

Town of Midland

Draft 2024 Budget



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All Base Budget Change Requests, Capital Program and Capital Summary Sheets are organized by division.



Executive Summary



Executive Summary

Message from the Chief Administrative Officer (CAO)

On behalf of Town Administration, I am pleased to present the Town of Midland's draft 2024 Operating and Capital Budget. The draft budget has been carefully developed to position the Town with the financial tools required to address our current and long-term service delivery needs. This draft budget balances the Town's prioritized projects, programs, and services through effective financial management and responsible, planned growth.

With Council's 2023-2026 Strategic Plan in mind, each of the five pillars of the plan was contemplated when developing our programs for the next year and beyond through our ten-year capital plan. As outlined on the following page, Council's strategic plan highlights the following pillars: Waterfront Development, Stabilize and Streamline Service Delivery, Infrastructure Management, Enhance Town Safety, and Workplace Culture.

Midland, like many communities across the country, faces existing and new economic pressures - including debt management, lost revenues from local partnerships and continued inflation and rising costs - as we head into 2024. However, considering these and other stressors, I am proud that our staff developed their budgets with a view to ensuring we can continue to deliver the programs and services our residents rely upon while undertaking opportunities to reduce expenditures to minimize financial impacts on the tax levy where appropriate.

We welcome further input from the community and Council on the proposed 2024 budget, and the opportunity to review and deliberate with Council at the end of January. We are confident that the Town will arrive at a budget that will position us for a bright and prosperous future ahead.

On behalf of Town Administration, we look forward to continuing to provide services, programs and the infrastructure required to improve the lives of all our citizens, where they can live and thrive in an inclusive, healthy, active, and safe community, "in the pursuit of quality of life."

Rhonda Bunn, CAO



Executive Summary

2023-2026 Town of Midland Council Strategic Plan

Waterfront Development

Create a vibrant waterfront that attracts people.



Stabilize and Streamline Service Delivery

Seek operational efficiencies, cost savings and value for services.



Infrastructure Management

Ensure sufficient financial resources to maintain infrastructure.



Enhance Town Safety

Improve citizen comfort levels and reduce safety concerns.



Workplace Culture

Be an employer of choice.



Executive Summary

Midland's Road to Prosperity

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 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.



Executive Summary

Proposed Projects that Respond to our Community's Needs

The following initiatives are proposed as part of the 2024 budget to assist the community today, while continuing to build an even more vibrant Midland of tomorrow.

Housing Needs Assessment

The Town has applied for the Federal Government's \$4 billion Housing Accelerator Fund. This funding includes the requirement to complete a Housing Needs Assessment report within the first year of the grant. This study would provide further input into the proposed Downtown Community Improvement Plan for affordable and attainable housing.

Little Lake Park Enhancements

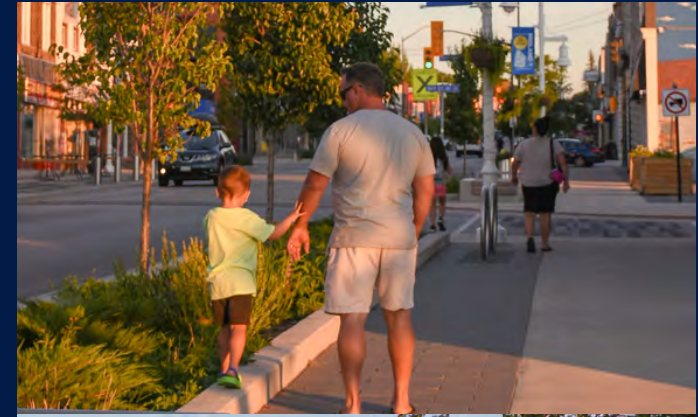
Proposed projects at Little Lake Park will see the addition of a roof structure over Rotary Stage, replacement of the guide rail along the road that winds through the park, and a redesign and upgrade to the community garden space. These projects will continue the trend of enhancing the features and functionality of Little Lake Park for a variety of user groups.

Pete Pettersen Park Boat Launch Dock Replacement

The docks at Pete Pettersen Park are planned for replacement. New docks will improve access and enhance safety for residents and visitors who use the boat launch.

Public Art

Public Art is an important component of enhancing the beauty of our community and has the power to transform public spaces. Locations within the downtown core, at the waterfront, and in parks have been identified as potential sites for public art. Staff will apply for grants to fund these projects, and commissions will depend on the amount and type of funding.



Executive Summary

Revitalization of Existing Infrastructure

Investing in the continued renewal and reconstruction of existing infrastructure is vital to the sustainability of the community. The replacement of aging infrastructure ensures residents and visitors will continue to benefit from reliable and safe roads, sidewalks, storm ponds, and underground pipes for many years.

The 2024 capital program includes road resurfacing projects on Curry Road from Midland Point Road to Simpresca Road, and two sections of Victoria Street, as well as road reconstruction projects on Yonge Street and at the intersection of Vindin Street and Harbourview Road. The approval of the 2024 budget allows staff to initiate the design phase necessary to complete the procurement process for these multi-year reconstruction projects.

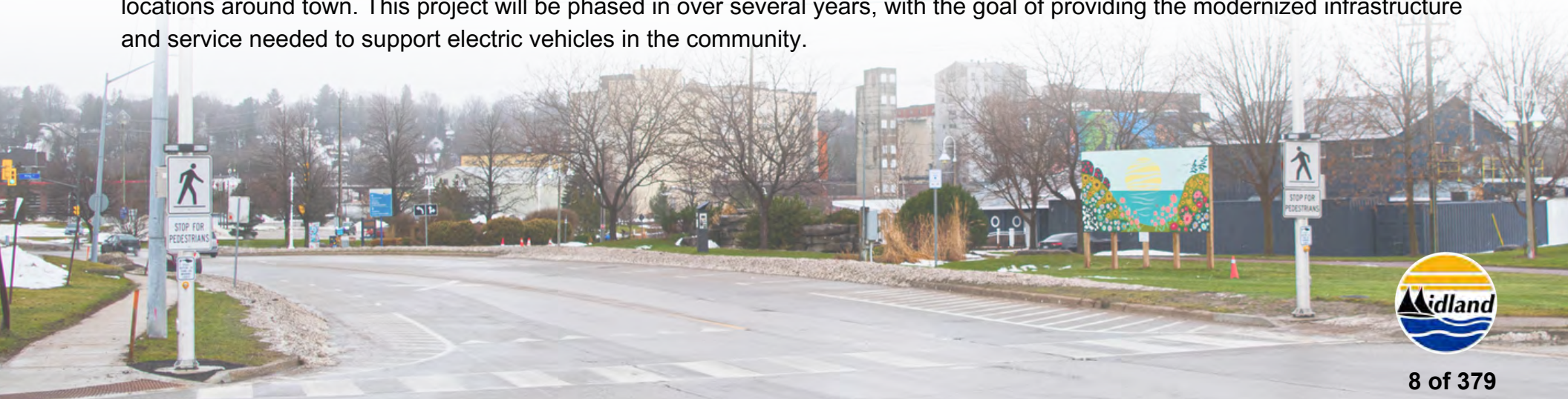
Replacement of Vehicles and Equipment

Planning for the replacement of vehicles, rolling stock, and other equipment that has reached the end of its useful life ensures the right equipment is available for vital operational tasks such as snow plowing and sidewalk clearing, maintaining trails, parks, and public spaces, and keeping residents safe in emergency situations.

Essential equipment planned for replacement in the 2024 capital budget includes pumper truck #2 at the Fire Department, a plow truck, a street sweeper, and a sidewalk machine. Additional funds have also been requested to complete the purchases of an accessible transit van and pumper truck #1, which were paused in 2023.

Electric Vehicle Charging Stations

Staff are applying for grants to allow for the installation of charging stations for electric vehicles in parking lots at strategic locations around town. This project will be phased in over several years, with the goal of providing the modernized infrastructure and service needed to support electric vehicles in the community.



Executive Summary

2024 Budget – Public Consultation

Once again the Town engaged with citizens to gather feedback as part of the preparation of our 2024 draft operating and capital budgets. This year’s survey was open to the public from September 1 to October 10, 2023.

Although the survey does not accurately represent a random sampling of the community it may reflect key themes and help to inform Council’s decision-making process during budget deliberations.

Through our many channels of outreach we heard from over 400 residents and businesses, with a 75% completion rate. We received a 36% increase in responses this year over the 2023 survey.

The full results of the survey including comments are included in Section 18 of the 2024 Draft Budget. To highlight a few results, here is what we heard from residents and businesses on a couple of topics.

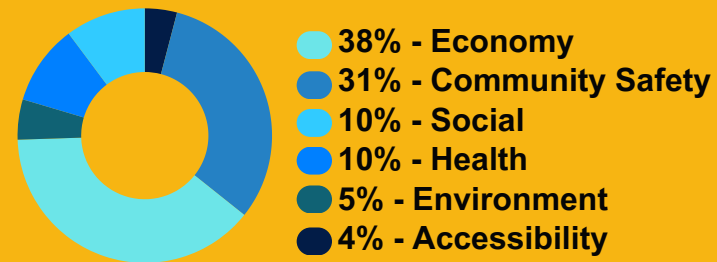


Highlights from the 2024 Budget Survey: By the Numbers

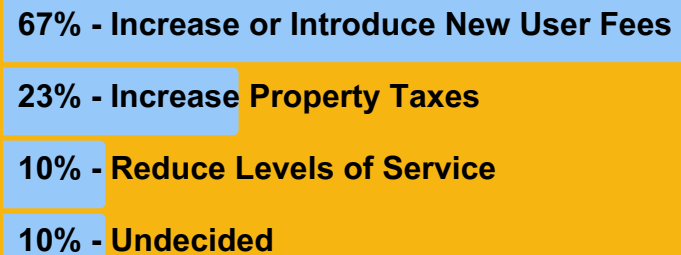


76% The quality of life score on the 2024 Budget Survey was 76% (good or better).

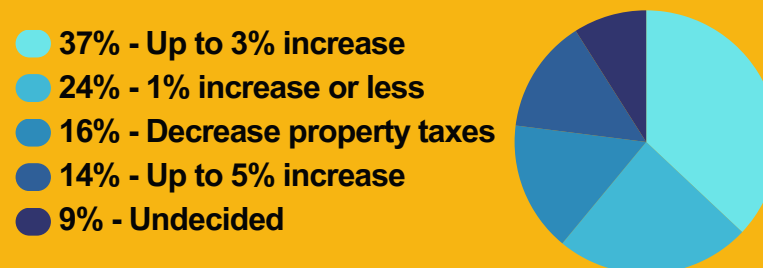
Respondents feel the important issues facing Midland are:



Balancing the Budget: majority of respondents preferred to increase or introduce new user fees:

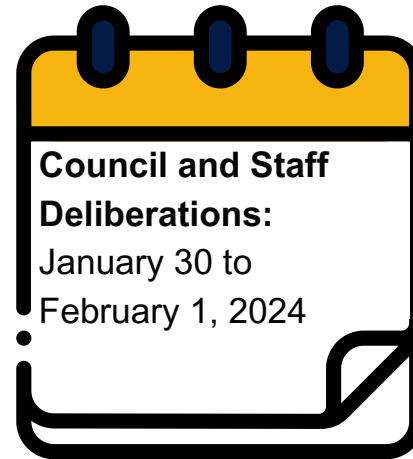
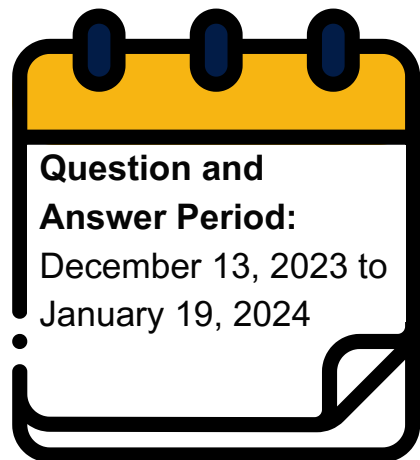


To maintain service levels: respondents generally preferred up to a 3% increase in taxes:

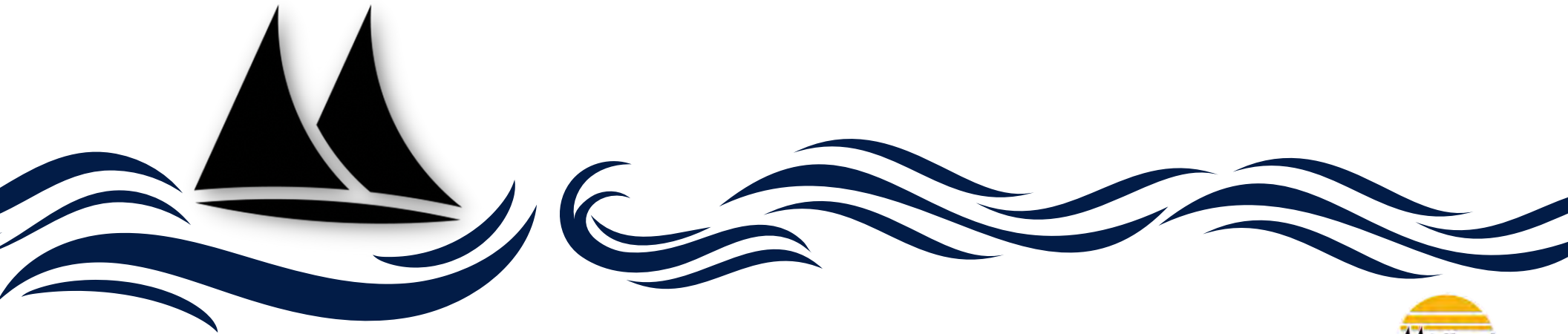


Executive Summary

Key Dates



Email all questions to
budget@midland.ca.

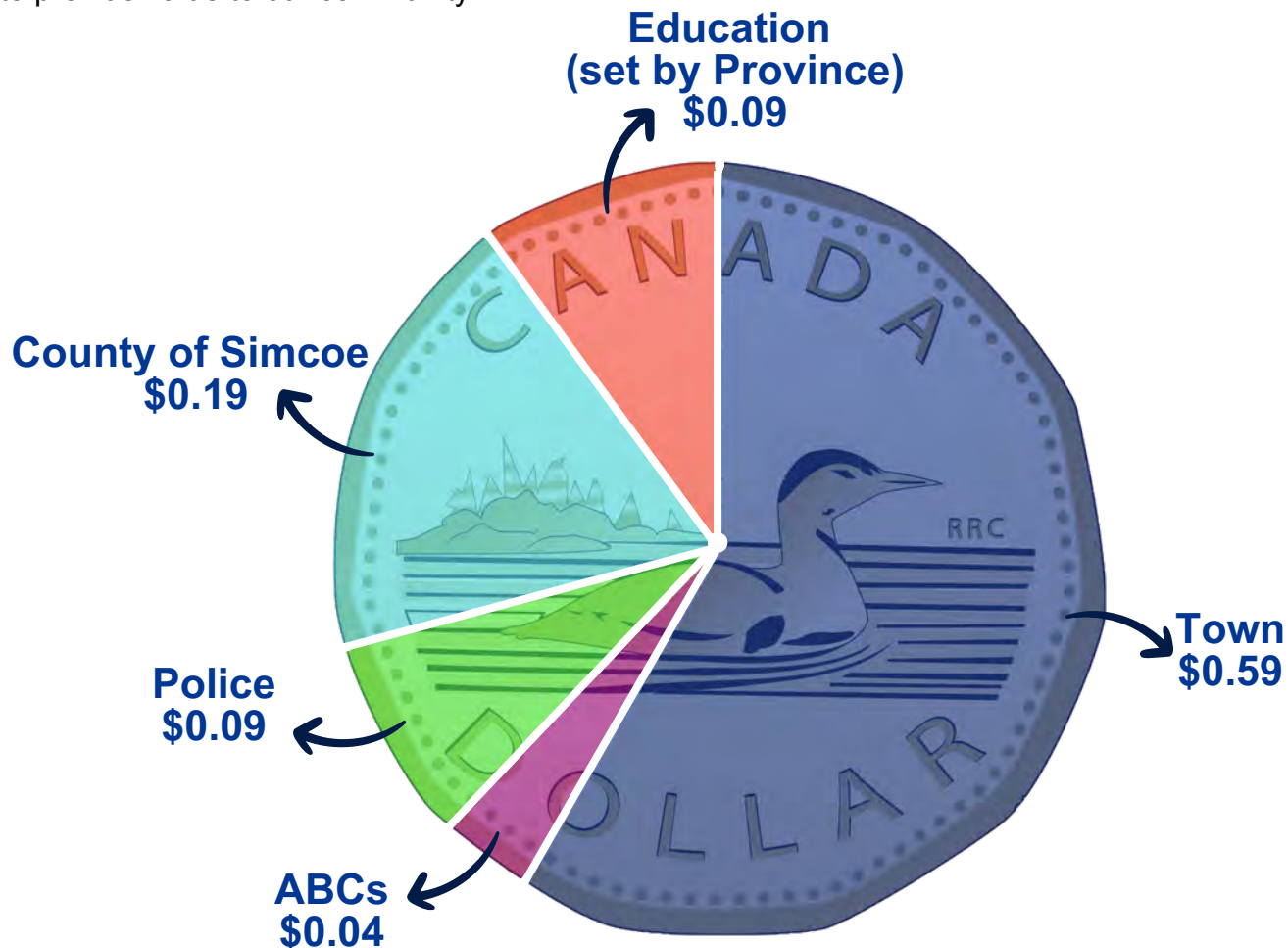


Executive Summary

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, \$0.59 goes to the Town administered services. The rest goes to the various Agencies, Boards and Commissions (ABCs), Police, County, and the Province of Ontario (Education).



Town of Midland
\$0.59

Example Services:

- Transit Services
- Culture, Tourism and Harbour
- Planning and Building Services
- Fire and Rescue Services
- Operations, Fleet and Facilities
- NSSRC
- Parks and Recreational Spaces
- Engineering Services
- Council, Administration and Corporate Services
- By-law Enforcement Services



Police and ABCs
\$0.13

Example Services:

- Community Mobilization and Engagement Unit
- Court Services
- Auxiliary Unit
- Crisis Outreach and Support Team
- Police Service Board
- Library Services
- Midland Cultural Centre
- Severn Sound Environmental Association
- Culture Alliance
- EDCNS
- Huronia Museum
- Huronia Airport



County of Simcoe
\$0.19

Example Services:

- Waste Collection
- Paramedic Services
- Simcoe County Tourism
- Long Term Care
- Social and Housing Services



Province of Ontario
\$0.09

Example Services:

- School Boards
- Teachers
- Schools
- Supplies



Executive Summary

2024 Tax Increase

There are many factors considered when developing a budget. Decisions such as balancing the demands of a growing community with inflationary market impacts coupled with decisions of previous Councils pose challenges for municipalities.

As a result, considerable 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 2024 Tax Levy Increase and Impact on Tax Rate

	Tax Levy Increase (Decrease)	Tax Rate Impact	
		Town	Blended*
Maintain service levels for Town operations	\$ 195,627	0.7%	
Operational Subsidy (To/From Reserves)	\$ 349,260	1.3%	
Debt Management	\$ 286,520	1.1%	
Reserve Contributions for asset replacement	\$ 565,400	2.1%	
One-time Expenses	\$ 357,000	1.3%	
Assessment Growth	\$ (699,149)	-2.6%	
Subtotal	\$ 1,054,658	3.91%	
New Investment and Service Recommendations	\$ 385,025	1.7%	
Council Requests	\$ 82,400	0.3%	
Agencies, Boards and Commissions (ABCs)	\$ 150,205	0.6%	
Sustainable Capital Levy	\$ 270,000	1.0%	
Total	\$ 1,942,288	7.19%	5.86%

* Assumes 3.7% increase in Town's share of County levy

What does that mean?

2024 Tax Increase
per \$100,000 of assessment

\$7.76 monthly
\$93.09 yearly

Based on a 5.86% blended increase.



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 2024 Budget. The amounts reflect the Town's portion of the tax levy (i.e., blended rate not presented).

The Forecast presented builds off the 2024 budget, including all service level change requests and the additional 1% levy to the Sustainability Reserve.

Estimates such as realized assessment growth and inflation are assumed to net each other out in 2025. In 2026-2027 additional realized growth of 3% per year has been included to factor in residential shovel-ready development projects.

2025-2027 Tax Forecast

Tax-rate Forecast	2025	2026	2027
Realized Assessment Growth	-3.0%	-6.0%	-6.0%
Base Budget Inflationary Change (2%)	2.0%	2.0%	2.0%
Phase-out Provincial Gas Tax Reliance	0.2%	0.2%	0.2%
Phase-in market/pay equity study	0.3%	0.3%	0.0%
New External Debt	1.0%	0.8%	0.9%
Increase annual reserve contributions to support 10 Year Capital Program	2.0%	2.0%	2.0%
Service Level Changes to support growth	1.0%	2.0%	2.0%
Sustainable Capital Levy	1.0%	1.0%	1.0%
Total	4.5%	2.2%	2.1%





Financial Overview

Financial Overview

Operating Budget - Expenditures

Municipal operating budgets sum the expenditures needed to provide reliable, timely services, 24 hours per day, seven days per 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 Ontario's Best Butter Tart Festival, proudly organized and hosted by the Town.



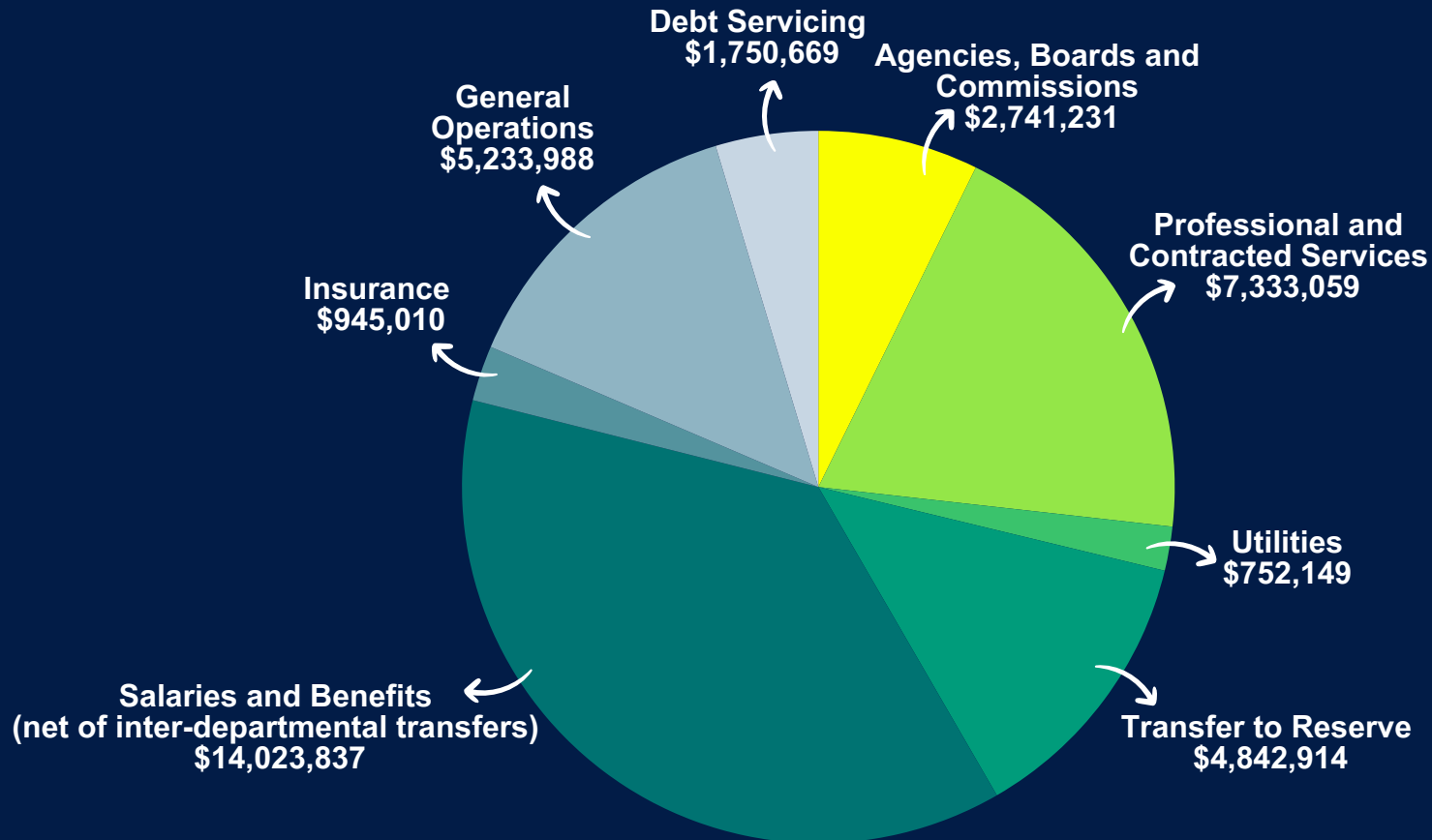
Financial Overview

Operating Budget - Gross Expenditures by Major Expense Category

The chart below provides a breakdown of gross expenditures in the tax funded operating budget of \$37.7M by major expense category.

