadership of these programs. Moreover having key facilities that are common place in other communities tend to be lacking. It is strange that no public pool exists and that outside organizations have been tasked with providing this service. Obviously from my earlier statements I am looking for the town to be fiscally responsible and am not looking for an excessive tax hike to build or operate these suggestions. However, snow removal and the transportation of snow (with all its expenses) does seem like a poor expenditure of finance. Obviously roads and sidewalks should be maintained for safety reasons, but the practice of removing snow at the front end of houses and transporting that to another location seems not financially responsible.
90	We seem to be lacking in town pride...Little Park has been largely ignored all through COVID, signs at our town boundaries

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are pretty ho-hum...see Waubashene and Port McNicoll's attempts to make their entrances stand out...our fancy downtown sidewalk has little connection to our historical past in HURONIA...let's hope we can do better with Midland Bay Landing...I'd like a place to access the water from Downtown rather than drive around the bay or fight with Tiny two to use its beaches! P.S. Without a town newspaper we could use a central site/location posting all local town activities...we're very fragmented...Springwater News does a great job, and as SENIORS, this little publication is far more accessible than online!

91	Enough already.
92	Do not increase taxes during these tough times people are struggling and are living pay cheque to pay cheque
93	build a costco...increase business stores/plazas so we don't need to drive to barrie or orilla
94	Find ways to reach the non social-media public (in person informal and formal information and Q&A sessions, visit existing community groups, visit people door-to-door even outside the election campaign to learn the concerns, have posters for 'town halls' and other group formats in businesses and organizations throughout town, do 'cold calling', allow resident to sign up for email, telephone, and snail mail information about what the town is doing). Create volunteer community groups that do some of these things, and who are willing to look up information (and know how to do so) on the Town websites and other resources, and collect concern, thoughts, and idea to the Town. That is, redefine 'civic engagement' and don't make it dependant on social media and foreign companies business logic (aka algorithms).
95	Make Midland an affordable place to live and work. Encourage technology and manufacturing businesses. Help small businesses thrive. More community events brought forward and attended by the mayor & council.
96	Update and enforce bylaws, repair sidewalks, make downtown safe and attractive for residents and tourists, encourage building of services and other potential places of employment, open communication with residents.
97	How about helping the homeless ! Put in some nice places for kids ( splash pad ). Put in a real park in the grove rather than the disgraceful thing you have there . Forget tourism for now and focus on what our residents need .
98	I am happy with roads in Town. There are still some areas in Town E.g. Dominion between Margaret and Penetang Rd that need a sidewalk to accommodate walkers. Complete updating playgrounds which I believe is in the works. The Town for years has gotten out of the business of providing recreational programming for children. I know this is a costly endeavour but we are the only municipality in North Simcoe that does not do so. I attended all of the public meetings for the MBL. I remember clearly that those in attendance voiced more green space and water access. I don't believe this was reflected in the latest plan. Re communication I would like to see a monthly newsletter or message from the mayor summarizing results of council and committee meetings and brief announcement of Town happenings. Tay Twp is a good example of how to do this.
99	more bike lanes that allow cycling and ebikes
100	[REDACTED]
101	The Russ Howard Dr subdivision needs a parkette
102	Ensure businesses on King and throughout the town are ACCESSIBLE many are not. I personally ou.d love to shop on King but I CAN'T access quite a number of businesses because hey are not accessible for me to enter riding my mobility scooter as a result, I cannot shop local.
103	Stop requiring homeowners to apply for building and fence permits for properties purchased with fencing and structures already in place at the time of purchase. It's actually harassment. Call me and we can discuss. [REDACTED]