These amounts include the cost of services that help support external agencies and our municipal partners.

Gross Expenditures by Major Expense Category



Financial Overview

Operating Budget - 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 pages presents the current approved full time staffing complement and includes requests for additional staff to better serve the community. Detailed business cases supporting the 2024 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 and by-law enforcement.

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.



Department/Division	2023 Approved Budget - FT	2023 Change	2023 Actual -FT	2024 Recommended New Investments - FT	2024 Recommended FT Complement
Office of the CAO					
CAO	1		1		1
Clerks	3		3		3
Department total	4		4	0	4
Corporate Services					
HR/H&S	4		4		4
Finance *	7	2	9		9
Procurement	2		2		2
Executive Director, Corporate Services	1		1		1
CXO (including Communications)	3		3		3
Legal & Risk Management	1		1		1
IT	3		3	1	4
Department total	21	2	23	1	24
Fire	16		16		16
Community & Growth					
Executive Director, Community & Growth	1		1		1
By-law and Parking **	3		2		2
Building*	4		4		4
Planning	3		3	1	4
Culture, Tourism & Harbour	3		3		3
Department total	11		11	1	12
Infrastructure & Environment					
Deputy CAO/Executive Director, Infrastructure & Environment	1		1		1
Facilities & Fleet *	5	-1	4	1	5
Engineering	6		6		6
NSSRC*	13	-1	12		12
Operations	31		31		31
Water/Wastewater	19		19		19
Transit	4		4		4
Department total	79	-2	77	1	78
Sub-Total	131	0	131	3	134
Shared Services Recovered***	4		4	-0.5	3.5
Total	127	0	127	3.5	130.5

* Conversion of 1 FT position from Facilities & Transit, and 1 FT position from NSSRC

** 2023 FT By-law and Parking position filled with 2 PT positions

***Shared Service Agreement ended for Fire Coordinator

Department/Division	Permanent PT	Contracts (Seasonal)	Students	2024 Recommended New Investments - PT	2024 Recommended PT Complement
Office of the CAO					
CAO		1			1
Clerks					0
Department total	0	1	0	0	1
Corporate Services					0
HR/H&S			1		1
Finance			1		1
ED, Corporate Services					
CXO (including Communications)	4				4
Procurement					0
Legal & Risk Management					0
IT					0
Department total	4	0	0	0	4
Fire*	1				1
Community & Growth					
Executive Director, Community & Growth					
By-law and Parking	2		4	-2.5	3.5
Building		2			2
Planning			1		1
Culture, Tourism & Harbour		1	6		7
Department total	2	3	11	-2.5	13.5
					0
Infrastructure & Environment					0
Deputy CAO/Executive Director, Infrastructure & Environment					
Facilities & Fleet					
Engineering			1		1
NSSRC		2			2
Operations		4	9		13
Water/Wastewater			1		1
Transit*	6				6
Department total	6	6	11	0	23
					0
Sub-Total	13	10	22	-2.5	42.5
*Shared Services Recovered					0.0
Total	13	10	22	-2.5	42.5

Financial Overview

Operating Budget - Property Tax Revenue

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

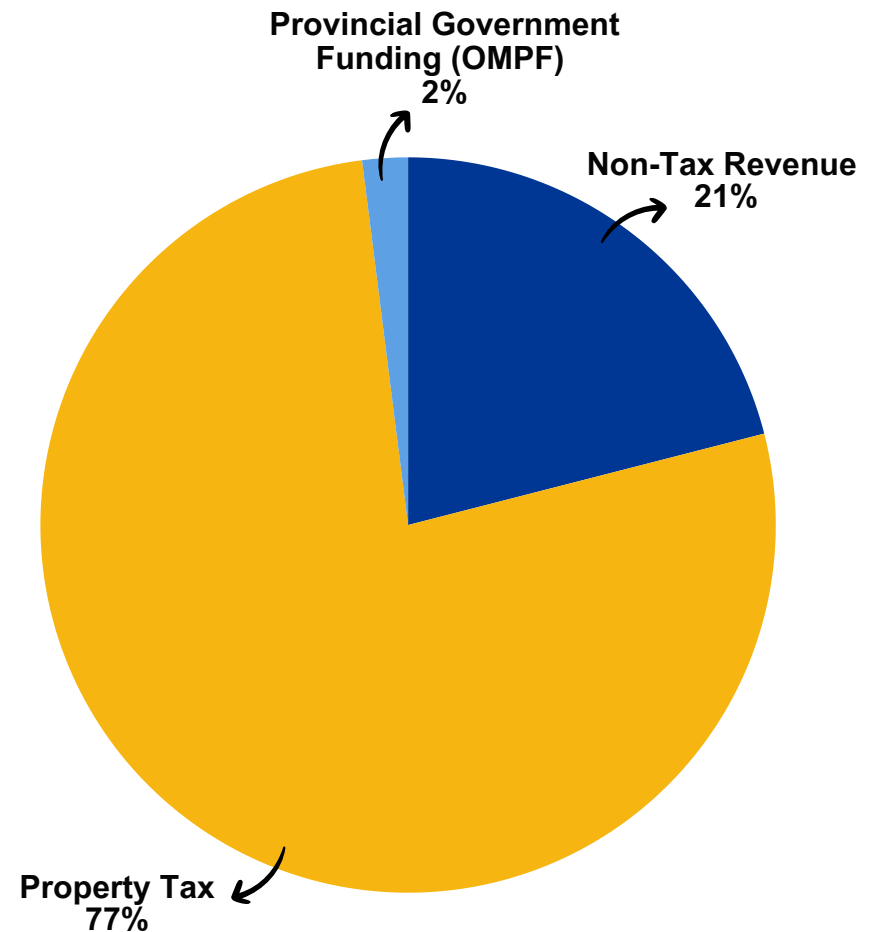
Property taxes are calculated based on the assessed value of the property. An update to assessment values was originally planned for 2020, however due to the highly inflationary market caused by the pandemic, the Ontario Government postponed the 2020 Assessment Update.

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 adjacent chart provides a breakdown of property taxes as a percentage of total revenue before service level changes and Council and Committee requests.

Property Taxes as a Percentage of Total Revenue

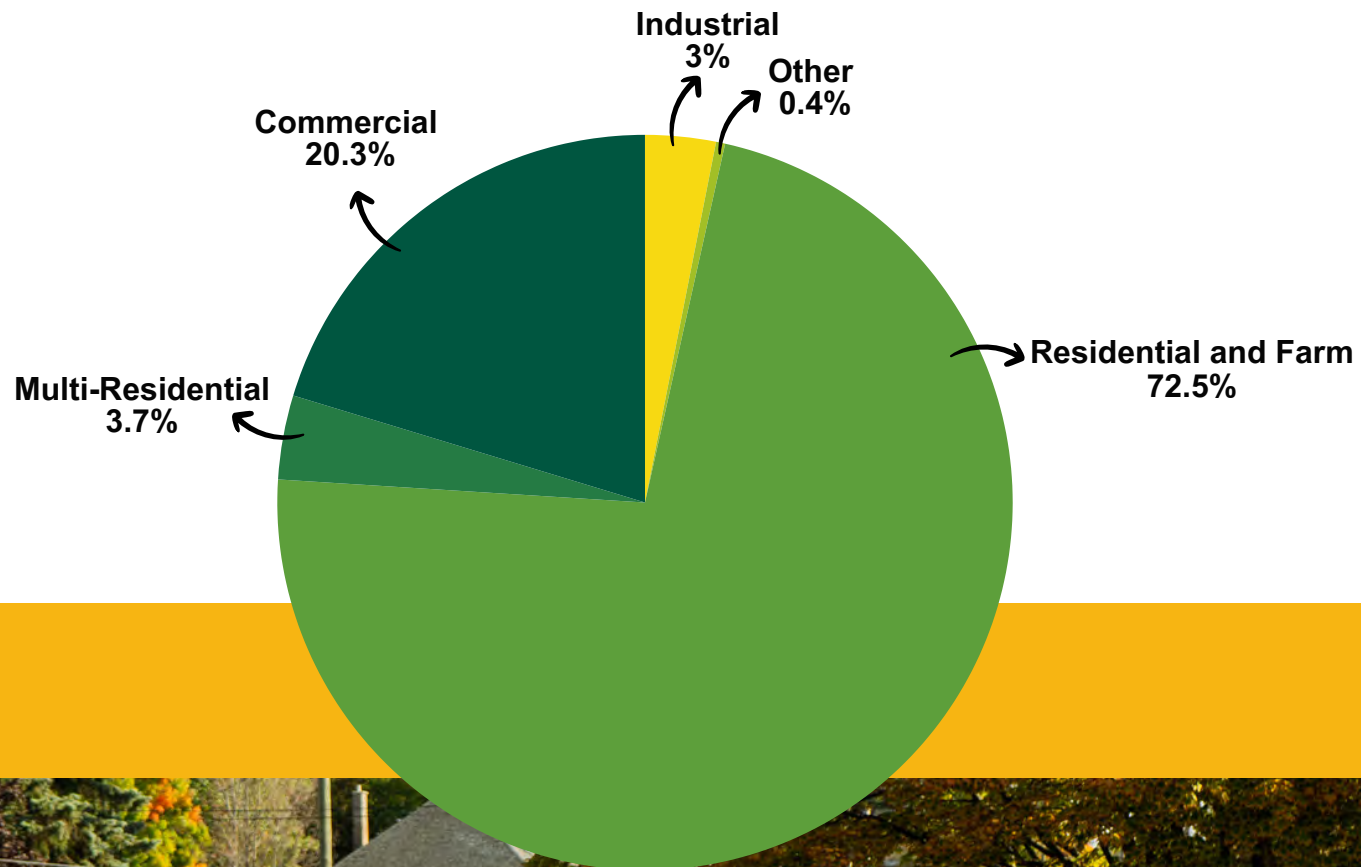


Financial Overview

Operating Budget - 2024 Tax Levy by Major Property Class

The annual property tax levy is shared across several classes of property. The chart below presents the breakdown of the proposed 2024 tax levy by major property class.

2024 Tax Levy by Major Property Class

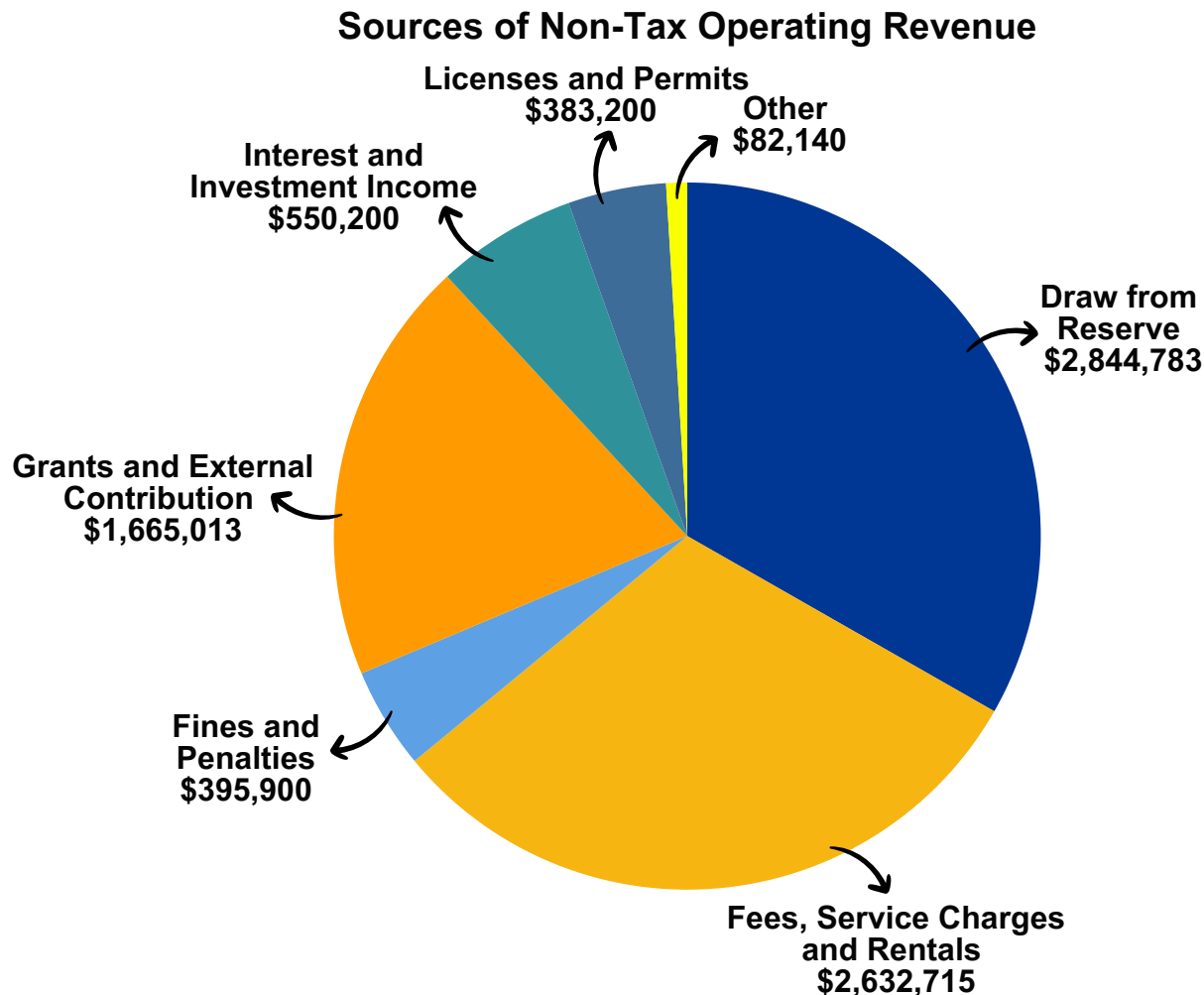


Financial Overview

Operating Budget - Sources of Non-Tax Operating Revenue

The operating budget also includes sources of non-tax revenues such as grants, facility rental fees, recreation program fees, planning fees, various fines and penalties and interest on investments and bank accounts. See the chart below.

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 2024.



Financial Overview

Operating Budget - 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 2024 OMPF will provide a total of \$500M to 389 municipalities across the province.

There are 5 grant components of the 2024 OMPF that determine each qualifying municipality's 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 excluded.)

The table on the following page provides the 2024 allocations of comparable municipalities. If the Town's OMPF allocation matched the average funding of neighbouring municipalities, this would result in a 2.4% 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 Provincial and Federal Gas Tax and the Ontario Community Infrastructure Fund. 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

Ontario Municipal Partnership Fund (OMPF)

Municipality	2024 OMPF Allocation	Average OMPF per Household (2022)	Average Home Assessment (2022)
Tay	\$ 1,593,600	\$ 282	\$ 268,242
Tiny	\$ 1,802,300	\$ 175	\$ 406,848
Penetanguishene	\$ 294,600	\$ 71	\$ 278,231
Oro-Medonte	\$ 1,377,000	\$ 141	\$ 527,466
Springwater	\$ 841,000	\$ 102	\$ 498,715
Severn	\$ 1,142,800	\$ 156	\$ 428,605
Georgian Bay	\$ 1,089,900	\$ 188	\$ 501,350
Clearview	\$ 962,900	\$ 149	\$ 407,024
Gravenhurst	\$ 1,841,300	\$ 209	\$ 425,182
Bracebridge	\$ 1,598,100	\$ 171	\$ 378,192
Average	\$ 1,254,350	\$ 164	\$ 411,986
Midland	\$ 599,000	\$ 73	\$ 278,268
\$ Differential	\$ 655,350	\$ 91	\$ 133,718
Midland's Lost Tax Reduction	2.4%		



Financial Overview

Operating Budget - Fees, Service Charges and Rentals

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

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

The 2024 draft fees and charges schedule 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 2024 base budget includes a marginal increase over 2023. Draft 2024 user fees have been predominantly increased by the projected tax levy increase of 5% to avoid shifting user based services onto the tax base. These increases have not yet been captured in the base budget as presented. Staff are in the process of reviewing fees in the Planning and Engineering Divisions with the intent to improve service delivery and generate increased fees after all legislated requirements are met.

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



Financial Overview

Operating Budget - Reserves

Provincial Gas Tax (Transit)

The Town receives annual Provincial Gas Tax funding of approximately \$177,000. These funds can only be used for capital projects (e.g., buses, transit shelters) and operating costs relating to transit.

For 2024, staff have reduced the draw from this reserve in the base budget by \$25,000, as this draw was temporarily increased in 2023 to utilize some unused reserve capacity. Continuing to maximize annual contribution to our operating budget allows us to partially offset notable increases realized in the last two budget cycles related to the free transit for seniors' program, as well as inflationary costs for Town operations and that of Community Reach, our accessible transit system provider. Phasing out the increased contributions over the next few budget cycles will ensure the reserve is available to meet our future capital needs.

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 transition to the OPP Standard Billing Model was completed in 2022. A significant amount of this realized savings has been allocated annually to this reserve according to the established 20-year repayment plan, resulting in an annual transfer to this reserve of \$180,000. The projected balance of this reserve at the end of 2024 is (\$3M).

Other Operating Reserves

Other Operating Reserves are composed of 18 separate reserves that serve as the main funding source for operating contingencies, emergency management, community improvement plans, elections, special events and other specific programs. These reserves are used to mitigate impacts to the tax-rate resulting from one-time expenses or significant fluctuations in year or year costs.

The 2024 year-end balance of all operating reserves, including the Police Transition Reserve and the Tax-stabilization reserve, are estimated at \$30,000. These reserves are generally not contributed to as part of the annual budget, but instead are largely funded by directing year-end operating surpluses to these reserves to ensure that funds remain available for future budget cycles.



Financial Overview

Operating Budget - Base Budget Changes

The 2024 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 following page highlights 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.



Financial Overview

Operating Budget - Base Budget Changes

Significant Changes - Revenue

- ↑ New assessment growth of 2.58%, at \$699,150
- ↑ Interest/investment income on general funds at \$244,000
- ↓ Paid parking revenue at \$311,500
- ↓ Operational Subsidy (To/From Reserves), at \$349,260
- ↓ Ontario Municipal Partnership Fund revenue of \$17,400
- ↓ Lost user-based contributions from Tiny Township to support the North Simcoe Sports and Recreation Centre, at \$23,500.

Significant Changes - Expenses

- ↑ Debt Management (new debt payments), at \$286,500
- ↑ Reserve contributions for future asset replacements, at \$565,400
- ↑ One-time expenses funded from reserves of \$357,000
- ↑ Reinstatement of the Economic Development Corporation of North Simcoe's budget, at an additional \$63,000
- ↑ Remaining net increase required to maintain service levels, estimated at \$174,453 net of additional salary and benefit costs allocated to Water and Wastewater operations.



Financial Overview

Operating Budget - Transfers for Infrastructure Replacement

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

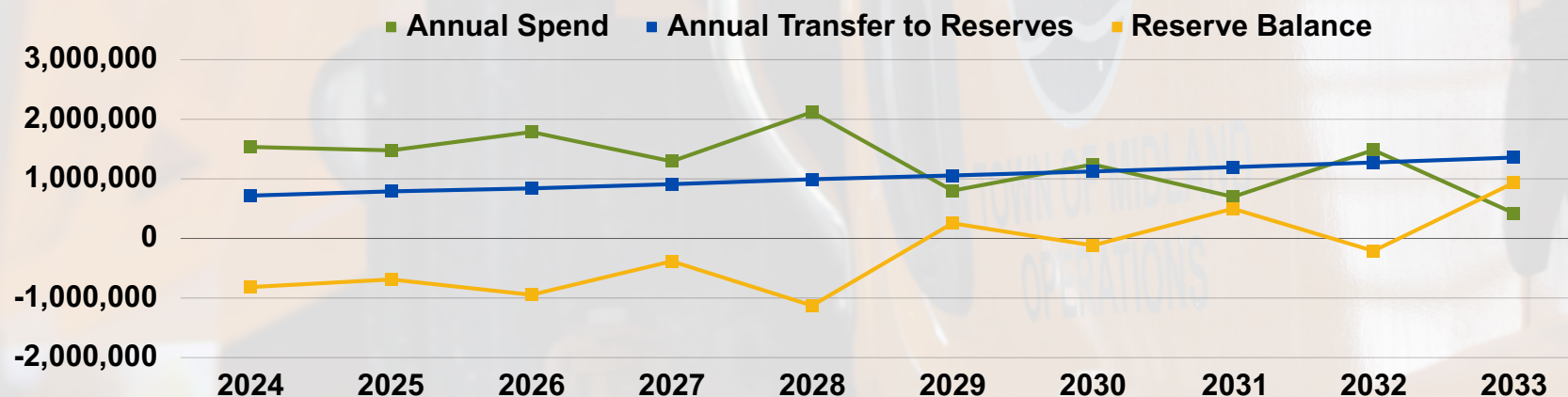
The Town's 2022 Asset Management Plan (AMP) aims to capture this funding shortfall (often referred to as the infrastructure gap) for our core assets – roads, sidewalk, stormwater, water, and wastewater. This plan identified the total replacement cost of our core asset portfolio to be \$450M with an annual 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.

The next update to the AMP will capture our remaining municipal assets such as our fleet, equipment, and facilities as required to meet O.Reg. 588/17 (July 1, 2024).

For presentation purposes, a summary of our 10-year capital needs for roads and parks related fleet and equipment has been provided below. 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 2033, 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 0.3% (based on current assessment values).

Operations Fleet and Equipment



Financial Overview

Operating Budget - Community Support

In addition to the base services the Town provides, over the years Midland Council has approved significant community related support, which is funded directly by the tax rate. This assistance comes in several forms such as:

- Direct financial support,
- Below market facility and land lease rates,
- In-kind services (e.g. janitorial and administrative assistance),
- Subsidized user fees,
- Discounts/exemptions on development charges for attainable housing, and
- Community Grant Program benefitting not for profit or charitable organizations which is application based.

The 2024 budget continues to provide the similar level of support for community groups as in 2023. The table below represents the financial support requests in 2024.

Community Support - Summary

Group	2024 Budget
Community Reach (Accessible Transit)	\$ 310,000
Community Reach (Transportation Linking Communities Program)	\$ 4,820
Boys and Girls Club (Grants - \$70,422 , In-Kind - \$60,808)	\$ 131,230
Askennonnia Senior's Centre	\$ 6,000
Sports Hall of Fame	\$ 500
Various Scholarship/committee	\$ 4,000
Community Grant Program (incl. GBGH contributions)	\$ 60,000
General culture/events support	\$ 13,000
Total	\$ 529,550



Financial Overview

Operating Budget - Service Level Change Requests

The table on the following page presents the Change Requests endorsed by the Senior Leadership Team for Council's consideration. Approving the Change Requests will result in a net tax increase to the tax levy in 2024 of approximately \$385,000, or 1.4%. This estimate has been included in the estimated tax levy increase breakdown provided in the Executive Summary.

The summary also includes capital enhancements that would require additional funding from reserves in 2024. Once these assets are put in service, the estimated operating costs and annual reserve contributions (for future asset replacement) will be added to the base budget, resulting in a future budget year increase.

The full benefit or cost for some of the items may not be realized in 2024. For example, the cost provided for new staff represents a full year salary based on the position's salary grid placement, which may differ from the actual, based on position hiring date and related qualifications. The full cost is shown on the table and included in the budget so that the full impact of Council's decision is accounted for. Adjustments for actual benefits or costs related to these decisions are part of the year-end reconciliation process completed by staff, which may result in additional contributions to our tax rate stabilization or contingency reserves.

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



Financial Overview

Operating Budget - Service Level Change Requests

Description	Division	Tax	Reserve	Grant	User Fees	MAT
Community Planner	Planning	\$92,966				
Eliminate 3 By-law Students	By-Law	\$(49,140)				
Senior Analyst, IT Governance, Risk and Controls	Information Technology	\$130,500				
Facilities and Transit Project Coordinator	Facilities and Transit	\$34,830		\$25,000	\$40,000	
Non-Resident Annual Boat Launch Pass	Culture and Tourism	\$(5,000)				
Cruise Ship Passenger Fees	Culture and Tourism	\$(6,000)				
Non-Resident Arena Fee at NSSRC	NSSRC	\$(55,000)				
Transition to Georgian Bay Police Detachment Board	Police	\$30,169				
Regional Host for EDCO Event	Planning	\$2,500				
Midland Cultural Centre - Forgiveness of Insurance	Culture	\$22,000				
Sesquicentennial	Culture and Tourism					\$25,000
New Dominion Ave Sidewalk - Margaret Street to Woodland Drive [1]	Operations- Sidewalks		\$125,000			
Additional Dog Park [2]	Operations - Parks		\$30,000			
Skateboard Park Improvements - Pump Track Installation [3]	Operations - Parks		\$225,000			
Additional Vehicle - Deputy Fire Chief [4]	Fire and Emergency Services		\$75,000			
Four Additional Firefighters [5]	Fire and Emergency Services	\$187,200	\$377,867			
Total		\$385,025	\$832,867	\$25,000	\$40,000	\$25,000

1. 2025 and beyond - Annual Tax impact of \$5,000 for reserve contribution.
2. 2025 and beyond - Annual Tax impact of \$3,000 for reserve contribution.
3. 2025 and beyond - Annual Tax impact of \$9,000 for reserve contribution.
4. 2025 and beyond - Annual Tax impact of \$7,500 for reserve contribution.
5. 2025 and 2026 - Additional Tax impact of \$189,000 to phase in full salary and benefit costs.



Financial Overview

Operating Budget - Council and Committee Requests

The table below summarizes the requests received to date from Council. These requests totaling \$1.37M require both operating and capital funding. The 2024 tax-rate component of \$82,400 has been included in the estimated tax levy increase breakdown provided in the Executive Summary.

Again, any approved capital enhancements will require additional funding from reserves in 2024, and once these assets are put in service, the estimated operating costs and annual reserve contributions (for future asset replacement) will be added to the base budget, resulting in a future budget year increase.

Council and Committee Requests Summary

Request	Initiated By	Tax Rate	Reserves	User Rates	Comments
Splash Pad at Little Lake Park	Mayor Gordon		\$ 1,250,000		2025 operating costs are expected to be \$190,000, funded by Tax Rate
Boat Launch Parking Attendant and Shelter	Councillor Meridis	\$ 28,100	\$ 27,400	\$ 5,000	
Weekend Transit to Balm Beach in Tiny Township (Pilot)	Councillor East	\$ 4,300		\$ 700	
Aberdeen and Sunnyside Transit Service (Pilot)	Councillor East	\$ 50,000			
Total		\$ 82,400	\$ 1,277,400	\$ 5,700	

All Council request forms received to date have been updated to include the cost estimates completed by staff. These, along with the Service Level Change requests are included for Council’s consideration during budget deliberations in January.



Financial Overview

Operating Budget - Agencies, Boards, and Commissions (ABCs)

The table below presents the budget for the various agencies, boards, and commissions receiving funding from the Town.

The amounts represent the tax funded component of the funding net of other revenue sources (e.g. grants, user fees). The net increase will add \$150,205 to the 2024 budget, with a significant portion of the increase related to the support costs allocated to the Library for services provided by the Town.

Agencies, Boards and Commissions	2022 Actuals (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 Change (\$)	2024 Change (%)
Culture Alliance	10,000	10,000	12,500	2,500	25%
EDCNS [1]	165,144	84,407	147,709	63,302	75%
Hurononia Airport	100,622	172,506	72,640	(99,866)	-58%
Hurononia Museum	84,000	84,000	84,000		0%
Midland Public Library [2]	1,219,253	1,386,687	1,611,998	225,311	16%
Midland Cultural Centre	27,441	24,000		(24,000)	-100%
Midland Bay Landing Development Corporation [3]	301,923	50,000	13,790	(36,210)	-72%
Police Services Board (New Detachment Board in 2024) [4]	17,381	31,942	29,831	(2,111)	-7%
Severn Sound Environmental Association	140,799	161,763	183,042	21,279	13%
Grand Total	2,066,563	2,005,305	2,155,510	150,205	7%

1. Economic Development Corporation of North Simcoe: 2023 Requested budget of \$168,814. Council approved 50% of their request.
2. 2024 Budget includes allocated support costs from the Town of \$152,958.
3. 2024 budget includes audit fees and prepaid insurance policy until May 2024. Corporate wind-up in progress.
4. 2024 Service Change includes new Detachment Board start-up costs.



Financial Overview

Operating and Capital Budget - Midland Public Library

The 2024 Budget request from the Library Board is primarily intended to fund ongoing programming. The table below presents the combined 2024 operating grant request and the new capital improvements from the Library Board, along with the allocated support costs for Town provided services. Costs allocated from the Town do not result in an increase to the tax levy (result in a reduction to the Town budget), demonstrating the overall cost of providing library services to the community.

The Library building is a large, historical structure with substantial renewal, rehabilitation, and replacement requirements. Projects pertaining to the Town-owned Library building are carried in the Town's 10-year capital plan and therefore also need to be considered to understand the full cost of this service.

Library Operating Budget	
2024 Operating Grant (as approved by Board)	\$ 1,459,040
2024 Allocated Support Costs (from Town)	\$ 152,958
Library Operating	\$ 1,611,998
Library Capital Budget	
2024 Capital Facility Improvements	\$ 88,500
2024 Capital Equipment Replacements	\$ 14,000
Library Capital	\$ 102,500



Financial Overview

Capital Budget - 10-Year Capital Plan

The Town must continually invest in the replacement, rehabilitation, and renewal of infrastructure and other capital assets to support the delivery of services to taxpayers and visitors. The major categories of assets include transportation networks such as roads and sidewalks, water and wastewater treatment systems and linear assets, recreational facilities and vehicles and equipment such as snowplows, fire trucks, and buses.

The capital plan is reassessed and updated annually as part of the budget process, and considers the required replacement and rehabilitation costs for infrastructure and assets over a 10-year forecast period. It is important to recognize that the Town is not unique in having capital needs that greatly exceed available resources. The objective of long-range capital planning and forecasting is to optimize use of the Town's limited financial resources to help ensure future capital budgets are sustainable.

The graph on the following page presents the 10-year capital plan, for 2024 to 2033.

This capital plan places an emphasis on addressing the Town's most critical rehabilitation, replacement, and renewal needs while continuing work deferred due to supply chain disruptions, inflationary pressures, and labour shortages.

The proposed 2024 capital budget includes new requests of \$15M. The 2023 approved capital budget of \$35.9M is not shown in the table below which includes several large infrastructure projects that are scheduled to span multiple years, continuing into 2024.

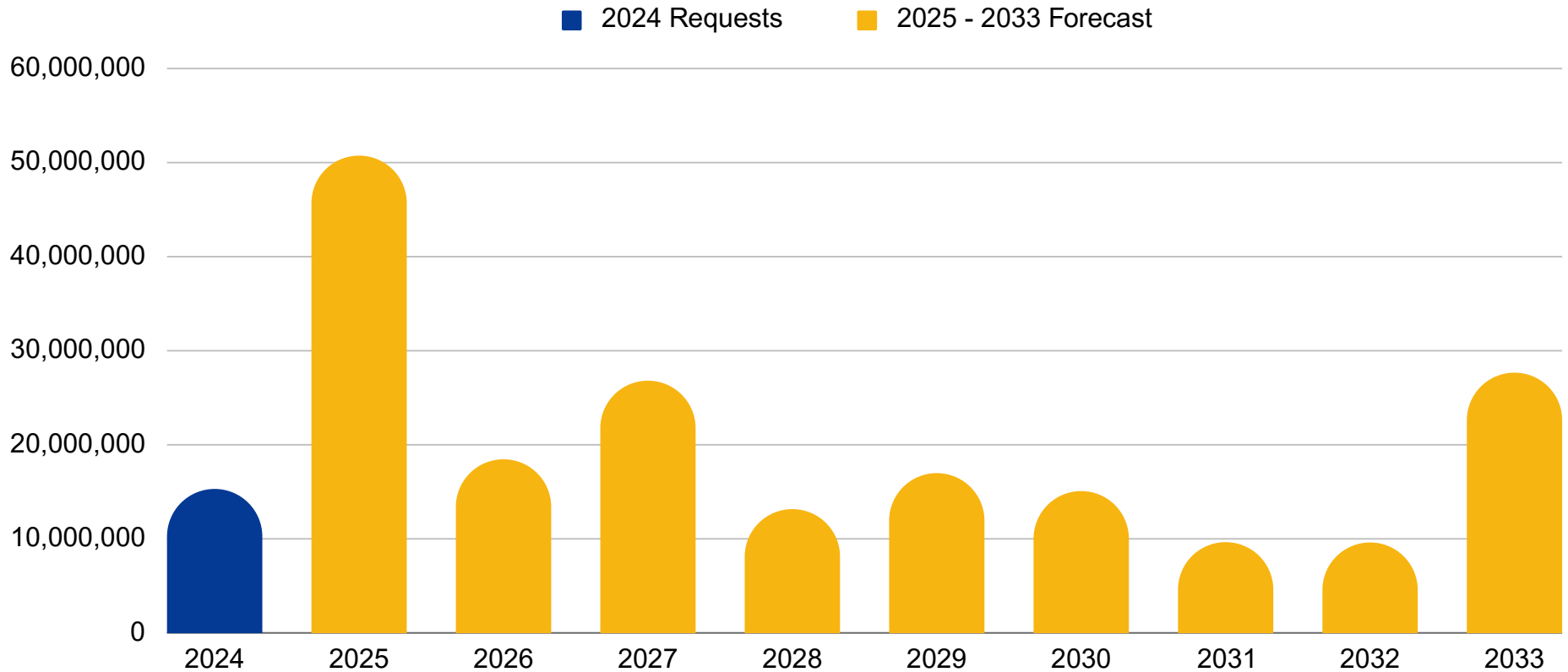


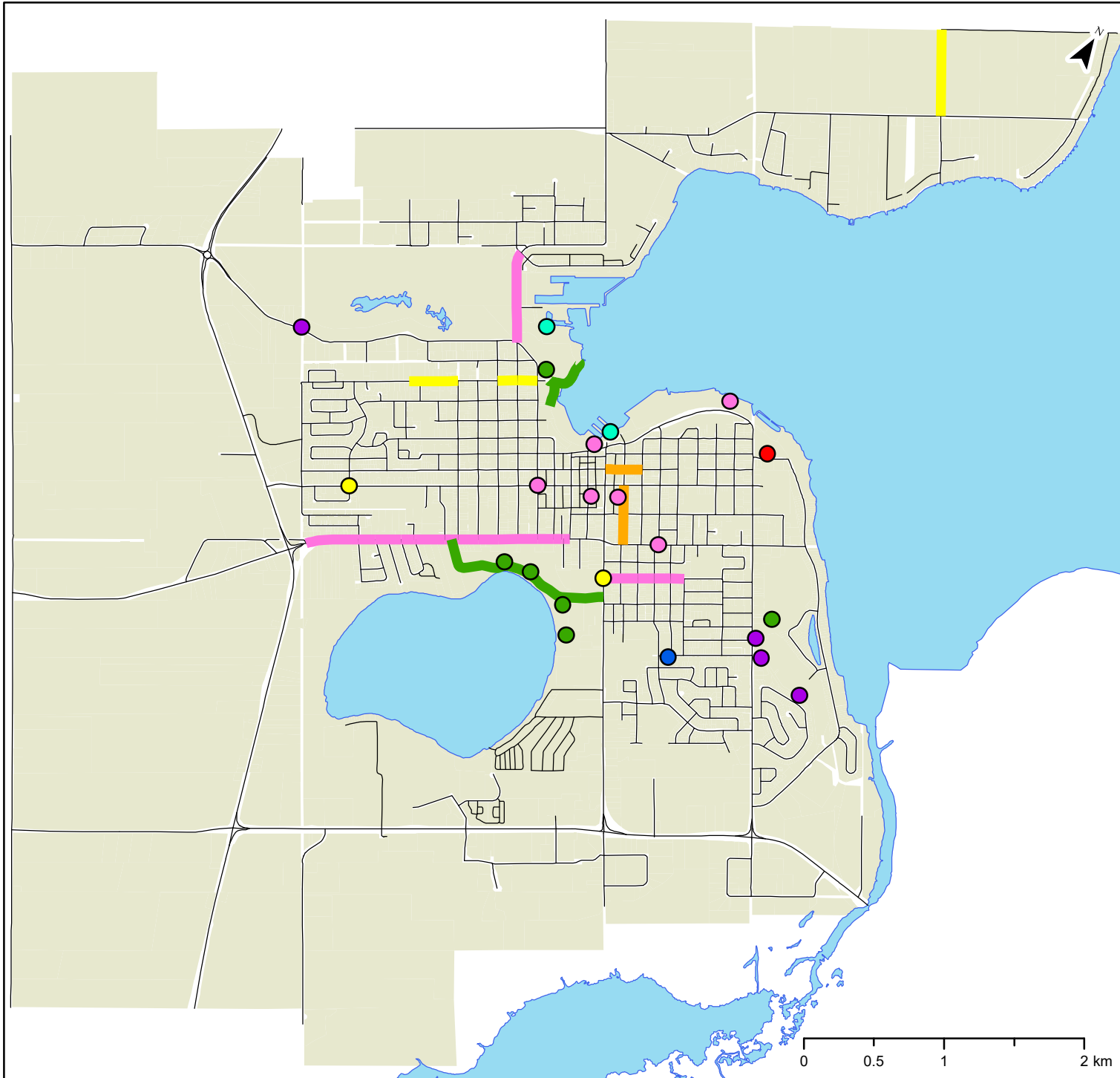
Financial Overview

Capital Budget - 10-Year Capital Plan

The Ten-year capital plan includes a total of \$203M in new capital and project related requests, including water and wastewater.

10-Year Capital Plan





Proposed Capital Project (Sites)

By Department/Division

- Engineering
- Harbour
- Parks
- Roads
- Sidewalks
- Stormwater
- Wastewater
- Water

Proposed Capital Projects (Linear)

By Department/Division

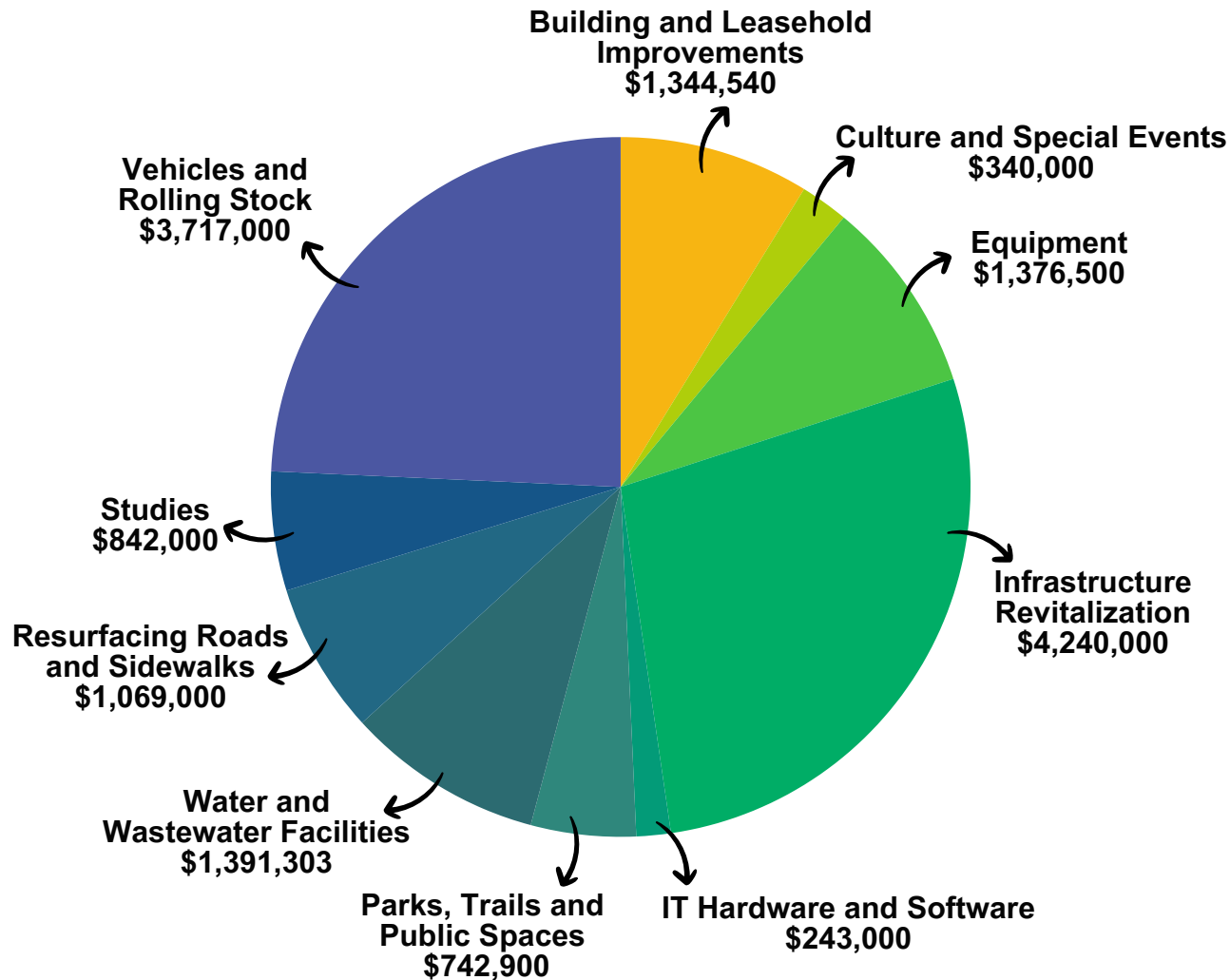
- Engineering
- Parks
- Roads
- Sidewalks

Financial Overview

Capital Budget - 2024 Capital Budget

The chart below presents the 2024 capital budget by major asset type. Capital purchases and projects are listed by department and detailed descriptions provided in the department sections of the document.

2024 Capital Budget by Asset Type (\$15.3M)

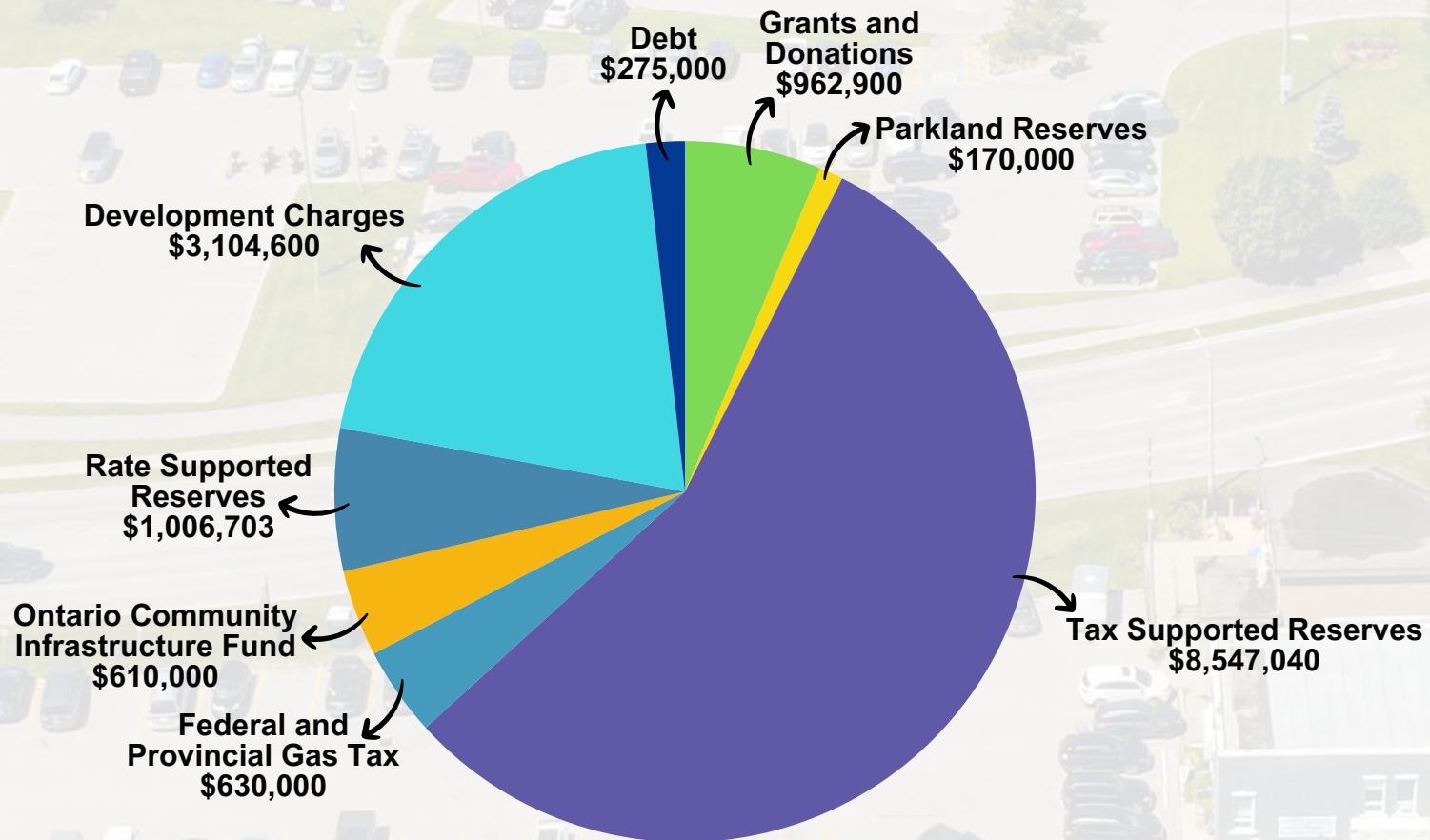


Financial Overview

Capital Budget - 2024 Capital Budget Funding

The capital plan is funded from a variety of sources generally falling into one of three categories: reserves, grants, or debt financing. The chart below presents the 2024 capital budget broken down by major funding source.

2024 Capital Budget by Funding Source (\$15.3M)



Debt of \$275,000 on Ellen Street Reconstruction Project (2025 - \$3.85M) will be issued once the capital project is complete.