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104	Council working together with input from residents and council members, by listening, debating and working together for the common good. Thoroughly investigate all projects regarding cost, durability, and need before approval.
105	engage with citizens before decisions are made.stop going to consultants.
106	Explore different ways of providing sévices. Consult with other municipalities who are doing things well.
107	provide more free parking. I wont pay. I shop where I don't have to pay to parkp
108	Pay more attention to infrastructure problems. Don't take the cheapest option. Look at the long term costs. Stop wasting money on "improvements" that degrade accessibility for residents & visitors.
109	Bike lanes, electric car stations
110	Stop wasting money - Flauty Festival , reduce staffing ██████████ consolidate Penetand Midland ans area Fire Halls - too much is paid for senior Fire staff when alot of burden is placed on the Volunteer Firefighters, cut the # of Councelors to 5 Sell the Midland Skating ring, make the ball diamonds usable for the residents not out of towners -convert them to dog parks - be open to the residents not this behind these behind the door meetings - take a cut in pay
111	The town of Midland has the potential of being a great place to live and visit. As a senior I find the maintenance of parks in the summer and the timely removal of snow during the winter sorely lacking. Apart from that I really hope Midland sees the benefit of going ahead with the MBL development.
112	Reduce funding to fire department
113	Support the BIA in the development of initiatives that bring people to town.
114	Merge with Penetang and reduce number of policians
115	It would be extremely helpful if I could get a straight (and consistent) answer as to whether or not Riverwalk Pl. has been assumed by the town. Then I would know who to contact concerning plowing and street sweeping issues.
116	Need more input from residents as to the expectations of residents
117	Increase green space for all to enjoy! Splash pad or two for children as we have limited access to "clean" waterfront! more collaboration with adjacent municipalities... move to regional government. Building dept has a very bad reputation in our community and with planners. More transparency about big issues. More professional approach...parking mess was an embarrassment to everyone on many levels
118	Amalgamation - reduce # of local councils - work collaboratively to project one northern simcoe region.
119	Sidewalks on west end of Dominion and Victoria - lots of pedestrians have to walk on road. Parks better promoted - ie: Tom McCullough Park;
120	Learn from other municipalities, use the work they have already done. Engage our high wage earning staff (i.e. 100K plus ) to earn their salary with progressive ideas, and leadership. It's time for staff to look for areas to save 2-3 % instead of asking for tax increases. I've heard that we pay high taxes because of a provincial fomula it's time for all to focus on changing the formula. Please stop looking to council for guidance on the budget, I suspect at best they manage a household or a small business, that's why we pay the high priced staff. Get creative stop doing things that don't have value for most residents. You could ask for some tips from citizens on ways to reduce costs. i.e. painting yellow arrows on the



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	road pointing to sewers that don't move, try a map or gps, or the posts that you put in to guide the snowplow that the kids pull up the same day they get put in. Maybe you could do something bold like hire staff that don't belong to unions.
121	deal with homelessness there should be no one living on the street in this town
122	Perhaps have more volunteers to help in various areas. Potentially retirees maybe looking to add value, people just need to be asked. Even with our parks and playgrounds. Have area residents maybe look after them. You never know until you put it out there
123	improve communication & information about hours of operation, service levels and role of the community
124	Put the park back in at macmcallan!
125	Allow online credit card payment
126	Midland needs to put more money into walkability and cycling infrastructure. The sidewalk network has a few gaps, and more crosswalks are needed. Cycling needs better separation and protection for it to be viable mode for seniors and youth. Focus on more events Downtown and King Street, the harbour and parks. Downtown needs more trees, especially on the side-streets. Do more events at 509Bay Street. Look to winter city planning to address winter livability concerns.
127	<div style="background-color: black; width: 100%; height: 1.2em;"></div>
128	MORE EFFICIENCIES !! Better bang for the buck.
129	Services are great! Keep improving our community
130	Hold staff accountable for each service and measure their performance quarterly.
131	First off. We are in a time of inflationary pricing. Fiscal responsibility is a must to keep any raise in taxes respectable and affordable for residents. Although all services can be improved upon, always, I don't have any specific areas or suggestions for improvement on services. i believe communication is key and filling a communications role in the town is required. I think looking at our interal processes in our planning department may be required to ensure we're operating efficiently as possible.
132	Undecided
133	Increase development
134	Look at how existing services are provided to see if there can be any improvements with regards to how those services are provided now to reduce costs. For example, are the service providers for roads and sidewalks doing the work so that they stand the test of time. Are we getting appropriate revenue for the town for recreation and tourism. If not, why not? Are expenses being managed efficiently? Re communication - a public group (could be 1 or 2 people) needs to be formed to proof read the communication to make sure that it covers everting and is user friendly. Sometimes the creator of the communication/ documentation is too close to the subject matter to understand some key information that is missing. As far as planning and building is concerned, the process needs to be more streamlined so that people applying for permits to build don't get frustrated and go elsewhere or have to pass on additional costs due to time delays to the customer.
135	Keep waterfront public, install a bike lift on Hugel Ave or Dominion
136	Encourage new homes and businesses to be built thereby increasing the tax base and local business opportunities. Growth is the answer - delaying midland bay landing development is a mistake.