Financial Overview

Capital Budget - Debt Management

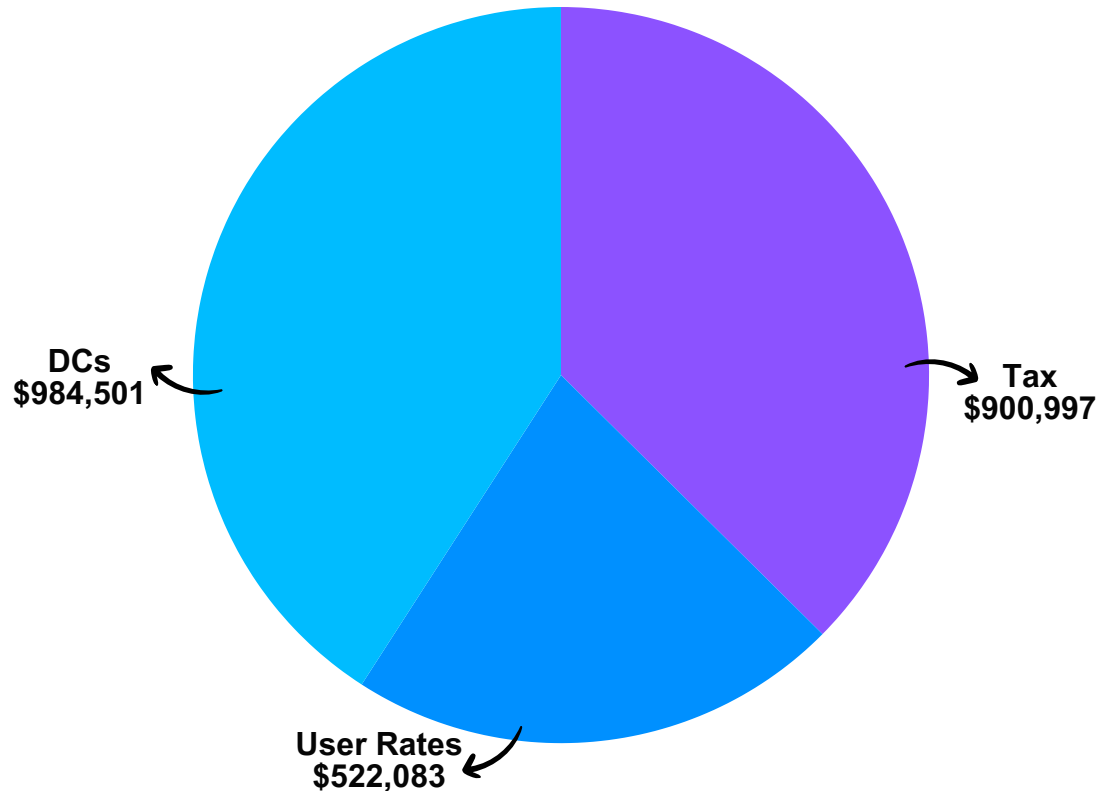
The total 2024 budget for debt servicing costs is \$2.4M.

A breakdown of the debt servicing costs by funding source is presented below.

The 2024 budget includes a net increase in debt servicing costs of \$256,000 over 2023. The primary reason for the increase is the inclusion of payment for the Queen Street reconstruction project and the internal loan on the Midland Bay Landing Property.

The net increase is spread across tax, Development Charges (DCs) and user rates.

2024 Debt Servicing Costs by Funding Source



Financial Overview

10-Year Capital Plan - Debt Management

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 \$44M 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 or before issuing long-term debt at project completion.

Municipal borrowing is constrained by the Annual Repayment Limit (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 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 ARL line has been included for reference. A lower limit is recommended, due to the pressure annual principal and interest payments place on rates.



Financial Overview

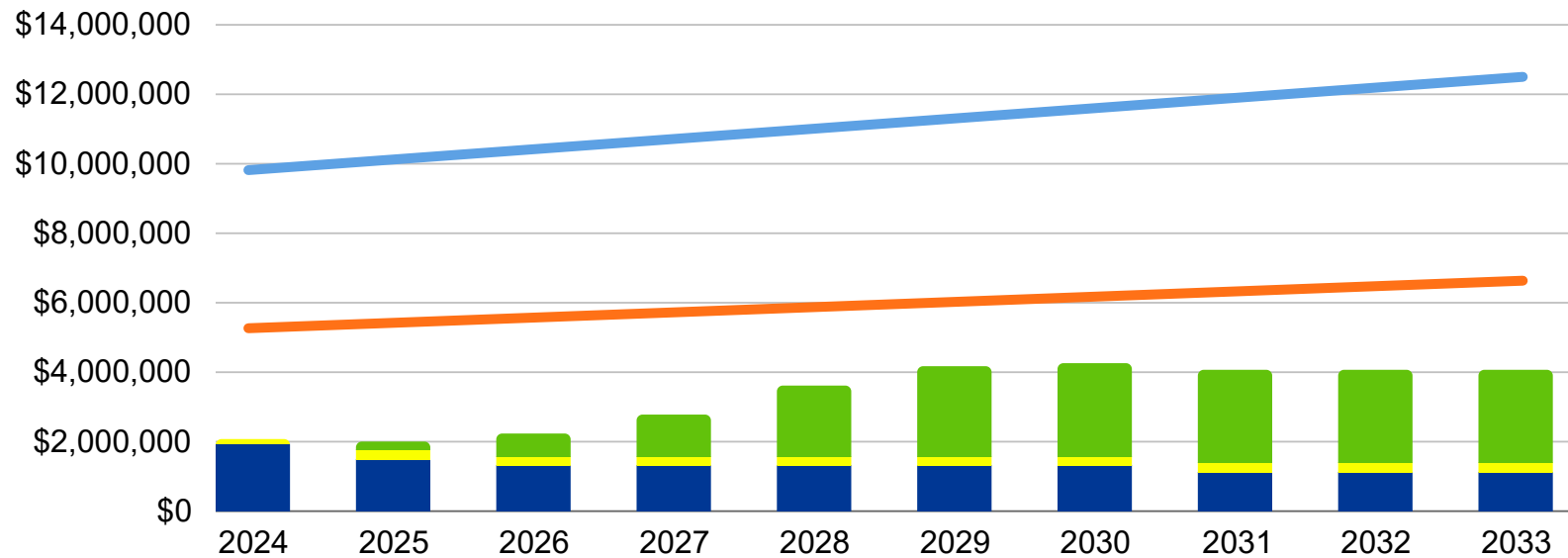
10-Year Capital Plan - Debt Management

As shown in the chart below, 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. A Max Borrowing line for a 1% annual increase on tax/rates for new debt has been included. This line ensures that the annual debt payments included in the annual operating budget do not put excessive pressure on the tax or user rates in any given year.

In addition, where debt is issued to finance growth related projects there is a risk that Development Charge collections will not be sufficient to cover the payments, thereby placing an additional financial burden on the Town. For this reason, a conservative approach has been taken to estimate the future collection of Development Charges.

10-Year Debt Payment Forecast (based on expected issuance)

- 25% of Own Source Revenue (used to calculate Provincial limit) ■ Max Borrowing for 1% annual tax/rates increase on new debt
- Annual Payments on Outstanding Debt ■ Annual Payments on Approved but not yet issued
- Annual Payments on Forecasted Debt



Financial Overview

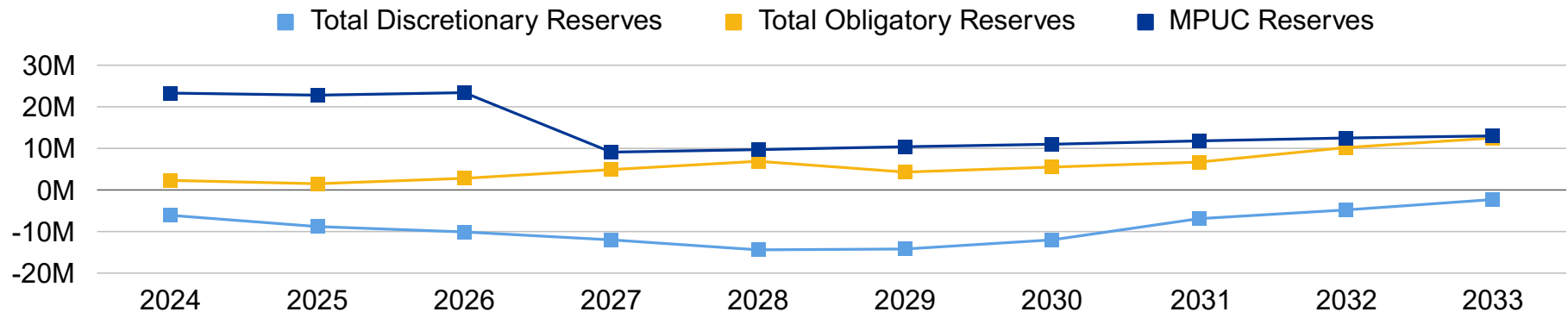
10-Year Capital Plan - Consolidated Capital Reserve Forecast

The graph below presents a consolidated forecast for the Town’s capital reserves. The forecast is based on assumptions for reserve contributions and draws for the tax-supported capital plan and does not differentiate between permitted uses or internally imposed restrictions.

Other key assumptions include:

- Contribution of \$15M is made by the Town towards the development of Midland Bay Landing.
- Internal borrowing and external debt financing is 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 2024-2030 and 1.5% for years 2031-2033.
- Surplus Town-owned land valued at \$3.7M will be disposed of.

Consolidated Capital Reserve Forecast



The reserve forecast presents a challenging path forward. The forecast is highly sensitive to changes in assumptions. 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

10-Year Capital Plan - 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 10-Year Capital forecast projects over \$21 million in funding utilized for capital projects and an additional \$14 million being drawn from Development Charge reserves to fund growth related debt servicing costs on new debt. Combined with estimated collections from developers, inflationary rate adjustments, and interest earned, this leaves a balance of approximately \$6.5M in development charges by 2033.

One of the biggest financial risks facing the Town is the volatile nature of development. A sustained 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.

The Town's current Development Charge Background Study will be updated in 2024 for the 2025-2034 forecast period. 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 development charge related portion of this project. As a result, the growth-related capital costs will require external contributions or debt financing to prevent the Development Charge Reserves from going into deficit. This forecast, however, may change if project costs are deferred or 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.



Financial Overview

10-Year Capital Plan - 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 (\$10.9M book value) due to unrealized losses in the fund from the current investment landscape.



Financial Overview

10-Year Capital Plan - Community Wide Initiatives 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 \$11.5M. A minimum balance of \$4M is retained to offset the negative balance of the Midland Bay Landing Reserve. As the Midland Bay Landing Reserve is repaid, additional funds will be made available for projects requiring internal financing.

The 10-Year Plan includes approximately \$16M 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. For the 10-year forecast, the repayment of this reserve has not been included as the future funding source is unconfirmed, and could come from increased assessment growth, or internal or external borrowing.



Financial Overview

10-Year Capital Plan - Discretionary Capital Reserve Balance

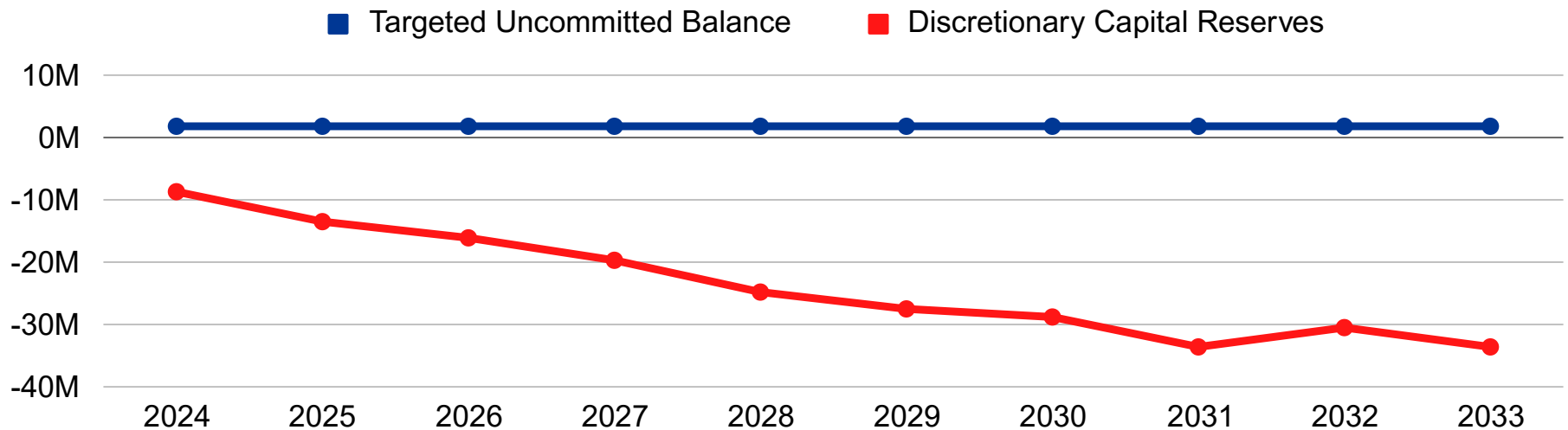
The following scenarios present a 10-year forecast showing the effect of changing variables such as the annual levy for reserve contributions including the sustainable capital reserve as well as directing net proceeds from the disposition of various properties to reserves.

Scenario 1: No increases to our annual tax-supported reserve contributions (Remain at 2023 amounts).

In this scenario it is assumed that reserve contributions remain static over the 10-Year Plan and that no additional capital levy to address the backlog of infrastructure replacement is included.

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

Tax-Supported Capital Program Funding Gap (Scenario 1)



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 for the entire forecast period.

This scenario results in a financially unsustainable path with a negative balance of \$33.6 M in 2033 versus a target balance of approximately \$1.8M. This scenario is not recommended.



Financial Overview

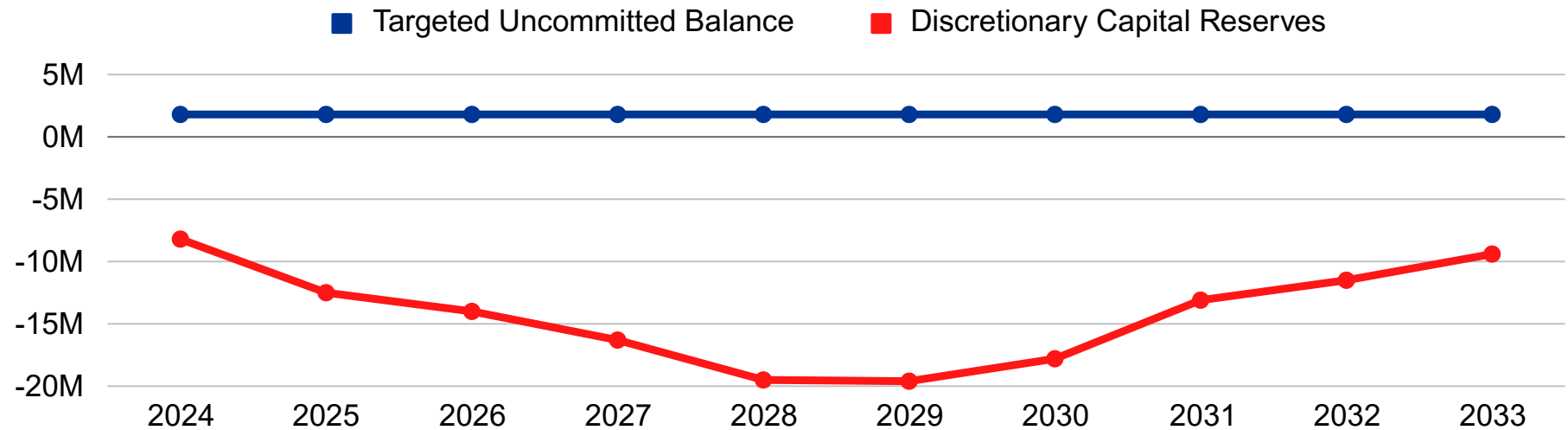
10-Year Capital Plan - Discretionary Capital Reserve Balance

Scenario 2: Phased in increases to our reserves to meet our average 10-year 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 presents the 10-year forecast for the Town's Tax Capital Reserves based on this scenario:

Tax-Supported Capital Program Funding Gap (Scenario 2)



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) continues to show a consistently growing gap until 2030.

This scenario results in a financially unsustainable path with a negative balance of \$9.4M in 2033 versus a target balance of approximately \$1.8M. This scenario demonstrates the compounding nature of steady increased reserve contributions with interest income throughout the forecast period. This scenario does not fully address the Town's future capital needs.



Financial Overview

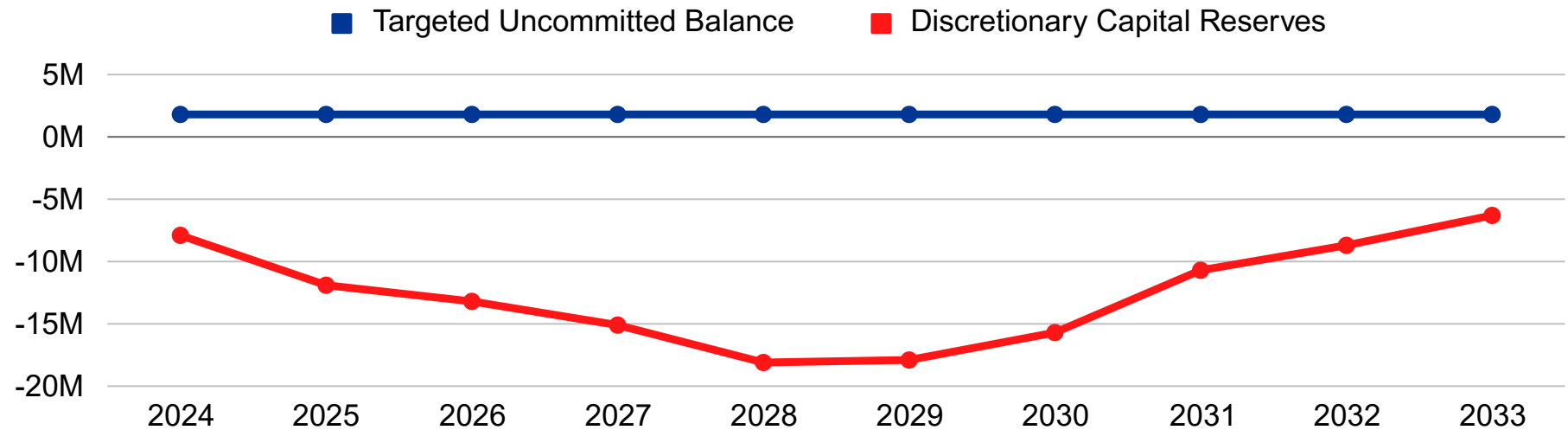
10-Year Capital Plan - Discretionary Capital Reserve Balance

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

Tax-Supported Capital Program Funding Gap (Scenario 3)



Scenario 3 Conclusion: This scenario shows a better financial result than Scenario 1 and 2 with a negative balance of \$6.3M in 2033. However, a gap remains (between red line and blue line) and still poses a financial risk for the Town to meet future capital needs.



Financial Overview

10-Year Capital Plan - Discretionary Capital Reserve Balance

Scenario 4: Phased-in increases plus the 1% to 1.5% levy catchup and other Asset Disposals scenario.

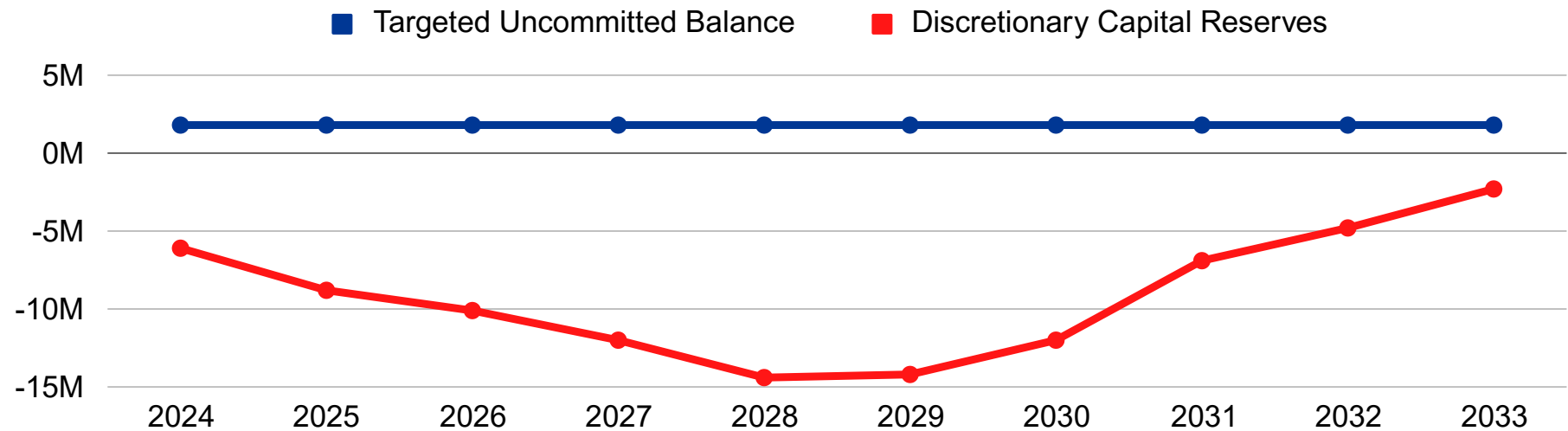
In this scenario the above contribution increases apply, and the annual sustainable capital levy is increased by 1% for the next 7 years, and then 1.5% for balance of the forecast. In addition, this scenario assumes \$3.7M in net proceeds from disposition of various properties over this term of Council 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 presents the 10-year forecast for the Town's Tax Capital Reserves based on this **scenario**:

Tax-Supported Capital Program Funding Gap (Scenario 3)



Scenario 4 Conclusion: This scenario shows a better financial result than the previous scenarios with a negative balance of \$2.3M in 2033. It is also the scenario reflected in the Consolidated Reserve Forecast, which balances the needs identified in the Town's 10-Year Capital Plan.



Financial Overview

Operating Budget - Water and Wastewater

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 \$6 million and is funded from user rates not property taxes.

The proposed user rate increases for 2024 are 5% for water and 4% for wastewater. The increase is to fund the replacement of the infrastructure needed to deliver these services. This results in a combined budget transfer to reserves of over \$2 million. In addition, any operating surplus is transferred to the respective water and wastewater reserves for capital projects.

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

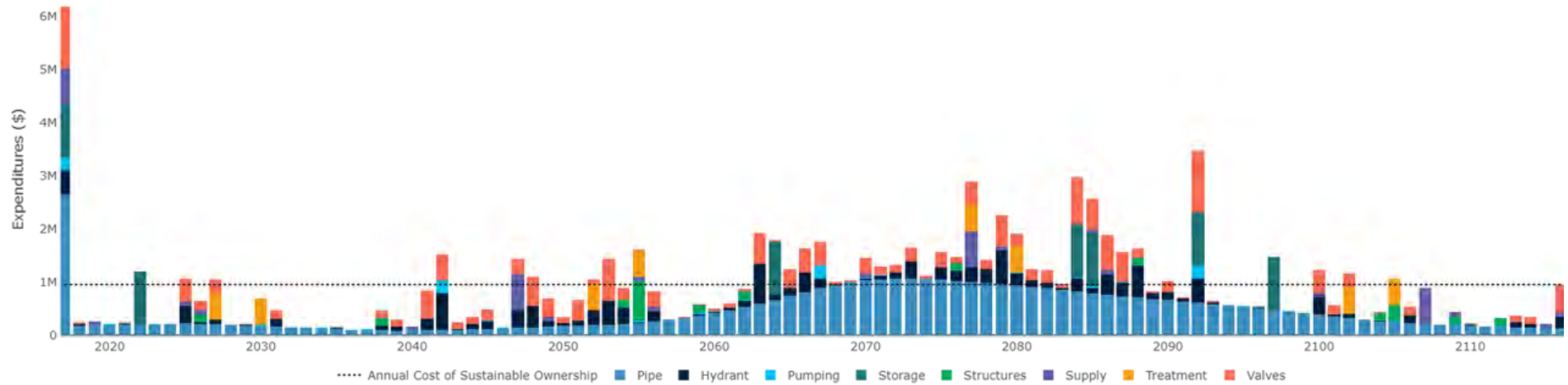
The user rates collected today need to include a respective charge towards these future capital costs as it is today that the wear and tear of these assets is occurring.

The graphs on the following page show a potential replacement cost timing for water and wastewater respectively. These replacements are necessary and costs are significant.

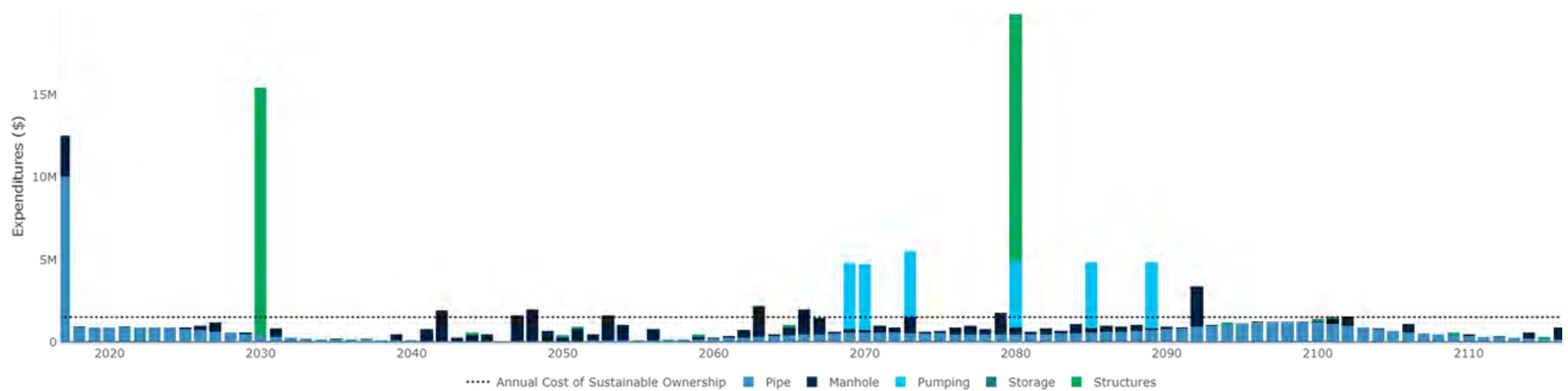


Financial Overview

10-Year Capital Plan - Water Infrastructure



10-Year Capital Plan - Wastewater Infrastructure



Financial Overview

10-Year Capital Plan - Water and Wastewater Lifecycle Analysis

The required user fees lifecycle analysis was undertaken to estimate the future financial needs and revenues. The graphs on the following page 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.

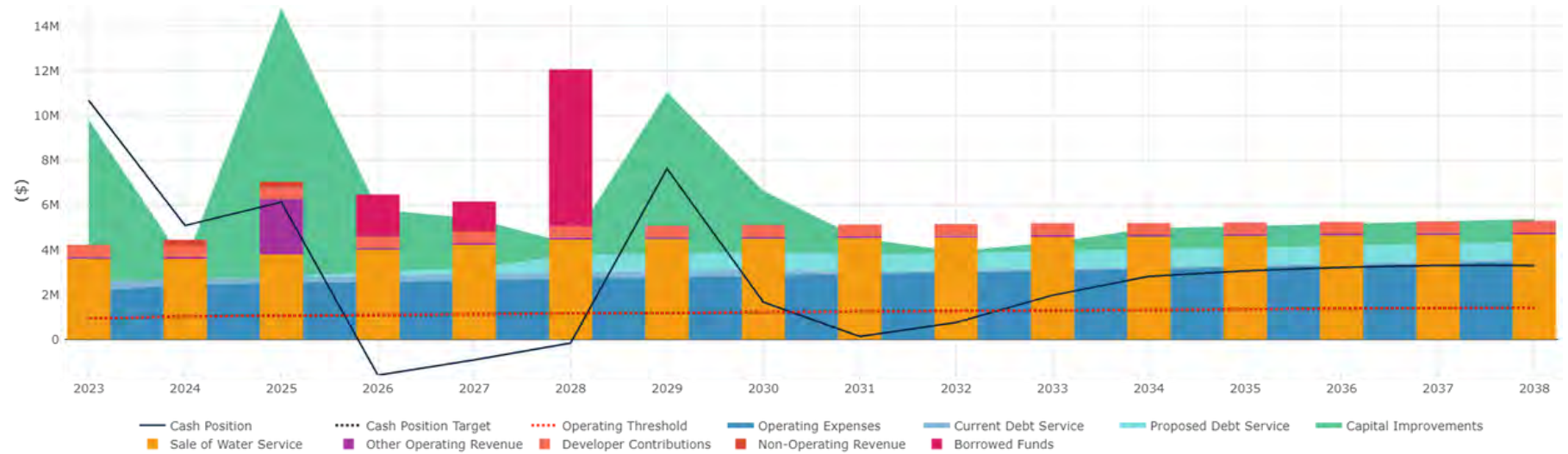
Modeling after 2033 is incomplete as the Town has only focused on a 10-year capital budget and the modeling software has a longer horizon.

The cash position line in the Water Lifecycle Analysis graph below indicates a large negative cash balance in the years 2024 and 2025. This is the result of projects starting in the prior years and then funded through external debt and development charges in the following year.

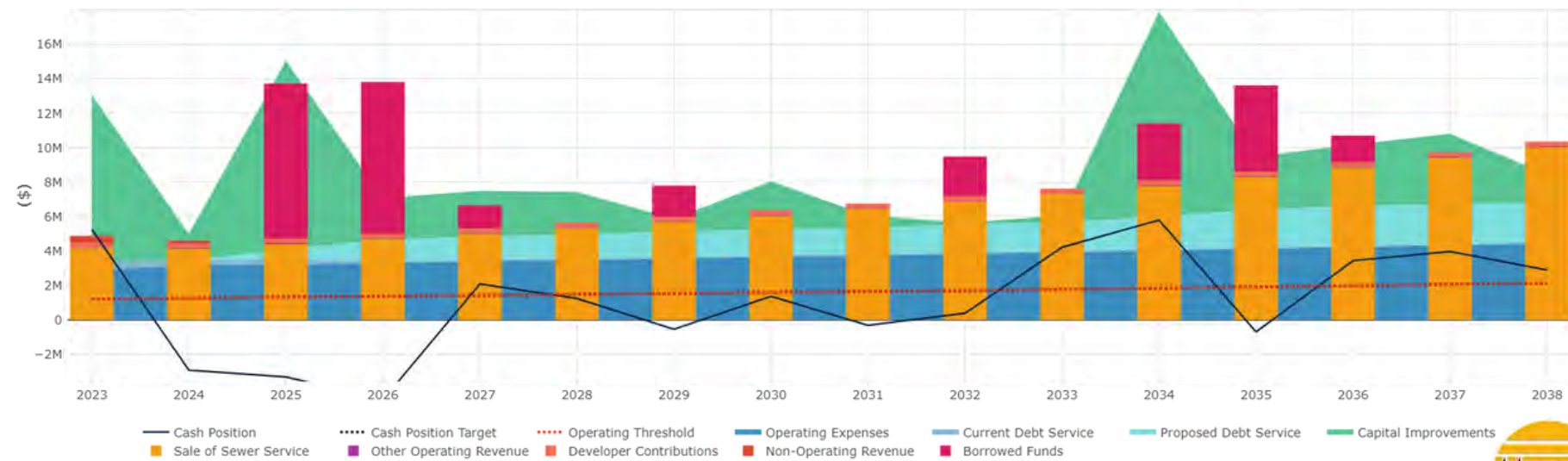


Financial Overview

10-Year Capital Plan - Water Lifecycle Analysis



10-Year Capital Plan - Wastewater Lifecycle Analysis



Financial Overview

Operating Budget - 2024 Water and Wastewater Rates

The user fee increases proposed for 2024 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 2024 are in the table below. The increases for a typical user are \$0.45 and \$0.40 per week for water and wastewater respectively.

	Water			Wastewater		
	2023	2024	Increase	2023	2024	Increase
Monthly Fixed Fee	\$13.43	\$14.10	5%	\$15.15	\$15.76	4%
Variable Rate per m3	\$1.80	\$1.89	5%	\$2.02	\$2.10	4%
Typical User using 170 m3/yr	\$467.16	\$490.52	5%	\$525.20	\$546.21	4%



Taxation and General Revenue



	2022 YTD Actuals	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Tax Rate Supported Summary								
Revenue								
Advertising Revenue	- 50,798	- 37,200	- 45,050	- 43,750	-	- 43,750	1,300	-3%
Draw from Reserve	- 1,517,415	- 1,915,195	- 3,012,857	- 2,268,625	- 576,158	- 2,844,783	168,074	-6%
Fees, Service Charges, and Rentals	- 2,071,279	- 2,887,152	- 2,619,508	- 2,632,715	-	- 2,632,715	- 13,207	1%
Fines and penalties	- 386,201	- 454,900	- 445,900	- 395,900	-	- 395,900	50,000	-11%
Gain/Loss on Sale of Assets	- 98,826	-	-	-	-	-	-	
Grants & External Contributions	- 2,228,704	- 1,768,358	- 1,543,500	- 1,665,013	-	- 1,665,013	- 121,513	8%
Interdepartmental Transfers	-	-	-	-	-	-	-	
Interest and Investment Income	- 735,523	- 206,200	- 306,200	- 550,200	-	- 550,200	- 244,000	80%
Licenses and permits	- 431,591	- 417,400	- 383,200	- 384,300	-	- 384,300	- 1,100	0%
Sales	- 28,243	- 30,144	- 35,644	- 24,150	-	- 24,150	11,494	-32%
Sundry Revenue	- 10,311	- 9,995	- 9,200	- 14,240	-	- 14,240	- 5,040	55%
Taxation	- 25,884,418	- 24,870,915	- 26,711,093	- 28,615,106	-	- 28,615,106	- 1,904,013	7.13%
Other Taxation	- 110,000	- 387,700	- 387,701	- 452,700	-	- 452,700	- 64,999	17%
Revenue Total	- 33,553,309	- 32,985,159	- 35,499,853	- 37,046,699	- 576,158	- 37,622,857	- 2,123,004	6%
Expense								
Salaries & Benefits	12,932,888	13,350,049	14,510,900	16,185,174	-	16,185,174	1,674,274	12%
Professional & Contracted Services	2,346,240	2,270,956	2,679,086	2,819,182	50,000	2,869,182	190,096	7%
OPP Contracted Services	5,066,197	5,017,670	4,720,569	4,729,259	-	4,729,259	8,690	0%
Debt Servicing	1,461,726	1,469,304	1,598,978	1,885,498	-	1,885,498	286,520	18%
Fees expense	103,197	106,500	122,450	134,000	-	134,000	11,550	9%
Fines and penalties	9,537	-	36,000	-	-	-	- 36,000	
Fuel	402,011	324,529	427,300	431,800	-	431,800	4,500	1%
Grants & Donations	463,163	455,844	336,569	396,451	-	396,451	59,882	18%
Grounds Maintenance	149,094	167,328	190,850	114,650	-	114,650	- 76,200	-40%
Honorariums	23,650	54,200	-	-	-	-	-	
Insurance	952,949	1,006,429	922,200	1,062,150	-	1,062,150	139,950	15%
Interdepartmental Transfers - S&B	12,952	- 1,398	- 240,880	- 860,463	-	- 860,463	- 619,583	257%
Interdepartmental Transfers - Other	69,249	67,117	252,216	74,978	-	74,978	- 177,238	-70%
Labour Relations	37,177	68,750	81,250	50,000	-	50,000	- 31,250	-38%
Licenses expense	33,888	47,080	51,620	51,470	-	51,470	- 150	0%
Library Collections	121,185	127,952	127,952	127,952	-	127,952	-	0%
Materials & Supplies	732,733	686,789	672,697	716,418	-	716,418	43,721	6%
Organizational Changes	77,053	-	700,000	-	300,000	300,000	- 400,000	-57%

	2022 YTD Actuals	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Tax Rate Supported Summary								
Printing, Advertising & Public Notices	123,478	218,240	182,075	168,130	-	168,130	- 13,945	-8%
Program costs	411,995	519,960	288,110	502,778	-	502,778	214,668	75%
Protective clothing, uniforms, subscriptions, and memberships	138,969	166,081	191,162	177,485	-	177,485	- 13,677	-7%
Purchases for resale	10,054	13,120	9,600	8,700	-	8,700	- 900	-9%
Rebates	16,411	18,000	18,000	18,000	-	18,000	-	0%
Repairs & Maintenance	957,627	945,752	983,277	1,028,950	-	1,028,950	45,673	5%
Security	88,293	93,950	95,250	95,500	-	95,500	250	0%
Software Support & Licensing	590,099	432,900	460,500	483,000	-	483,000	22,500	5%
Support to BIA	110,000	110,000	110,000	175,000	-	175,000	65,000	59%
Sundry Expense	28,812	34,850	36,600	41,600	7,000	48,600	12,000	33%
Taxes	98,208	84,300	96,400	98,562	-	98,562	2,162	2%
Telecommunications	101,895	138,868	141,188	132,135	-	132,135	- 9,053	-6%
Training, travel, meetings, and conferences	193,742	333,971	395,150	428,890	-	428,890	33,740	9%
Transfer to Reserve	4,345,087	3,572,642	4,243,328	4,893,914	-	4,893,914	650,586	15%
Utilities	782,038	877,330	844,648	814,636	-	814,636	- 30,012	-4%
Rentals	85,871	106,096	114,808	180,058	-	180,058	65,250	57%
Write-offs	349,877	100,000	100,000	100,000	-	100,000	-	0%
Expense Total	33,427,345	32,985,159	35,499,853	37,265,857	357,000	37,622,857	2,123,004	6%
Net Expense	- 125,964	-	-	219,158	- 219,158	-	-	

	*2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Taxation & General Revenue/Expenses								
Revenue								
Draw from Reserve (Note 1)			- 700,000	- 100,000	- 519,158	- 619,158	80,842	-12%
Fees, Service Charges, and Rentals	- 1,319	-	-	-	-	-	-	
Fines and penalties	- 366,456	- 387,400	- 387,400	- 387,400	-	- 387,400	-	0%
Gain/Loss on Sale of Assets	- 98,826	-	-	-	-	-	-	
Grants & External Contributions (Note 2)	- 787,422	- 620,000	- 616,400	- 599,000	-	- 599,000	17,400	-3%
Interest and Investment Income (Note 3)	- 743,169	- 200,000	- 300,000	- 550,000	-	- 550,000	- 250,000	83%
Taxation (Note 4)	- 25,884,418	- 24,870,915	- 26,711,093	- 28,615,106		- 28,615,106	- 1,904,013	7.13%
Other Taxation (Note 5)	- 110,000	- 387,700	- 387,701	- 452,700		- 452,700	- 64,999	16.77%
Revenue Total	- 27,991,610	- 26,466,015	- 29,102,594	- 30,704,206	- 519,158	- 31,223,364	- 2,120,770	7%
Expense								
Salaries & Benefits (Note 6)	-	- 400,000	- 200,000	-	-	-	200,000	-100%
Professional & Contracted Services	36,984		-	-	-	-	-	
Fees expense	4,438		-	-	-	-	-	
Interdepartmental Transfers - S&B (Note 7)				188,251		188,251	188,251	
Materials & Supplies	22,878		-			-	-	
Organizational Changes (Note 8)	77,053		700,000		300,000	300,000	- 400,000	-57%
Charity Rebates	16,411	18,000	18,000	18,000	-	18,000	-	0%
Repairs & Maintenance	1,824		-	-		-	-	
Software Support & Licencing	6,568		-	-		-	-	
Support to BIA (Note 9)	110,000	110,000	110,000	175,000		175,000	65,000	59%
Training, travel, meetings, and conferences		- 50,000				-	-	
Transfer to Reserve (Note 9)	1,296,587	673,085	774,435	874,435	-	874,435	100,000	13%
Write-offs	349,877	100,000	100,000	100,000	-	100,000	-	0%
Expense Total	1,922,620	451,085	1,502,435	1,355,686	300,000	1,655,686	153,251	10%
Net Revenue	- 26,068,990	- 26,014,930	- 27,601,159	- 29,348,520	- 219,158	- 29,567,678	- 1,967,519	7.13%

* 2022 Actuals (\$) unaudited

Taxation & General Revenue/Expenses

Note 1: 2024 draw includes \$300,000 carry forward from 2023 organizational changes and \$219,158 to phase in the market/pay equity increases over this term of Council.

Note 2: Reduced 2024 funding received from the Ontario Municipal Partnership Fund

Note 3: Increased 2024 interest income budget due to increased interest rates and forecasted reserve balances.

Note 4: Includes assessment growth projection of 2.58% as reported by MPAC.

Note 5: Includes proposed levy to the BIA.

Note 6: Removed salary gapping for position vacancy.

Note 7: Interdepartmental transfers updated to include S&B costs for Taxation staff under Corporate Services.

Note 8: Estimated carry-over amount from 2023. Funding source remains in reserves (bank) until budget is spent.

Note 9: Increased support to BIA based on their 2024 budget request.

Note 10: Includes a \$100,000 contribution to the Contingency Reserve.



Council and Committees

	*2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Council & Committees								
Revenue								
Revenue Total	0		0	0	0	0	0	
Expense								
Salaries & Benefits (Note 1)	346,566	321,286	326,296	329,775		329,775	3,479	1%
Professional & Contracted Services (Note 2)	9,258	12,500	37,500	52,500		52,500	15,000	40%
Fees expense						-	-	
Grants & Donations	3,000	5,500	64,000	64,000		64,000	-	0%
Insurance	17,291	16,088	15,100	16,610		16,610	1,510	10%
Interdepartmental Transfers - S&B (Note 3)	70	70	-	61,628		61,628	61,628	
Interdepartmental Transfers - Other (Note 4)	11,287	34,576	33,947	81,069		81,069	47,122	139%
Materials & Supplies	1,412		1,250			-	- 1,250	-100%
Printing, Advertising & Public Notices (Note 4)	-		1,000	1,000		1,000	-	0%
Program costs (Note 5)	485		5,500			-	- 5,500	-100%
Protective clothing, uniforms, subscriptions, and memberships	-		5,700	5,700		5,700	-	0%
Sundry Expense	2,200	5,000	-	-		-	-	
Telecommunications	5,194	6,225	6,225	6,225		6,225	-	0%
Training, travel, meetings, and conferences (Note 6)	22,286	32,250	30,750	40,500		40,500	9,750	32%
Transfer to Reserve	32,130	32,130	38,500	38,500		38,500	-	0%
Expense Total	451,179	465,625	565,768	697,507	-	697,507	131,739	23%
Net Expense	451,179	465,625	565,768	697,507	-	697,507	131,739	23%

* 2022 Actuals (\$) unaudited

Council & Committees

Note 1: Distributed labour for Council & Committee support removed in 2024. Includes 1.35% blended COLA.

Note 2: Budget for Integrity Commissioner added.

Note 3: Interdepartmental transfers updated to include Council's proportional share of S&B costs for Corporate Services.

Note 3: Interdepartmental transfers updated to include Council's proportional share of other Corporate Service costs, including Town Hall.

Note 4: Materials and supplies budget consolidated with Corporate Services.

Note 4: Training budget increased based on training opportunities available.

Note 5: Budget for Council annual celebration moved to Corporate Services.

Note 6: Budget increased based on Council's anticipated attendance at conferences and Community events (symposiums etc.).

Office of the CAO and Clerks

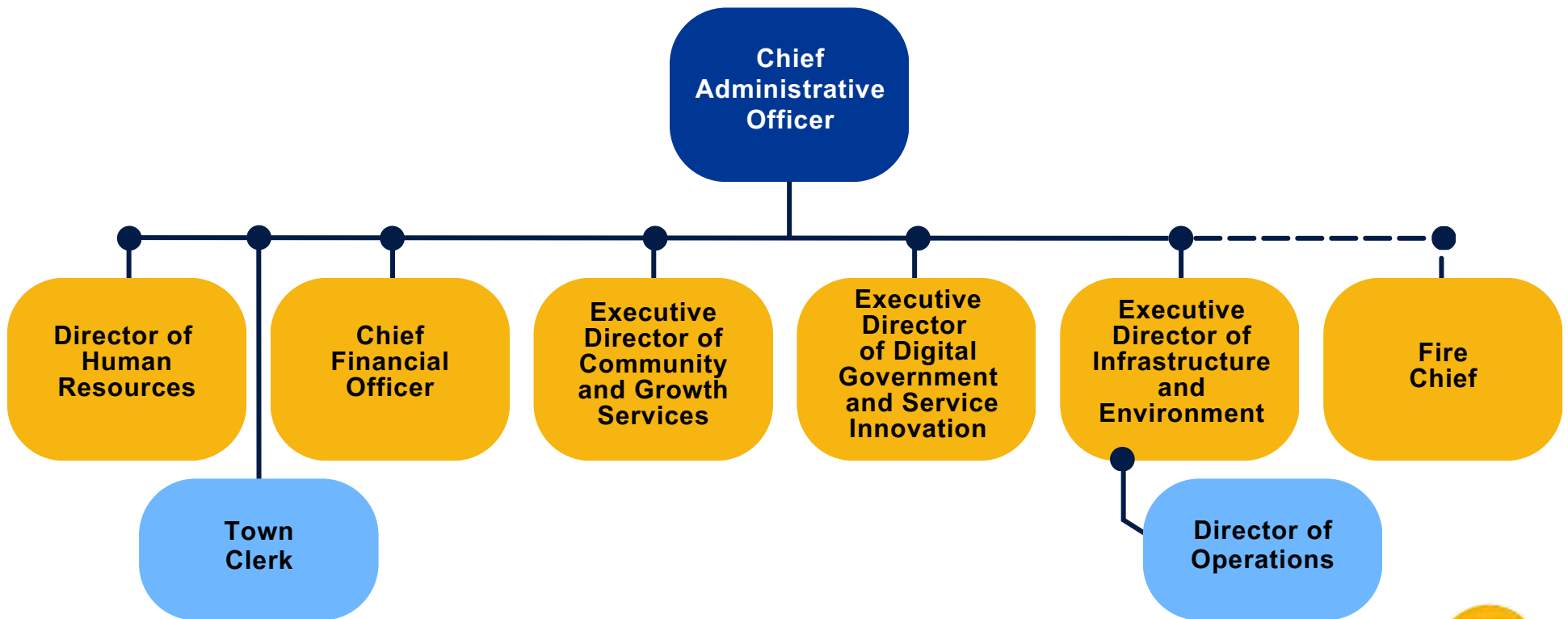


Division Performance Plan

Office of the CAO

Division Overview and Key Objectives:

The Office of the CAO provides corporate leadership and oversight in the management of the Town's operations. The CAO supports the organization in the provision of high-quality programs and services to the community, while advancing Council's strategic priorities. The Office liaises with municipal, provincial and federal government officials; agencies, boards and commissions; citizens and businesses; and other stakeholders to ensure efficient service delivery while sharing information and seeking input into policy formulation. The Office of the CAO is comprised of the CAO's Office, Digital Governments and Service Innovation, Human Resources, Fire, Infrastructure and Environment, Community and Growth and Finance.



Division Performance Plan

Office of the CAO

Key Objectives include:

- To lead and co-ordinate the operations of the Town in compliance with all applicable legislation, and the by-laws, policies, procedures and plans adopted by Council, and ensure efficient service delivery at best value to the community.
- To guide the Corporation's strategic direction, in conjunction with Council's Strategic Plan and Priorities.
- To oversee efficient financial management and fiscal planning.
- To champion a positive organizational culture that is driven by purpose and passion.
- To enhance communication and collaboration, internally and externally, in the pursuit of continuous improvement while increasing corporate accountability.
- To pursue innovative tools and ideas that create process improvements and strengthen organizational capacity in ongoing efficient service delivery.

Key successes from the prior budget year:

- Worked with Council to develop Council's Strategic Plan for 2023-2026, which will set the direction for the organization during this term of Council.
- Developed a budget for Council's consideration that balances ongoing operational requirements with recommended service enhancements.
- Attracted new talent and focused on building a high performing culture and team.
- Obtained Council approval to move forward with an RFP for the Midland Bay Landing project.
- Upgraded Little Lake Park and replaced 3 playgrounds in parks throughout the Town, with engagement from the community to establish the themes for each park.

Major Initiatives for the coming budget year:

- Continue to focus on the next stage for the Midland Bay Landing project.
- Continue to build a high performing Town focusing on delivering Council's Strategic Direction.
- Continue strong advocacy for Midland's needs at County, Provincial and Federal levels.
- Lead and support staff in updating relevant Master Plans and Studies.
- Lead the development of Key Performance Indicator (KPI) metrics in order to monitor, manage and continuously improve business processes.