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137	Improve walkability and reduce car dependence. Reducing car dependence can save the town money on road repairs etc. make it safer and more pleasant for kids to walk to school and for seniors to get around without a car. It's great to have public input on things, but ultimately the regular public don't have access to all the necessary information required to make budget deliberations. Council is going to have to be brave and make some tough choices. A tax increase might be unpopular but it's likely necessary. Don't listen exclusively to negative Facebook comments.
138	Improve our waterfront which would ultimately bring more tourism and tourist dollars to the downtown.
139	Pause MBL, re-pave the bad roads (ex. Yonge from King to William), more winter activities
140	More playgrounds in Victoria Harbour! There are a lot of new families that have moved in to the new subdivisions near Bay St along Highway 12. We are in desperate need of a playground in this area. The closest is MacKenzie Beach Park and it is a 30 minute walk. You would need to drive there which isn't always an option
141	We should be focusing on more affordable housing, and not not all new homes for the rich. We will need a work force, as a matter of fact we need more people to work now, but no where for them to live. This would solve more than one issue. We can't build a future without families.
142	More communication on town events for example rib fest, or other town events.
143	Reduce town staff and 0% tax increase
144	Stay active on social media with upcoming events!
145	The previous Council was highly secretive in my opinion. Tough questions go unanswered to maintain status quo rather than consider the potential alternatives. It seems there are more positions and more management positions in the town than ever before. Is this true? Crime seems to have gone up and actual number of officers in the entire area seem to have gone down. Is this true?
146	Attract sponsorships (name the rec centre, splash pads etc) Apply for more federal/prov grants
147	Sidewalks where not present today./ MBL developed for tax revenue and tourism
148	Engage with citizens and have us be apart of the planning process.
149	Our sidewalks in our neighborhood were spray painted for repair in 2021 and never repaired. Many sidewalks lack accessibility. There is too much red tape for permitting - why has it taken months for projects to get approved (like the cheese shop or the subdivision)
150	To me communication and transparency are key. Too much info kept secret or the phrase "it is a need to know basis", this doesn't sit well with many of us. It is our money after all. To make Midland open for business we need to look at planning and building rules and regulations and make things much more timely and easier. That is not to say that we slack on environmental issues but we need to be upfront and transparent with potential developers. More events like the Butter tart festival, music venues for all bring big dollars to our community and we need to come up with more events. Our downtown area should be a hive of activity all summer long. As a community we also need to be applying for grants to help with road and sidewalks, other communities get them why can't we. Revisiting the MBL is key and getting current input from the public will get us on the right track. I strongly feel the need to have washrooms on our walking trails and in out public spaces, ones that are open to use. I can't tell you how many times this summer I wanted to use a washroom at the town dock to no avail. It is fine to close them up in the evening but they should be available everyday. Also the long expanse also Tiffin makes it very difficult to walk it with NO WASHROOMS in sight.

## 2023 Budget Survey

151	My answer on #9 is not what I want. NONE of those options are acceptable!! The town of midland can come up with so many other ideas than off the backs of user groups and taxes and reductions to service!!! This is ridiculous and the town needs to have a none of the above option for that question because I am sure many midland residents don't agree with any of those options! It feels like midland is trying to trap us into answering that so they can use it against us. Just wow midland wow!! Make youth sports and activities a priority! Make the town somewhere people want to live and deal with instead of making it unaffordable for families and youth. Make midland a place to come without extra fees or you are going to lose all your user groups and youth will have nothing to do. Mental health is such a. Big thing but midland makes sports unattainable for the families and youth that need it for their mental health. Do better!
152	Plant more street trees in suburban neighbourhoods. We need shade in the summer and this could decrease AC use, especially for renters who can't plant their own trees.
153	Communication with residents and busines owners as to the needs and impacts
154	Stop wasting money on sidewalks and paths. We do not need more sidewalks. We have added far too many in recent years which only increases cost and winter maintenance expenses.
155	Property taxes are constantly increasing but the services remain the same
156	To help make the town more desirable to residents and tourists significantly more work needs done to maintain the town. The amount of garbage everywhere was out of control this summer. Main Street planters and grates around sidewalk trees were jammed full of garbage. Same for beaches. Gawley park was beautifully maintained 2 summers ago when we moved here and dragged daily with garbage done daily as well. This year there was garbage everywhere and some days you didn't want to walk in the sand it was so full of goose poop.
157	Reduce the amount of councillors at the next election.
158	More staff to help?
159	Continued support of our local assets (Airport, Roads, Marinas, Library, Rec Center, Fire Halls, Museums)
160	Focus on services accessed residents as well as tourists ie. Improvements to Little Lake Park
161	Preventative maintenance and upgrading as laws and building codes change will help reduce large expenditures over time. Forecast what will be potential problems 20 years from now so we can prepare for the future. Midland is the gateway to the 30 thousand islands we are a very under utilized tourist hotspot. Tourism could put us on the map and create jobs where the industrial sector fell short. Stop considering the status quo "good enough "
162	Look at better efficiencies in governance. Looking for better management with the new mayor and council.
163	Keep bringing in new business with more job opportunities for the growing population.
164	Increased development = increased tax base