Division Performance Plan

Clerk's Office

Division Overview and Key Objectives:

The role of the Clerk's Office 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:

- Act as the administrator for the Town's corporate records, policies, resolutions, and by-laws.
- Conduct municipal and school board elections every four years.
- Manage agendas for Council and Committee meetings, administering and recording the minutes and decisions.
- Issuing marriage and lottery licences.
- Provide corporate oversight and support for the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant legislation.
- Maintain vital statistic records.
- Process Freedom of Information Requests under MFIPPA.
- Commission documents.

Key successes from the prior budget year:

- Completed a comprehensive review of existing Committees and their effectiveness.
- Reviewed Terms of Reference for all Committees.
- Became a member of the Simcoe County Joint Accessibility Committee.
- Improved electronic Council meeting processes to increase efficiency and enhance the opportunity for public participation.



Division Performance Plan

Clerk's Office

Major Initiatives for the coming budget year:

- Undertake and complete the process for filling a Council vacancy as per the Municipal Act.
- Maintenance and Management of the Town's Records Management System in the newly implemented electronic document and records management program.
- Work collaboratively with surrounding municipalities to create efficiencies within Committees.
- Review current practices for public notices for statutory/other public meetings to determine more impactful and effective alternatives.



	*2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Office of the CAO (includes CAO and Clerks)								
Revenue								
Draw from Reserve (Note 1)	-29,667	-131,806	-			-	-	
Fees, Service Charges, and Rentals	- 4,164	- 1,200	-	- 350		- 350	- 350	
Licenses and permits (Note 2)	-25,531	-35,000	-35,000	-39,500		- 39,500	- 4,500	13%
Revenue Total	-59,362	-168,006	-35,000	-39,850	-	-39,850	-4,850	14%
Expense								
Salaries & Benefits (Note 3)	577,520	635,018	583,160	654,680		654,680	71,520	12%
Professional & Contracted Services	46,189	59,500	25,000	25,000		25,000	-	0%
Insurance (Note 4)	27,665	12,870	24,200	19,130		19,130	- 5,070	-21%
Interdepartmental Transfers - S&B (Note 5)	3,545	3,545	-	66,249		66,249	66,249	
Interdepartmental Transfers - Other (Note 6)	- 1,082	5,917	188	65,859		65,859	65,671	
Materials & Supplies	4,892	34,356	4,750			-	- 4,750	-100%
Printing, Advertising & Public Notices (Note 7)	4,618	11,300	8,000	4,000		4,000	- 4,000	-50%
Program costs	5,728	3,500				-	-	
Protective clothing, uniforms, subscriptions, and memberships	8,627	8,400	4,350	3,350		3,350	- 1,000	-23%
Repairs & Maintenance (Note 8)	15,009	41,500		2,500		2,500	2,500	
Software Support & Licensing	9,433		-	-		-	-	
Telecommunications	1,109	2,300	1,300	1,300		1,300	-	0%
Training, travel, meetings, and conferences (Note 9)	11,788	26,350	19,650	26,150		26,150	6,500	33%
Transfer to Reserve (Note 10)	32,130	62,130	47,500	52,500		52,500	5,000	11%
Vehicle, Equipment, and Facility Rentals		1,300						
Expense Total	747,171	907,986	718,098	920,718	-	920,718	202,620	28%
Net Expense	687,809	739,980	683,098	880,868	-	880,868	197,770	29%

* 2022 Actuals (\$) unaudited

Office of the CAO (includes CAO and Clerks)

Note 1: 2022 draw for Election costs.

Note 2: Reflects increased demand for services.

Note 3: 1/2 FTE temporarily converted from operations for contract Executive Assistant position. New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA.

Note 4: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 5: Interdepartmental transfers updated to include the Office of the CAO's proportional share of S&B costs for Corporate Services.

Note 6: Interdepartmental transfers updated to include the Office of the CAO's proportional share of other Corporate Service costs, including Town Hall.

Note 7: Office supplies and advertising budgets consolidated with Corporate Services.

Note 8: Data Fix annual contract (Election software).

Note 9: Training budget increased based on staff training requests.

Note 10: Increased transfer to Election Reserve based on 2022 election costs.

Office of the CAO 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Performance Analytics	50,000					50,000			
Total Office of the CAO	50,000					50,000			

Capital Project Summary	2024 Budget Year
Project Name	Performance Analytics
Division	CAO
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Performance Analytics helps derive comparative analyses, and is the framework that measures the success of an organization's strategy. It is the foundation for benchmarking financial performance data, uncovering insights for data-driven decision-making, and developing an impactful strategy plan. According to studies, about 40 percent of enterprise data is either inaccurate, incomplete, or unavailable, which results in businesses failing to achieve their data-driven goals. This service will help the organization better manage their data, understand their data and be able to create performance metrics, which supports Council's Strategic direction.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	50,000
Study	
Other	
Total Cost	50,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	50,000
Development Charges	
Other	
Total Funding	50,000
Future Budget Years	



Fire and Emergency Services

Division Performance Plan

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 County Fire Departments.

Key successes from the prior budget year:

- Decrease in sick time – due in part to 24hr shift implementation.
- Updates to EandR, Open Air Burn and Fireworks by-laws.
- Public Education messaging on fire hall bay doors, C3 and on social media.
- Fire Master Plan received by Council.
- Firefighter training and proficiencies technical rescue programs.

Major Initiatives for the coming budget year:

- Replacement of Pumper 1. (additional finances required – carry over from 2023)
- Addition of a dedicated vehicle for Deputy – response Pickup.
- Firefighter certification – Mandatory Certification continues.
- Negotiations with volunteer firefighter’s union (CLAC).
- Community Risk Assessment – joint venture in North Simcoe. (Carryover from 2023)
- Collaborate with Simcoe County Paramedics to complete the replacement of defibrillation units. (Carryover from 2023)



	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Fire and Emergency Services								
Revenue								
Fees, Service Charges, and Rentals (Note 1)	- 1,369	- 29,200	- 29,200	- 22,200		- 22,200	7,000	-24%
Grants & External Contributions	- 35,527	-	-			-	-	
Licenses and permits	- 27,280	- 20,000	- 30,000	- 30,000		- 30,000	-	0%
Sundry Revenue	- 103							
Revenue Total	- 64,279	- 49,200	- 59,200	- 52,200	-	- 52,200	7,000	-12%
Expense								
Salaries & Benefits (Note 2)	2,681,285	2,552,133	2,755,452	3,030,770		3,030,770	275,318	10%
Professional & Contracted Services (Note 3)	10,029	8,500	12,600	16,700		16,700	4,100	33%
Fees expense (Note 4)	54,921	49,750	60,500	66,600		66,600	6,100	10%
Fines and penalties	106					-	-	
Fuel	21,966	12,000	19,000	20,500		20,500	1,500	8%
Insurance (Note 5)	58,805	43,260	50,500	113,600		113,600	63,100	125%
Interdepartmental Transfers - S&B (Note 6)	9,730	9,730	-	328,761		328,761	328,761	
Interdepartmental Transfers - Other (Note 7)	63,700	63,700	70,625	322,003		322,003	251,378	356%
Labour Relations (Note 8)	16,739	27,500	30,000	-		-	- 30,000	-100%
Licenses expense	496	500	500	600		600	100	20%
Materials & Supplies	35,108	27,200	27,200	28,700		28,700	1,500	6%
Printing, Advertising & Public Notices	863	900	1,375	1,200		1,200	- 175	-13%
Protective clothing, uniforms, subscriptions, and memberships (Note 9)	39,516	35,300	51,300	41,500		41,500	- 9,800	-19%
Repairs & Maintenance (Note 10)	107,012	69,500	69,500	78,500		78,500	9,000	13%
Software Support & Licensing	2,745	4,000	3,000	3,500		3,500	500	17%
Sundry Expense	907	1,000	1,000	1,000		1,000	-	0%
Telecommunications	2,989	2,500	2,620	4,000		4,000	1,380	53%
Training, travel, meetings, and conferences (Note 11)	54,122	40,350	45,350	52,050		52,050	6,700	15%
Transfer to Reserve (Note 12)	365,670	365,670	415,500	451,500		451,500	36,000	9%
Utilities	23,066	22,105	22,211	24,111		24,111	1,900	9%
Expense Total	3,549,775	3,335,598	3,638,233	4,585,595	-	4,585,595	947,362	26%
Net Expense	3,485,496	3,286,398	3,579,033	4,533,395	-	4,533,395	954,362	26.7%

* 2022 Actuals (\$) unaudited

Fire and Emergency Services

Note 1: Cost recoveries from MTO and Fire Marque lowered to reflect prior years trend

Note 2: Career Firefighter OT budget increased for MVC related call-outs. Shared service agreement with Penetanguishene ended for Coordinator, Fire ended in 2023.

New MPFFA grid adopted in 2022, includes 2.10% COLA. New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA. Volunteer Firefighter (CLAC) under negotiations.

Note 3: Public Education Messaging wrap on Bay doors.

Note 4: Increase in dispatching fees.

Note 5: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 6: Interdepartmental transfers updated to include Fire's proportional share of S&B costs for Corporate Services.

Note 7: Interdepartmental transfers updated to include Fire's proportional share of other Corporate Service costs.

Note 8: Labour relations budget moved to Human Resources (Corporate Services).

Note 9: 2023 budget included initial purchase of coveralls . Only replacements (as needed) included in 2024.

Note 10: Budget for routine maintenance and repairs increased to reflect aging building, vehicle and equipment.

Note 11: Increased training budget to meet legislative requirements.

Note 12: Contribution to reserves steadily increasing over the 10-year forecast period to cover identified replacement needs.

Fire and Emergency Services 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Fire and Emergency Services									
Firehall Window Replacements	50,000					50,000			
Overhead Bay Door Replacements	75,000					75,000			
Crew Room Furniture Replacement	10,000					10,000			
Interior Door Refurbishments or Replacements	12,000					12,000			
Sound Proofing of Office Area	20,000					20,000			
Training Room Furniture Replacement	10,000					10,000			
Lower Level Room Renovations / Additional Window	20,000					20,000			
Bunker Gear Replacement	120,000					120,000			
Washer Extractor Replacement	30,000					30,000			
Portable Equipment Replacement	22,500					22,500			
Portable & Mobile Radios Replacement	85,000					85,000			
Hazard House Public Education Tool	15,000		13,000			2,000			
Apparatus Fire Hose Replacement	70,000					70,000			
Mobile Radio Repeaters	14,000					14,000			
Traffic Signal Pre-Emption Device	5,000					5,000			
Exercise and Wellness Equipment	15,000					15,000			
Pumper Truck 1 - Additional Funding	500,000					500,000			
Pumper Truck 2	1,300,000					1,300,000			
Midland Penetanguishene Consolidation Feasibility Analysis	30,000					30,000			
Emergency Services Campus Feasibility Study	150,000					150,000			
Total Fire and Emergency Services	2,553,500		13,000			2,540,500			

Capital Project Summary	2024 Budget Year
Project Name	Firehall Window Replacements
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The current windows at the firehall are 29 years old (in 2024) and are not energy efficient. Cold drafts and snow blow in through the windows in the winter and cool air goes out in the summer months. The replacement of the windows will save energy, decrease workload on the HVAC system, and help reduce the carbon footprint of the firehall. The Town's Building Condition Assessment report also recommends the replacement of windows at the fire hall. The BCA recommends all windows be replaced at a budgeted cost of \$95,000. The current ask of \$50,000 is to replace damaged or ineffective windows only.
Current Budget Year Cost	
Capital Purchase	50,000
Construction	
Consulting	
Study	
Other	
Total Cost	50,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	50,000
Development Charges	
Other	
Total Funding	50,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Overhead Bay Door Replacements
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project is for the replacement of overhead doors in the apparatus bays. The current doors are 29 years old (original to the building). The doors are serviced annually and repairs done as required. The door replacement will provide more energy efficiency and the upgrades will provide new doors that operate more efficiently. This project was moved from 2025 to 2024 based on a report done by the service provider in 2023. During preventative maintenance and repairs the service company expressed concerns with the reliability and functionality of the doors. The BCA also recommended the overhead doors be replaced in 2021.
Current Budget Year Cost	
Capital Purchase	75,000
Construction	
Consulting	
Study	
Other	
Total Cost	75,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	75,000
Development Charges	
Other	
Total Funding	75,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Crew Room Furniture Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This is to replace the kitchen table / chairs and furniture in the staff crew room area. The current furniture is at the end of its life cycle. The kitchen table is not large enough to allow for spacing for our current staffing levels. The dishwasher (Health & Safety) is a dated, well worn residential machine that has reached its lifecycle. Other furniture needs will be assessed and replaced as funds allow.
Current Budget Year Cost	
Capital Purchase	10,000
Construction	
Consulting	
Study	
Other	
Total Cost	10,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	10,000
Development Charges	
Other	
Total Funding	10,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Interior Door Refurbishments or Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The interior office doors and fire doors are 29 years old. As the building has settled over this time frame, some of the fire rated doors no longer close properly and do not provide the required fire separation. The office doors are discoloured, and the finish is chipped and/or delaminated. Interior door refurbishment was recommended in the BCA as a 2021 project. The 21 doors in the fire hall require refurbishment.
Current Budget Year Cost	
Capital Purchase	12,000
Construction	
Consulting	
Study	
Other	
Total Cost	12,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	12,000
Development Charges	
Other	
Total Funding	12,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Sound Proofing Office Area
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	This project is to provide a sound barrier between the first floor offices horizontally and vertically, specifically the Chief and Deputy Chief offices from the rest of the offices. The DC office is right next to the career FF/MPFFA office. Having the offices sound proofed will prevent private conversations protected. Past practice has been to move offsite for the Chief and/or Deputy Chief to have confidential conversations about FD operations, and/or staffing related discussions.
Current Budget Year Cost	
Capital Purchase	20,000
Construction	
Consulting	
Study	
Other	
Total Cost	20,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	20,000
Development Charges	
Other	
Total Funding	20,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Training Room Furniture Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of the current tables and chairs in the training room. Room gets used for fire department training and has seen an increase in use with FD staff providing first aid training to Town of Midland Staff. The training room is also used for joint training with other fire departments and allied agencies. Current chairs are not comfortable for prolonged seating periods, nor are they easy to store when required. Table edging is starting to deteriorate and is a potential for injuries.
Current Budget Year Cost	
Capital Purchase	10,000
Construction	
Consulting	
Study	
Other	
Total Cost	10,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	10,000
Development Charges	
Other	
Total Funding	10,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Lower Level Room Renovations
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	This project is to improve the dorm area of the fire station. Currently there is no way other than mechanically (portable machine) to exchange the air in the room. There is also no ability to allow natural light into this area. The addition of a window would allow for both as well as provide a secondary exit. The room also requires some cosmetic repairs, painting and a change in the type of lighting.
Current Budget Year Cost	
Capital Purchase	
Construction	20,000
Consulting	
Study	
Other	
Total Cost	20,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	20,000
Development Charges	
Other	
Total Funding	20,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Bunker Gear Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Bunker gear has a ten(10) year life cycle. Firefighters are assigned 2 sets of gear (industry standard and best practice) five years apart. This means every five(5) years one set of bunker gear lifecycles out. This is the five (5) year lifecycle replacement of one set of bunker gear worn by the firefighters. Bunker gear is the primary piece of PPE worn by the firefighters. Every five (5) years one set one gear requires replacement. This five year replacement cycle, of one set of gear, allows for cost disbursement. It also allows for adjustments when NFPA standard changes.
Current Budget Year Cost	
Capital Purchase	120,000
Construction	
Consulting	
Study	
Other	
Total Cost	120,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	120,000
Development Charges	
Other	
Total Funding	120,000
Future Budget Years	Next replacement of gear is 2029. Based on 2023 staffing, need 36 replacement sets of gear.

Capital Project Summary	2024 Budget Year
Project Name	Washer Extractor Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project is to replace the current bunker gear washer/extractor. The current unit is 22 years old and does not properly clean and remove the carcinogen from the gear and equipment. Bunker gear needs to be cleaned to protect the firefighters from cancer causing and other blood related diseases. The new machines clean better and remove more chemicals/contaminants from the material. Our current machine can only clean 2 sets of gear at a time. New machines can clean between 4-6 sets at a time.
Current Budget Year Cost	
Capital Purchase	30,000
Construction	
Consulting	
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Portable Equipment Replacement
Division	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.
Current Budget Year Cost	
Capital Purchase	22,500
Construction	
Consulting	
Study	
Other	
Total Cost	22,500
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	22,500
Development Charges	
Other	
Total	22,500
Future Budget Years	Ongoing

Capital Project Summary	2024 Budget Year
Project Name	Portable and Mobile Radio Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This is the 10 year cycle for replacement to ensure the portable and mobile radios are current and meet specifications for emergency operations. The new radios will be compatible to work with both digital and analog platforms. The replacement will ensure firefighters have protection via comms while operating on the fire ground. Radio's are 5 years overdue for replacement. Might be able to repurpose some of the current portable radios to Operations.
Current Budget Year Cost	
Capital Purchase	85,000
Construction	
Consulting	
Study	
Other	
Total Cost	85,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	85,000
Development Charges	
Other	
Total	85,000
Future Budget Years	Due for replacement in 2034

Capital Project Summary	2024 Budget Year
Project Name	Hazard House Public Education Tool
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The hazard house is a public education tool that will be used by both MFD and PFD. The house allows firefighter to attend senior residents, classrooms, shopping areas and hall tours to teach and prepare residents for the hazards and dangers of fire and fire safety measures. The hazard house also teaches how to prepare for natural disasters and the house is fully interactive with the users. The hazard house allows those with mobility limitations to be able to enter the hazard house
Current Budget Year Cost	
Capital Purchase	15,000
Construction	
Consulting	
Study	
Other	
Total Cost	15,000
Current Budget Year Funding	
Grant	13,000
Rate-Supported Reserve	
Tax-Supported Reserve	2,000
Development Charges	
Other	
Total Funding	15,000
Future Budget Years	Applied to the legion for a grant in 2023 - awaiting outcome.

Capital Project Summary	2024 Budget Year
Project Name	Apparatus Fire Hose Replacement
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project is for the replacement of the current fire hose on the apparatus which has reached its end of service life. New hose purchase will see a an upgrade from 38mm handlines to 45 mm handlines for fire attack. This change allows for operations at a lower pressure while providing more water volume. Hose testing is conducted annually. Due to hose testing failures our hose inventory has decreased.
Current Budget Year Cost	
Capital Purchase	70,000
Construction	
Consulting	
Study	
Other	
Total Cost	70,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	70,000
Development Charges	
Other	
Total Funding	70,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Mobile Radio Repeaters
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	To build redundancy into MFDs radio system. Add a repeater to the replacement pumper (P1) and add a mobile repeater that can be used in high hazard, large buildings. Health and safety issue as radio communications can either be cut-off or non-existent in existing buildings in Midland. If we have a 'mayday' situation (immediate threat to life) the radio transmission may not be heard.
Current Budget Year Cost	
Capital Purchase	14,000
Construction	
Consulting	
Study	
Other	
Total Cost	14,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	14,000
Development Charges	
Other	
Total Funding	14,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Traffic Signal Pre-emption Device
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	This project improved response time / reduce liability / improve 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. As the town replaces or upgrades traffic signals pre-emptive device signal receivers are installed. The addition of pre-emption devices on responding fire equipment will work at existing and future intersections. The budgeted cost is for one traffic signal pre-emption device.
Current Budget Year Cost	
Capital Purchase	5,000
Construction	
Consulting	
Study	
Other	
Total Cost	5,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	5,000
Development Charges	
Other	
Total Funding	5,000
Future Budget Years	For 2025, 2026, and 2027, cost would be approximately \$5000.00 in each of those years to have the devices installed on all MFD front run apparatus

Capital Project Summary	2024 Budget Year
Project Name	Exercise and Wellness Equipment
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Project is for the replacement of exercise equipment used by career and volunteer firefighters. The equipment required needs to be the same as equipment used in commercial facilities as the equipment is used 24/7/365 by the firefighters. The MPFFA Collective agreement with the town has a clause/provision to a health and wellness program that is done in collaboration with the town. As such, some of the equipment cost is often offset by contributions from the MPFFA and CLAC associations. Physical exercise has been identified by MFD staff as an effective way to help reduce stress encountered on the job.
Current Budget Year Cost	
Capital Purchase	15,000
Construction	
Consulting	
Study	
Other	
Total Cost	15,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	15,000
Development Charges	
Other	
Total Funding	15,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Pumper Truck 1 - Additional funding
Division	Fire & Emergency Services
Maintenance	Growth or Maintenance
Project Description, Justification and Readiness	This ask is for additional funding for the replacement of Pump 1. Currently for 2023 there was \$850,000 approved in the capital budget for the replacement of Pump 1. Due to the delivery timelines of apparatus manufacturers, costs have increased and continue to increase on a monthly basis. The additional funds will offset the projected costs of a 2025 delivery date. FD staff are looking for ways to streamline the purchase to reduce costs where possible.
Current Budget Year Cost	
Capital Purchase	500,000
Construction	
Consulting	
Study	
Other	
Total Cost	500,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	500,000
Development Charges	
Other	
Total Funding	500,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Pumper Truck 2
Division	Fire & Emergency Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This is a 2026 ask that has been moved to 2024 due to the continued rising cost of fire apparatus. When replacing pump 1, FD staff would like to order Pump 2 at the same time. Reasoning is; as mentioned costs continue to rise and delivery dates are approximately 24-30 months from order date. Early approval/ordering allows for potential reduction in replacement costs of both Pump 2 and Pump 1 as the trucks would be 'twins' and reduce design costs.
Current Budget Year Cost	
Capital Purchase	1,300,000
Construction	
Consulting	
Study	
Other	
Total Cost	1,300,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	1,300,000
Development Charges	
Other	
Total	1,300,000
Future Budget Years	15 year replacement = 2039

Capital Project Summary	2024 Budget Year
Project Name	Midland Penetanguishene Consolidation Feasibility Analysis (co-funded)
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The feasibility study would determine if Midland and Penetanguishene Fire and Emergency Services should consolidate into one department. Since 2015, MFD and PFD have used a shared fire chief with some success. A more in-depth analysis is required to determine if there are benefits and cost savings to consolidate the two fire services. The cost for this study would be split between both municipalities. Staff recommended each municipality budget \$30,000.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	
Study	30,000
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Emergency Services Campus Feasibility Study
Division	Fire & Emergency Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	This study will be used to determine the feasibility of creating a single facility (Hub) for Fire, Police and Paramedic Services. This is the first step to assessing if there are mutual benefits to all three (3) services from a cost (initial and ongoing) and response perspective.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	
Study	150,000
Other	
Total Cost	150,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	150,000
Development Charges	
Other	
Total Funding	150,000
Future Budget Years	

Digital Government and Service Innovation (Corporate Services)



Department Overview

Digital Government and Service Innovation (Corporate Services)

Department Overview and Key Objectives:

The Department is responsible for ensuring the Town's support services are delivered in a responsible, efficient, and timely manner while upholding the legal well-being of the corporation. In addition to enabling the Town's overall strategic direction, operational business plans and services.

The Digital Government and Service Innovation department is responsible for:

- Furthering quality improvement initiatives that reflect the Town's governance framework and business processes.
- Ensuring the timely, effective, and responsible delivery of corporate support services, including customer outreach and communications.
- Managing the legal health of the corporation through litigation, claims and risk management.
- Developing Key Performance indicators for consistency with customer satisfaction and operating cost reduction.
- Streamlining and coordinating the management and delivery of support services.
- Building and maintaining in-house Legal, Risk Management, and Information Technology Services.

A summary report of the Digital Government and Service Innovation 2024 Draft Base Budget follows. Individual division draft budgets are also included following each Performance Plan, as well as applicable 2024 capital programs, and capital summary sheets.



Division Performance Plan

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 and Financial Advice, Financial Reporting, and Financial and 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:

- Team onboarding, development and relationship building with internal customers.
- Completed integration of Finance tasks with CXO.
- Completed phase one of the general ledger and internal reporting restructuring.
- Tangible Capital Asset inventory refinement and further reconciliation in new asset database.
- Implemented acceptance of online payments for Building Services.
- Initiated research and testing phase of new purchase order system.
- Refined Activity Based Costing approach and reporting in financial system.
- Increased communication with MPAC and review of property assessments.



Division Performance Plan

Finance

Major Initiatives for the coming budget year:

- Refinement of long-range financial plan and adoption of analytical tools (e.g. Muniworth).
- Update financial reporting software to meet our current structure and reporting needs.
- Financial Policy update including a review and recommendations for reserves and reserve funds.
- Finalize Purchase Order System implementation and provide training to internal customers.
- Development Charges update.
- Ensure CityWide asset inventory accurately represents the complete asset portfolio.
- Meet new Provincial Regulation O.Reg. 588/17 asset management requirements and deadlines.



Division Performance Plan

Customer Experience Office (CXO) and Communications

Division Overview and Key Objectives:

The Customer Experience and Communications division is focused on continual program improvement, providing excellent, centralized customer service and timely, effective corporate communications for our residents and customers.

Key Objectives include:

- Providing telephone, email, in-person, and digital support for customer inquiries.
- Processing payments for Town services including permits, tax and utility payments and fines.
- Providing effective communications using storytelling, digital graphics, and photography to engage with residents through our website, social media accounts, online and print media.

Key successes from the prior budget year:

- Launched new Town website in Q1 2023 and provide ongoing QA, design, editing support for content.
- Improved customer service by adding online payments for Outdoor Burn Permits, processing 120+ online permits in Q3 and Q4.
- Increased digital reach through online media pilot campaign with local news outlet and paid social media ads.
- Issued Town's first Summer and Winter "Living in Midland" brochures to 8,000 addresses in Town (2 times per year).
- Refined statistics reporting for CXO recording 77% of customer inquiries by live interaction (telephone and in-person), with 79% of inquiries resolved by CXO staff on the first point of contact.
- Issued 40 media releases, advisories and public notices, and posted/shared 250+ social media posts.

Major Initiatives for the coming budget year:

- Update and streamline dog license application process and add online payment options.
- Continue to enhance CXO knowledge-based information for improved customer service.
- Review and coordinate the update of Town documentation and forms for AODA compliance.
- Review and update communications, media relations and social media policies to align with current best practices.
- Collaborate with departments to continue to improve the Town's website content for AODA compliance.
- Continue to enhance Town's customer service and communications strategies to align with 2022 to 2026 Council Strategic Plan.



Division Performance Plan

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.

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

Key Objectives include:

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

Key successes from the prior budget year:

- Completed collective agreement negotiations for IBEW, initiated bargaining for CLAC.
- Reduced recruitment needs by 15%: Completed approx. 60 Recruitments/Promotions including key roles Chief Administrative Officer, Executive Director, Community and Growth, Manager of Revenue and Taxation/Deputy Treasurer, part-time bylaw compliance officers, and summer students.
- Completed the overdue negotiated Pay Equity/Job Evaluation project for IBEW, OPSEU, and non-union, including updating compensation model for non-union with corporate policy for continued administration.
- Employee centric initiatives:
 - established employee-led diversity, equity and inclusion committee,
 - provided employee and leadership development training.
- Developed and implemented 4 key employee-centric policies to develop and retain talent.



Division Performance Plan

Human Resources

Major Initiatives for the coming budget year:

- Employer of Choice Strategic Initiatives including:
 - employee engagement survey, succession planning, review and update existing policies and practices, and enhanced employee and leader performance and development programs.
- Enhance employee and leadership development.
- Three Collective Agreement negotiations (CLAC, OPSEU, MPFFA) by December 31, 2024.



Division Performance Plan

Legal and Risk Management

Division Overview and Key Objectives:

The Legal and Risk Management division provides advice, guidance and recommendations on routine legal matters to all municipal departments, committees and Council, as required.

Key Objectives include:

- Prepare, review, and negotiate legal documents including by-laws, policies, contracts, leases, and other related documents to ensure legal validity to provide maximum protection to the Corporation and enforcement of all terms and conditions.
- Manage legal services for real estate matters including easements, encroachments, acquisition, and disposition.
- Management of the Corporation's insurance and claims program including review and tracking, premium cost analysis and annual insurance renewal.
- Manage the Corporations legal matters including the investigation, review and analysis of all claims, retention of outside counsel where appropriate and provide direction and instruction as needed.

Key successes from the prior budget year:

- Reduction of claims experience with responsible claims handling and investigation.
- Successfully renewed the Town's cyber insurance policy.
- Reviewed and updated various corporate policies.
- Completed MPS records transition to OPP.

Major Initiatives for the coming budget year:

- Transition Police Services Board to the new OPP Detachment Board.
- Review and update various corporate policies.
- Introduce further risk management initiatives.
- Further reduce claims experience for a successful and economical insurance renewal.



Division Performance Plan

Procurement

Division Overview and Key Objectives:

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

Key Objectives include:

- Ensure open, fair and transparent procurement process.
- 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 procurement processes.
- Work collaboratively with other divisions to improve the efficiency of procurement processes.
- Provide procurement support and guidance to the Midland Public Library, the Huronia Regional Airport, the Town of Penetanguishene, the Township of Tiny and the Township of Tay.

Key successes from the prior budget year:

- Expanded vendor base through bidding platform resulting in more bids.
- Navigated a volatile supply chain to ensure all required equipment, supplies and services were procured.
- Continued to achieve cost savings through standardized processes.
- Increased the number of multi-year contracts awarded to help reduce yearly administrative costs.
- Streamlined procurement of IT equipment.

Major Initiatives for the coming budget year:

- Issue the Midland Bay Landing RFP.
- Develop a pre-qualified vendor process.
- Expand the Vendor Managed Inventory System.
- Legal review of Procurement documents.
- By-law and policy update.



Division Performance Plan

Information Technology Services

Division Overview and Key Objectives:

The Information Technology division supplies, administers, and maintains the computing resources of the corporation.

Key Objectives include:

- Responsible for network, information, 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:

- Moved the corporate financial system into the cloud, reducing liability and increasing performance.
- Continued roll-out of updated computer systems to staff, improving performance and reliability.
- Increased the overall Cyber Security posture of the Town by continually evolving systems to meet industry best practice.
- Completed a re-organization of electronic documents and improved electronic document management and records compliance.

Major Initiatives for the coming budget year:

- Deploy mobile devices for more front-line workers to help streamline service delivery.
- Improve customer facing systems making it easier for residents to utilize Town services.
- Improve customer communications by replacing aging and failing digital signage.
- Continue to roll out new systems to improve existing controls with a focus on Cyber Security.



Digital Government and Service Innovation (Corporate Services)	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Revenue								
Draw from Reserve (Note 1)	- 195,191	- 245,191	- 355,000	- 330,000	- 7,000	- 337,000	18,000	-5%
Fees, Service Charges, and Rentals (Note 2)	- 41,581	- 74,000	- 93,500	- 103,500		- 103,500	- 10,000	11%
Grants & External Contributions (Note 3)	- 40,583	- 57,975	- 57,975			-	57,975	-100%
Interest and Investment Income (Note 4)	7,646	- 6,000	- 6,000			-	6,000	-100%
Sundry Revenue	- 50		-			-	-	
Revenue Total	-269,759	-383,166	-512,475	-433,500	-7,000	-440,500	71,975	-14%
Expense								
Salaries & Benefits (Note 5)	1,889,803	2,334,594	2,517,965	3,061,120	-	3,061,120	543,155	22%
Professional & Contracted Services (Note 6)	293,940	163,000	497,400	511,500		511,500	14,100	3%
Fees expense	111	4,000	4,000		-	-	- 4,000	-100%
Fines and penalties	391	-		-	-	-	-	
Grounds Maintenance				-	-	-	-	
Insurance (Note 7)	58,399	168,162	139,800	203,400		203,400	63,600	45%
Interdepartmental Transfers - S&B (Note 8)	- 75,570	- 75,570	- 72,176	- 3,061,119		- 3,061,119	- 2,988,943	4141%
Interdepartmental Transfers - Other (Note 9)	12,338	50,422	37,937	- 1,342,506		- 1,342,506	- 1,380,443	-3639%
Labour Relations	20,438	40,000	50,000	50,000		50,000	-	0%
Materials & Supplies (Note 10)	27,670	44,525	40,275	67,950		67,950	27,675	69%
Printing, Advertising & Public Notices	58,683	77,900	86,200	83,700		83,700	- 2,500	-3%
Protective clothing, uniforms, subscriptions, and memberships (Note 11)	27,578	35,375	27,950	35,355		35,355	7,405	26%
Purchases for resale	378					-	-	
Repairs & Maintenance (Note 12)	6,255	37,000	23,000	12,000		12,000	- 11,000	-48%
Security	3,031			4,000		4,000	4,000	
Software Support & Licensing (Note 13)	452,171	370,400	373,000	423,000		423,000	50,000	13%
Sundry Expense (Note 14)	17,381	20,600	27,100	32,100	7,000	39,100	12,000	44%
Telecommunications	65,115	83,700	85,700	81,910		81,910	- 3,790	-4%
Training, travel, meetings, and conferences (Note 15)	39,296	154,800	160,500	169,090		169,090	8,590	5%
Transfer to Reserve (Note 16)	85,680	85,680	91,000	102,000		102,000	11,000	12%
Expense Total	2,983,088	3,594,588	4,089,651	433,500	7,000	440,500	- 3,649,151	-89%
Net Expense	2,713,329	3,211,422	3,577,176	-	-	-	- 3,577,176	-100%

* 2022 Actuals (\$) unaudited

Includes: Finance, IT, Legal, Procurement, Customer Experience and Communications, and HR

Digital Government and Service Innovation (Corporate Services)

Includes: Finance, IT, Legal, Procurement, Customer Experience and Communications, and HR

Note 1: Draw from IT Reserve to fund operations. One-time carry forward of funding for annual Council celebration (moved to January 2024).

Note 2: 2023 subrogation revenue exceeds budget. 2024 budget adjusted to reflect upward trend.

Note 3: Removed Modernization Grant for Pay Equity/Market Study. Project complete.

Note 4: Interest and Investment Income consolidated under Taxation & General.

Note 5: Distributed labour from Finance and CXO removed and now adjusted through Interdepartmental Transfers - S&B. New non-union grid adopted in 2023, includes 1.35% blended COLA.

Note 6: Project budget for Pay Equity/Market Study removed. Project complete.

Note 7: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 8: Interdepartmental transfers updated to allocate all Corporate Services S&B costs to service departments based on their proportional share of the budget.

Note 9: Interdepartmental transfers updated to allocate all Corporate Services other costs (software, legal, office supplies, etc.) to service departments based on their proportional share of the budget.

Note 10: Office supplies budget consolidated for 2024, actuals for 2022/2023 remain in each department/division.

Note 11: Budget increased for Finance subscription to ilookabout. Used for property tax data verification and workflow management.

Note 12: Computer hardware maintenance relocated to Software Support and Licensing.

Note 13: Software support and licencing has been largely consolidated under Corporate Services.

Increases from Microsoft and added costs for Azure/Cloud server costs for hosting our financial system and our virtualized environment.

Note 14: 2024 budget additional re-allocated from Council for annual staff appreciation event (net \$0 change).

Note 15: Training budget increased based on staff training requests.

Note 16: Increased transfer to the Information Technology Reserve, based on department's computer needs.

Digital Government and Service Innovation (Corporate Services) 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Information Technology Services									
Network Infrastructure	30,000					30,000			
General Hardware Purchases	6,000					6,000			
Equipment Replacements	33,000					33,000			
Mobile & End Node Upgrades	44,000					44,000			
Announcement Monitors for Town Hall Lobby	5,000					5,000			
Outdoor Electronic Message Board at NSSRC	45,000					45,000			
New Council Devices	11,000					11,000			
Planning Application Optimization Software	25,000					25,000			
Human Resources									
Employer of Choice Strategic Plan	60,000					60,000			
Total Corporate Services	259,000					259,000			

Capital Project Summary	2024 Budget Year
Project Name	Network Infrastructure
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	To replace network infrastructure that is reaching its 'end-of-life', and equipment required to expand our network infrastructure to support evolving technical requirements. This is an important piece of maintaining the security and reliability of our corporate network.
Current Budget Year Cost	
Capital Purchase	30,000
Construction	
Consulting	
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	Future spending is included in the ten-year capital program based on predicted end-of-life of current infrastructure and expected expansion.

Capital Project Summary	2024 Budget Year
Project Name	General Hardware Purchases
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	An ongoing project to update and maintain hardware and equipment that falls outside of the scope of regular computer equipment. The purpose is to increase productivity and service delivery. This could include equipment needed to support public engagement, meeting room equipment, etc.
Current Budget Year Cost	
Capital Purchase	6,000
Construction	
Consulting	
Study	
Other	
Total Cost	6,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	6,000
Development Charges	
Other	
Total Funding	6,000
Future Budget Years	This is an ongoing project, with spending predicted to be similar for each year.

Capital Project Summary	2024 Budget Year
Project Name	Equipment Replacement
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Ongoing project to replace aging equipment with new equipment. Keeping technology up to date with industry best practices both increases productivity of staff and maintains our security posture.
Current Budget Year Cost	
Capital Purchase	33,000
Construction	
Consulting	
Study	
Other	
Total Cost	33,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	33,000
Development Charges	
Other	
Total Funding	33,000
Future Budget Years	This will be an ongoing project, and future anticipated costs are included in the ten-year capital program.

Capital Project Summary	2024 Budget Year
Project Name	Mobile and End Node Replacements
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Ongoing project to update, replace and purchase mobile devices for town staff. Upgrades are required to maintain productive and security posture. This project also includes an initiative to provide mobile tablets to front line staff as part of a mobile work order and asset management.
Current Budget Year Cost	
Capital Purchase	44,000
Construction	
Consulting	
Study	
Other	
Total Cost	44,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	44,000
Development Charges	
Other	
Total Funding	44,000
Future Budget Years	This is an ongoing project in future years, future year estimates are based on presumed end of life of our fleet of devices

Capital Project Summary	2024 Budget Year
Project Name	Announcement Monitors
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Introduce cloud controlled announcement monitors to the customer waiting areas, starting with the Municipal Office in 2024, to keep messaging consistent and up to date.
Current Budget Year Cost	
Capital Purchase	5,000
Construction	
Consulting	
Study	
Other	
Total Cost	5,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	5,000
Development Charges	
Other	
Total Funding	5,000
Future Budget Years	Project would expand in future years to the NSSRC and Harbour Office

Capital Project Summary	2024 Budget Year
Project Name	Outdoor Electronic Message Board at NSSRC
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Install LED digital screens to replace aging and non-functioning outdoor electronic message boards. This will improve the Town's communications and customer service for event promotion and bring key messaging to residents and visitors. New technology allows seamless updates remotely with dynamic, attractive, and functional displays. Phased approach starts with replacement of the non-functioning electronic message board at the NSSRC in 2024, upgrade of the obsolete Town Hall sign (2025), and a new LED digital sign to replace the manual the sign at the Fire Hall (2026).
Current Budget Year Cost	
Capital Purchase	45,000
Construction	
Consulting	
Study	
Other	
Total Cost	45,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	45,000
Development Charges	
Other	
Total Funding	45,000
Future Budget Years	Municipal Office sign \$35,000 (2025); Fire Hall sign \$35,000 (2026). Future signs at additional locations will be considered beyond 2026.

Capital Project Summary	2024 Budget Year
Project Name	New Council Devices
Division	Information Technology Services
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	To replace existing council equipment with new, more reliable and secure devices. This will reduce risk, improve productivity and be more user friendly.
Current Budget Year Cost	
Capital Purchase	11,000
Construction	
Consulting	
Study	
Other	
Total Cost	11,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	11,000
Development Charges	
Other	
Total Funding	11,000
Future Budget Years	Devices will be replaced at the start of every new council term.

Capital Project Summary	2024 Budget Year
Project Name	Planning Application Optimization Software
Division	Information Technology Services
Maintenance or Growth	Growth
Project Description, Justification and Readiness	To increase the service delivery of the processing of development applications, the Planning Services Department would implement an online submission portal where applications can be submitted and tracked in real time by both staff and the applicant. An online planning applications portal would satisfy the recommendations of the Service Delivery Report completed by Dillion Consultants. This software would allow consistency in platforms between Building and Planning Services.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	
Study	
Other	25,000
Total Cost	25,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	25,000
Development Charges	
Other	
Total Funding	25,000
Future Budget Years	2025, 2026, 2027 Cost of \$17,500 each year

Capital Project Summary	2024 Budget Year
Project Name	Employer of Choice Strategic Plan
Division	Human Resources
Maintenance or Growth	Growth
Project Description, Justification and Readiness	<p>Oversight of Employer of Choice Strategic Plan, Consultant-led project, with focus on Succession Planning and Employee Engagement. Succession planning is the process of selecting and developing key talent to ensure the continuity of critical roles, identifying top performers and potential leaders and mentoring and developing them so they can advance in the organization and move into critical roles. People planning for the remainder of the organization. Insight into what truly drives employee engagement is best measured by truly listening to staff through confidential surveys; gather data on what is hindering employee engagement, give people a voice and the opportunity to share their concerns, ideas and suggestions, establish baseline and measure to monitor key engagement metrics, provide the basis for action-planning your employee engagement strategies using employee insights.</p> <p>Managing Succession Planning and Employee Engagement is estimated to each take 250 man hours to lead the project in-house; between research, process planning, preparing materials and communications, building leadership models that align with vision, review/analysis, preparation, presentation and being implementation. Once established, internal talent can continue the ball rolling. A consultant led process provides the one-time project oversight using specialized expertise to wholistically align current and future state, and also provides impartial and unbiased leadership through the process, maintaining trust and transparency, provides confidential avenue to share thoughts, and reduces internal biases/blind spots.</p>

Current Budget Year Cost	Employer of Choice Strategic Plan
Capital Purchase	
Construction	
Consulting	60,000
Study	
Other	
Total Cost	60,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	60,000
Development Charges	
Other	
Total Funding	60,000
Future Budget Years	



Community and Growth

Department Overview

Community and Growth

Department Overview and Key Objectives:

The Department provides strategic policy development and implementation that guides growth, investment, and development for the Town of Midland. This in turn allows for the Town to be a safe, welcoming, and prosperous community for both residents and visitors.

The Community and Growth Department is made up of four Divisions including Planning Services, Building Services, By-law Enforcement, and Culture, Community and Harbour. These divisions are responsible for:

- Ensuring growth occurs in accordance with Provincial and County legislative requirements.
- Providing project management oversight and planning advise on Planning Act applications.
- Ensuring that Strategic Priorities as established by Council are being implemented.
- Protecting public health and safety.
- Administering the licensing and parking programs (under review).
- Organizing special events for the enjoyment of residents and visitors that promote the community and culture of the Town.
- Ensuring that cultural assets are maintained and enhanced.

A summary report of the Community and Growth 2024 Draft Base Budget follows. Individual division draft budgets are also included following each Performance Plan, as well as applicable 2024 capital programs, and capital summary sheets.



Division Performance Plan

Planning Services

Division Overview and Key Objectives:

The Planning 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 and Committees regarding all Planning Act applications and various matters related to the strategic community vision.
- Implementation of Community Improvement Plans.

Key successes from the prior budget year:

- Continued work to bring Ontario Land Tribunal appeals to a resolution relating to the Official Plan.
- Completed a modern standardized Pre-Consultation process.
- Brought majority of the legacy development applications to a conclusion.
- Establish a new online web-based submission portal for development applications to be submitted through the Town website.
- Updated and established new signs policies to enhance public engagement and awareness around Planning Act applications.



Division Performance Plan

Planning Services

Major Initiatives for the coming budget year:

- Provide project management oversight and professional planning advice on all Planning Act applications.
- Initiate Official Plan review of the Natural Heritage designation and update policies to ensure compliance with Provincial changes.
- 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 for Site Plan Control.
- Initiate Downtown and Affordable Housing Community Improvement Plan.
- Complete a Housing Needs Assessment.
- Initiate process for a new Community Planning Permit System.



Division Performance Plan

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. Building Services implements and enforces the Ontario Building Code and Building Code Act.

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:

Completed building permit fee review and updated permit fee by-law to ensure full cost recovery.

Added online payment to online permit system and credit card payment at the counter for building permits.

Maintained a service level of same day inspections with the following outcomes:

- 188 building permits issued in 2022, \$64,994,240 value of construction.
- 193 building permits issued in 2023 (to Oct 27, 2023); \$3,375,943 value of construction.

Major Initiatives for the coming budget year:

- Review and finalize Building Shared Services Agreement with Town of Penetanguishene.
- Continue to review and create internal policies for consistency of inspections and plans review.
- Review and update Building by-law, pool by-law and sign by-law.
- Implement a building permit maintenance program.



	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Planning and Building Services								
Revenue								
Draw from Reserve (Note 1)	- 29,599	- 235,116	- 685,421	- 535,954		- 535,954	149,467	-22%
Fees, Service Charges, and Rentals (Note 2)	- 83,478	- 245,851	- 236,556	- 376,554		- 376,554	- 139,998	59%
Grants & External Contributions (Note 3)	- 140,278	- 127,000	- 136,000	- 175,000		- 175,000	- 39,000	29%
Licenses and permits	- 373,629	- 345,000	- 300,000	- 300,000		- 300,000	-	0%
Sales		- 1,000	- 1,000	- 1,000		- 1,000	-	0%
Revenue Total	-626,984	-953,967	-1,358,977	-1,388,508	0	-1,388,508	-29,531	2%
Expense								
Salaries & Benefits (Note 4)	890,093	934,051	986,490	1,123,065		1,123,065	136,575	14%
Professional & Contracted Services (Note 5)	207,324	135,000	405,000	365,000		365,000	- 40,000	-10%
Fees expense	-		-	-		-	-	
Fuel	321	-	2,200	2,200		2,200	-	0%
Insurance	31,124	28,958	27,200	31,640		31,640	4,440	16%
Interdepartmental Transfers - S&B (Note 6)	5,106	5,106	10,311	124,456		124,456	114,145	1107%
Interdepartmental Transfers - Other (Note 7)	55,010	78,346	72,105	152,013		152,013	79,908	111%
Materials & Supplies	5,782	9,460	9,560	2,710		2,710	- 6,850	-72%
Printing, Advertising & Public Notices	508	8,590	7,550	7,550		7,550	-	0%
Program costs	-	51,600	51,600	51,600		51,600	-	0%
Protective clothing, uniforms, subscriptions, and memberships	5,176	8,512	8,912	11,680		11,680	2,768	31%
Repairs & Maintenance	276	3,225	1,000	1,000		1,000	-	0%
Software Support & Licensing (Note 8)	25,440	30,000	30,000	-		-	- 30,000	-100%
Telecommunications	2,422	4,700	4,700	4,500		4,500	- 200	-4%
Training, travel, meetings, and conferences	11,825	30,100	28,900	27,350		27,350	- 1,550	-5%
Transfer to Reserve (Note 9)	88,380	88,380	198,275	215,339		215,339	17,064	9%
Expense Total	1,328,787	1,416,028	1,843,803	2,120,103	0	2,120,103	276,300	15%
Net Expense	701,803	462,061	484,826	731,595	-	731,595	246,769	51%

* 2022 Actuals (\$) unaudited

Planning and Building

Note 1: Estimated increase from operating reserves to fund professional services required to resolve OLT appeals and acknowledge the uncertainty of revenue recognition surrounding Bill 109. **Transfer of \$64,000 from Building Reserve Fund to balance budget to \$0.**

Note 2: Budget for Building Permit Maintenance Fees established based on Fees and Charges By-law. Planning Application Fees adjusted to reflect estimated demand for services.

Note 3: Increased recovery related to the Building Services shared agreement with Penetanguishene. Reflects updated cost estimated for the new contract term.

Note 4: New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA.

Note 5: Anticipated general appeals in 2024 (ZBA housekeeping, MBL OPA, Natural Heritage Review, OPA-01). Consulting Fees associated with MBL (and related draw from reserve) removed, reported under Engineering.

Note 6: Interdepartmental transfers updated to include Planning and Building's proportional share of S&B costs for Corporate Services.

Note 7: Interdepartmental transfers updated to include Planning & Building's proportional share of other Corporate Service costs.

Note 8: Cloud Permit software support and licensing moved to Information Technology division (Corporate Services)

Note 9: Established a reserve contribution for the Building vehicles and adjusted the transfer for Information Technology.

Planning 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Official Plan Review / Conformity Update	25,000					25,000			
Community Planning Permit System	30,000					30,000			
Planning and Building Fee Study	22,000					22,000			
Waterfront Master Plan	75,000					75,000			
Housing Needs Assessment	30,000					30,000			
Total Planning	182,000					182,000			

Capital Project Summary	2024 Budget Year
Project Name	Official Plan Review/Conformity Update
Division	Planning
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The Official Plan Review/Conformity project will review the new Official Plan policies to bring them into compliance with the MCR being completed by the County of Simcoe and recent changes at the Provincial level (Bill 23, 109, etc.), that effect Planning policies. This review will also examine the existing Natural Heritage designation that was approved in the 2019 Official Plan 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. The Official Plan would also be reviewed and updated to be in compliance with changes to planning polices at the County and Provincial levels.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	25,000
Study	
Other	
Total Cost	25,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	25,000
Development Charges	
Other	
Total Funding	25,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Community Planning Permit System
Division	Planning
Maintenance or Growth	Growth
Project Description, Justification and Readiness	With anticipation that the Official Plan will be in full force and effect in 2024, the Town is required to bring the Zoning By-law into compliance with the policies of the Official Plan. In an effort to streamline the review of applications under the Planning Act, the Town will be moving towards a Community Planning Permit System in place of a Comprehensive Zoning By-law. This review would also align with the Official Plan Review/Conformity as well as incorporate recent changes at the Provincial level (Bill 23, 109, etc.). This is an existing approved project by Council, with a request for an additional \$30,000 to cover anticipated consultant fees and establishment for a new planning tool for the Town.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	30,000
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Planning Building Fee Study
Division	Planning
Maintenance or Growth	Growth
Project Description, Justification and Readiness	As a result of the Building Services Fees review taking longer and costing more than than anticipated, Staff requested the consultant to prepare an updated workplan and costing to complete the Planning and Engineering Fees reviews. It was proposed by the consultant that these reviews will be completed in Q1 2024, at an additional cost of \$22,000, beyond the approved 2023 budget for this project.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	22,000
Study	
Other	
Total Cost	22,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	22,000
Development Charges	
Other	
Total Funding	22,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Waterfront Master Plan
Division	Planning
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, outside of the development of Midland Bay Landing. Midland can become a four-season, world-class destination for visitors and small luxury/exploration cruise ships on the Great Lakes, as well as a turn-around port, contributing to the regional economic development.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	75,000
Study	
Other	
Total Cost	75,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	75,000
Development Charges	
Other	
Total Funding	75,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Housing Needs Assessment
Division	Planning
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The Town has applied for the Federal Government's \$4 billion Housing Accelerator Fund, which provides funding to remove barriers and support the development of affordable housing, housing-related infrastructure and community-related infrastructure that supports housing. Should the Town be successful in obtaining funding, there is a requirement to complete a Housing Needs Assessment report within the first year of the funding. This study would also provide further input into the proposed Downtown Community Improvement Plan for Affordable/Attainable housing.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	
Study	30,000
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	

Division Performance Plan

Municipal Law Enforcement

Division Overview and Key Objectives:

The Municipal Law Enforcement Division is dedicated to the fair and consistent enforcement of municipal by-laws.

Key Objectives include:

- Administration of the licensing and parking programs (under review).
- Maintaining a safe, clean, and visually appealing community.

Key successes from the prior budget year:

- Recruited 2 part-time MLEOs to assist with increased call volume and provide some coverage after hours and on weekends.
- Increased training for By-law Summer Students and training partnerships with other municipalities.
- Resumed taxicab vehicle inspections program which was suspended during the pandemic.

Major Initiatives for the coming budget year:

- By-law review report to Council to obtain direction on priorities for the program.
- Convert the temporary Outdoor Patio Program to a permanent corporate policy.
- Terminate the existing parking program based on Council direction and issue an RFP for a new parking system for Harbour, Pete Pettersen Boat Launch and Bayshore Drive (under review).



		2022	2023	2024 Base	2024 One	2024 Total	2024	2024
By-law and Parking Enforcement	*2022	Approved	Approved	Budget (\$)	Time (\$)	Budget	Change	Change
	Actuals (\$)	Budget (\$)	Budget (\$)	Budget (\$)	(\$)	Request	(\$)	(%)
Revenue								
Fees, Service Charges, and Rentals (Note 1)	- 106,829	- 573,250	- 286,500	- 25,000		- 25,000	261,500	-91%
Fines and penalties (Note 2)	- 15,408	- 52,500	- 52,500	- 2,500		- 2,500	50,000	-95%
Grants & External Contributions	- 3,858		-			-	-	
Licenses and permits	- 4,151	- 17,400	- 17,400	- 14,000		- 14,000	3,400	-20%
Revenue Total	-130,246	-643,150	-356,400	-41,500	0	-41,500	314,900	-88%
Expense								
Salaries & Benefits (Note 3)	210,007	255,720	336,748	379,502		379,502	42,754	13%
Professional & Contracted Services (Note 4)	95,127	88,655	102,700	99,250		99,250	- 3,450	-3%
Fees expense	2,196	100	2,600	2,500		2,500	- 100	-4%
Fuel	2,704	2,000	3,000	3,000		3,000	-	0%
Grants & Donations	38,800	63,000	-	-		-	-	
Grounds Maintenance	82,208	67,500	72,500	10,000		10,000	- 62,500	-86%
Insurance	15,804	14,878	13,800	13,550		13,550	- 250	-2%
Interdepartmental Transfers - S&B (Note 5)	1,406	1,535	-	136,576		136,576	136,576	
Interdepartmental Transfers - Other (Note 6)	- 4,522	1,706	4,103	58,900		58,900	54,797	
Licenses expense	101	470	470	470		470	-	0%
Materials & Supplies	1,290	3,000	3,100	20,800		20,800	17,700	571%
Printing, Advertising & Public Notices	2,008	1,500	3,700	2,700		2,700	- 1,000	-27%
Protective clothing, uniforms, subscriptions, and memberships	3,317	1,120	2,200	2,950		2,950	750	34%
Repairs & Maintenance (Note 7)	13,903	4,250	18,000	3,000		3,000	- 15,000	-83%
Software Support & Licensing (Note 8)	48,489	-	6,000	-		-	- 6,000	-100%
Taxes (Note 9)	52,958	52,300	52,300	51,816		51,816	- 484	-1%
Telecommunications	1,352	1,600	1,600	1,600		1,600	-	0%
Training, travel, meetings, and conferences	2,932	3,600	8,700	8,900		8,900	200	2%
Transfer to Reserve (Note 10)	110,710	110,710	120,000	129,500		129,500	9,500	8%
Vehicle, Equipment, and Facility Rentals	-	- 3,412	-	57,000		57,000	57,000	
Expense Total	680,790	670,232	751,521	982,014	0	982,014	230,493	31%
Net Expense	550,544	27,082	395,121	940,514	-	940,514	545,393	138%

* 2022 Actuals (\$) unaudited

By-law and Parking Enforcement

Note 1: Parking revenue eliminated. Paid parking program under review.

Note 2: Parking fine revenue eliminated. Paid parking program under review.

Note 3: New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA.

Note 4: Reduced budget for By-law violations. Cost recovery from property owner also reduced under Fees, Services Charges, and Rentals**Note 5:**

Interdepartmental transfers updated to include Bylaw & Parking's proportional share of S&B costs for Corporate Services.

Note 6: Interdepartmental transfers updated to include Bylaw & Parking's proportional share of other Corporate Service costs.

Note 7: Eliminated parking machine maintenance. Parking program under review.

Note 8: Software monthly costs and programming changes for parking meters removed. Paid parking program under review.

Note 9: 2023 budget kept static over 2022. 2024 budget estimated at 5% increase over 2023 actual billing for downtown lots. Taxes for lot 7 (sold) removed.

Note 10: Established a reserve contribution for the By-law vehicles.

By-Law 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
By-Law Replacement Vehicle	57,000					57,000			
Total By-Law	57,000					57,000			

Capital Project Summary	2024 Budget Year
Project Name	Municipal Law Enforcement Replacement Vehicle
Division	By-Law
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The current MLE vehicle is at end of life and has over 220,000 KM.
Current Budget Year Cost	
Capital Purchase	57,000
Construction	
Consulting	
Study	
Other	
Total Cost	57,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	57,000
Development Charges	
Other	
Total Funding	57,000
Future Budget Years	Expected replacement in 10 years per ten year capital plan.

Division Performance Plan

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 provide excellent customer service 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:

- Organized annual events including Ontario's Best Butter Tart Festival, Canada Day, Tugboat Festival, and Kids' Fishing Derby while welcoming two cruise lines to Midland.
- Liaised with third-party special events to coordinate and execute events such as RibFest and PoutineFeast.
- Commissioned artwork for utility boxes throughout Town and for new murals in Little Lake Park and the Harbour.
- Completed infrastructure upgrades at Midland Harbour; promoting Midland Harbour as a destination of choice for boaters.

Major Initiatives for the coming budget year:

- Continue to plan and grow annual Town of Midland events; coordinate with third-party event organizers; work with current visiting cruise lines while striving to attract additional cruise lines and develop new shore excursion experiences for cruise passengers to enjoy.
- Create a new Midland Mural Festival scheduled for September to highlight the public art and murals located at the waterfront and downtown, and organize Music in the Park utilizing the stage in Little Lake Park.
- Implement the Municipal Accommodation Tax and MAT-funded initiatives to highlight Midland as a four-season destination.
- Continue to grow and foster community partnerships and collaborations, including the Culture Alliance.
- Complete infrastructure upgrades at Harbour and boat launch at Pete Pettersen Park.



	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Culture, Tourism & Harbour								
Revenue								
Advertising Revenue	-	750	-	-	-	-	-	
Draw from Reserve	- 105,000	- 105,000	-	-	-	-	-	
Fees, Service Charges, and Rentals (Note 1)	- 285,526	- 377,680	- 318,269	- 465,749	-	- 465,749	- 147,480	46%
Grants & External Contributions	- 212,303	- 290,019	- 111,519	- 106,000	-	- 106,000	5,519	-5%
Sales (Note 2)	- 9,876	- 13,500	- 21,500	- 12,150	-	- 12,150	9,350	-43%
Sundry Revenue	- 2,848	- 3,495	- 2,700	- 5,740	-	- 5,740	- 3,040	113%
Revenue Total	-615,553	-790,444	-453,988	-589,639	0	-589,639	-135,651	30%
Expense								
Salaries & Benefits (Note 3)	396,350	446,848	472,358	449,450	-	449,450	- 22,908	-5%
Professional & Contracted Services (Note 4)	68,941	54,800	71,100	80,600	-	80,600	9,500	13%
Fees expense	5,229	4,100	4,300	4,900	-	4,900	600	14%
Fines and penalties	202				-	-	-	
Fuel	863	500	500	900	-	900	400	80%
Grants & Donations	7,326	27,500	3,000	3,000	-	3,000	-	0%
Grounds Maintenance	6,420	7,500	7,500	8,500	-	8,500	1,000	13%
Insurance (Note 5)	43,727	43,154	38,200	35,760	-	35,760	- 2,440	-6%
Interdepartmental Transfers - S&B (Note 6)	- 82	41,366	36,151	183,602	-	183,602	147,451	408%
Interdepartmental Transfers - Other (Note 7)	3,126	7,976	19,173	105,688	-	105,688	86,515	451%
Licenses expense	44	260	100	100	-	100	-	0%
Materials & Supplies	14,540	15,915	13,690	10,040	-	10,040	- 3,650	-27%
Printing, Advertising & Public Notices	43,458	110,250	68,600	61,830	-	61,830	- 6,770	-10%
Program costs (Note 8)	363,016	434,860	201,010	258,078	-	258,078	57,068	28%
Protective clothing, uniforms, subscriptions, and memberships	7,638	7,400	7,550	9,100	-	9,100	1,550	21%
Purchases for resale	1,277	1,000	1,100	1,200	-	1,200	100	9%
Repairs & Maintenance	17,543	13,300	13,800	16,350	-	16,350	2,550	18%
Security	19,463	8,500	8,500	10,500	-	10,500	2,000	24%
Sundry Expense	678	1,500	1,500	1,500	-	1,500	-	0%
Taxes	3,236	-	-	-	-	-	-	
Telecommunications	1,168	3,800	3,800	2,400	-	2,400	- 1,400	-37%
Training, travel, meetings, and conferences	2,186	13,450	15,150	14,400	-	14,400	- 750	-5%
Transfer to Reserve (Note 9)	141,005	176,005	181,155	245,277	-	245,277	64,122	35%

	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Culture, Tourism & Harbour								
Utilities	18,100	12,654	12,288	19,288	-	19,288	7,000	57%
Vehicle, Equipment, and Facility Rentals (Note 10)	7,993	14,900	26,000	32,500	-	32,500	6,500	25%
Expense Total	1,173,447	1,447,538	1,206,525	1,554,963	0	1,554,963	348,438	29%
Net Expense	557,894	657,094	752,537	965,324	-	965,324	212,787	28%

* 2022 Actuals (\$) unaudited

Note 1: Budget increased for anticipated gross funding from the Municipal Accommodation Tax (MAT) program. Increased funding offset by reduction is Boat Launch permit fees (budget reduced from \$100,000 to \$30,000) based on 2023 season sales.

Note 2: Reduced Butter Tart Festival sales revenue based on actuals as the Town did not take on the task of selling tickets for the Kids Zone.

Note 3: S&B costs for Cultural Alliance staff previously included under Culture, costs have been re-allocated to ABCs. New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA.

Note 4: Contract cleaning services added for the Harbour washroom during shoulder season when staffing levels are reduced. Professional services (first aid/security) required for Midland Mural Festival.

Note 5: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 6: Interdepartmental transfers updated to include Culture, Tourism and the Harbour's proportional share of S&B costs for Corporate Services. S&B costs for Operational Services to assist with community events also included.

Note 7: Interdepartmental transfers updated to include Culture, Tourism and the Harbour's proportional share of other Corporate Service costs.

Note 8: Includes portion of the MAT program payable to the County of Simcoe (as legislated) for Tourism related initiatives.

Note 9: The Town's estimated share of MAT allocated to Events Reserve.

Note 10: Includes rental of barricades for annual Butter Tart Festival.

Culture, Tourism & Harbour 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Culture and Tourism									
Public Art (Grant Contingent)	300,000		300,000						
Public Art Conservation	25,000					25,000			
Event Sound System	15,000					15,000			
Harbour									
Aluminum Pavilion Ceilings	20,000					20,000			
Men's Washroom Renovation	20,000					20,000			
Gardens on Harbour Pier	30,000					30,000			
Rub Rail Replacement	25,000					25,000			
Security Cameras	40,000					40,000			
Pete Pettersen Park - Boat Launch Dock Replacement	40,000					40,000			
Total Culture, Tourism & Harbour	515,000		300,000			215,000			

Capital Project Summary	2024 Budget Year
Project Name	Public Art
Division	Culture
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 that have been 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.
Current Budget Year Cost	
Capital Purchase	300,000
Construction	
Consulting	
Study	
Other	
Total Cost	300,000
Current Budget Year Funding	
Grant	300,000
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	300,000
Future Budget Years	Any required maintenance and repair per the commissioned art piece.

Capital Project Summary	2024 Budget Year
Project Name	Public Art Conservation
Division	Culture
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The Town of Midland owns public art works that will require future require maintenance and conservation work. Additionally, the downtown murals, while located on private property are in the public realm and are in need of restoration work. It would be in the interest of the Town, for beautification and tourism purposes, to restore and maintain these murals in partnership with the BIA and downtown property owners.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	
Study	
Other	25,000
Total Cost	25,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	25,000
Development Charges	
Other	
Total Funding	25,000
Future Budget Years	Public art maintenance and restoration needs to be completed on a regular basis. This amount will not cover the cost of restoring all of the murals in the downtown and it will take a number of years to restore all of the murals.

Capital Project Summary	2024 Budget Year
Project Name	Event Sound System
Division	Tourism & Special Events
Maintenance or Growth	Growth
Project Description, Justification and Readiness	With the new seating at stage in Little Lake Park, staff plan to bring back Music in the Park in 2024. In order to host these evenings for residents and visitors, a sound system will be required. As a long-term cost-saving measure, staff recommend purchasing sound equipment in lieu of renting each week. This equipment could be used for other events as well.
Current Budget Year Cost	
Capital Purchase	15,000
Construction	
Consulting	
Study	
Other	
Total Cost	15,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	15,000
Development Charges	
Other	
Total Funding	15,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Aluminum Pavilion Ceilings
Division	Harbour
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Installing aluminum ceilings inside the Harbour Pavilions. This will eliminate the maintenance needs to paint the ceilings and will add a finished look to the pavilions.
Current Budget Year Cost	
Capital Purchase	
Construction	20,000
Consulting	
Study	
Other	
Total Cost	20,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	20,000
Development Charges	
Other	
Total Funding	20,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Men's Washroom Renovation
Division	Harbour
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The showers and washrooms at the harbour have been undergoing renovations during the past few years. The men's washroom is the last to be completed and upgrades include new fixtures, lighting and paint. The washrooms at the harbour are the only public washrooms in the downtown and are in continuous use throughout the summer, available to residents, boaters, visitors, and guests of the tour boats and water taxi.
Current Budget Year Cost	
Capital Purchase	
Construction	20,000
Consulting	
Study	
Other	
Total Cost	20,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	20,000
Development Charges	
Other	
Total Funding	20,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Gardens on Harbour Pier
Division	Harbour
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The gardens on the centre pier at the Harbour are in disrepair and need to be replaced. They are located on the pier that visitors use to access the boat tours and water taxi. Project costs include removal/disposal of current elements and the purchase of mulch/topsoil and planting materials. The required armour stone was previously purchased with funds from a tourism relief grant, decreasing the project costs.
Current Budget Year Cost	
Capital Purchase	
Construction	30,000
Consulting	
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Rub Rail Replacement
Division	Harbour
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	During the 2023 budget process, a portion of the rub rail replacement was approved with an indication that additional work would be needed in 2024. The rub rail forms a buffer for vessels. This investment can save on potential larger, more expensive repairs to the docks in the future and protect vessels visiting Midland, eliminating any litigation against the Town.
Current Budget Year Cost	
Capital Purchase	
Construction	25,000
Consulting	
Study	
Other	
Total Cost	25,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	25,000
Development Charges	
Other	
Total Funding	25,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Security Cameras
Division	Harbour
Maintenance or Growth	Growth
Project Description, Justification and Readiness	With support of a County of Simcoe grant, five security cameras were installed at the Harbour in spring 2023. Staff have identified five additional locations where security cameras should also be installed at the harbour for monitoring and safety purposes.
Current Budget Year Cost	
Capital Purchase	40,000
Construction	
Consulting	
Study	
Other	
Total Cost	40,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	40,000
Development Charges	
Other	
Total Funding	40,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Pete Pettersen Park - Boat Launch Dock Replacement
Division	Harbour
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The docks at the boat launch at Pete Pettersen Park are stationary and do not move up and down with changing water levels, causing safety issues. Additionally some sections of the wooden docks are starting to rot. One dock would be replaced in 2024, with the other proposed for replacement in 2025.
Current Budget Year Cost	
Capital Purchase	
Construction	40,000
Consulting	
Study	
Other	
Total Cost	40,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	40,000
Development Charges	
Other	
Total Funding	40,000
Future Budget Years	\$40,000 in 2025

Environment and Infrastructure



Department Overview

Environment and Infrastructure

Department Overview and Key Objectives:

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 Divisions including Engineering, Water and Wastewater Services, Roads, Parks and Public Works, North Simcoe Sports and Recreation Centre (NSSRC), and Facilities, Fleet and Assets, 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.
- Forestry, parks and playground equipment.
- Fleet maintenance and management.
- Operation of the North Simcoe Sports and Recreation Centre serving many community activities.
- Conventional and specialized transit.
- Asset procurement and maintenance.
- Facility and property lease management.

A summary report of the Infrastructure and Environment 2024 Draft Base Budget follows. Individual division draft budgets are also included following each Performance Plan, as well as applicable 2024 capital programs, and capital summary sheets.



Division Performance Plan

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



Division Performance Plan

Engineering

Major Initiatives for the coming budget year:

- Complete the design, tender and construction of Yonge Street Reconstruction project.
- Complete the construction of the Aeration Upgrades and tender construction of the Headworks Upgrades at the Wastewater Treatment Plant.
- Complete RFP, EA process and begin design for three major capital projects.
- Complete all required documentation and reporting to support the CLI-ECA's for stormwater and sanitary collection system.
- Selecting a potential developer for Midland Bay Landing through a two-stage Request for Proposal process.
- Sale of 739 Balm Beach Road for the development of assisted or affordable housing.



	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	Service Level Change (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Engineering Services									
Revenue									
Advertising Revenue								-	
Draw from Reserve								-	
Fees, Service Charges, and Rentals	- 76,507	- 120,000	- 133,450	- 133,960	-	-	- 133,960	- 510	0%
Grants & External Contributions	- 2,100		-	-	-	-	-	-	
Licenses and permits	- 1,000		- 800	- 800	-	-	- 800	-	0%
Revenue Total	- 79,607	- 120,000	- 134,250	- 134,760	-	-	- 134,760	- 510	0%
Expense									
Salaries & Benefits (Note 1)	434,163	428,544	422,494	939,718	-	-	939,718	517,224	122%
Professional & Contracted Services (Note 2)	271	20,000	18,000	43,000	-	-	43,000	25,000	139%
Grants & Donations		11,000						-	
Honorariums								-	
Insurance	27,666	25,740	24,200	22,960	-	-	22,960	- 1,240	-5%
Interdepartmental Transfers - S&B (Note 3)	2,803	2,803		- 345,413	-	-	- 345,413	- 345,413	
Interdepartmental Transfers - Other (Note 4)	2,041	9,585	7,070	61,558			61,558	54,488	771%
Materials & Supplies	2,875	6,450	7,250	4,050	-	-	4,050	- 3,200	-44%
Protective clothing, uniforms, subscriptions, and memberships (Note 5)	20,703	23,915	32,450	15,590	-	-	15,590	- 16,860	-52%
Software Support & Licensing (Note 6)	-	-	-	18,500	-	-	18,500	18,500	
Telecommunications	2,230	4,400	5,850	5,850	-	-	5,850	-	0%
Training, travel, meetings, and conferences (Note 7)	5,997	17,900	20,400	27,500	-	-	27,500	7,100	35%
Transfer to Reserve	20,494	20,494	27,750	26,000	-	-	26,000	- 1,750	-6%
Expense Total	519,243	570,831	565,464	819,313	-	-	819,313	253,849	45%
Net Expense	439,636	450,831	431,214	684,553	-	-	684,553	253,339	59%

* 2022 Actuals (\$) unaudited

Note 1: New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA. Salaries & Benefit costs previously shown on Rates summary are now included in this category to show the division's responsibility over the shared resources.

Note 2: Reflects moving annual Traffic Calming costs from Capital to Operating budget and ongoing Midland Bay Landing consulting costs related to MECF issued Certificate of Property Use.

Note 3: Interdepartmental transfers updated to include Engineering's proportional share of S&B costs for Corporate Services.

Note 4: Interdepartmental transfers updated to include Engineering's proportional share of other Corporate Service costs.

Note 5: Budget for Street light Data - Traffic Software moved to Software Support & Licencing.

Note 6: Budget moved from Subscriptions.

Note 7: Training budget increased based on requirements of Professional Regulating Bodies.

Engineering 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Midland Bay Landing Site Improvements	200,000					200,000			
Yonge Street Reconstruction	650,000						650,000		
Vindin and Harbourview Realignment	2,000,000							2,000,000	
Ellen St Reconstruction - King St - Johnson St	275,000								275,000
Water Main at Midland Bay Landing for Cruise Ships	175,000					175,000			
Electric Vehicle Charging Stations	500,000		500,000						
Pedestrian Cross Walks	220,000					220,000			
Stormwater Pond Maintenance Plan	165,000					165,000			
Stormwater Utility Concept Review	200,000					200,000			
Storm Outfall #20 Rehab	100,000					100,000			
Storm Outfall #56 Rehab	250,000					250,000			
Storm Outfall #64 Rehab	55,000					55,000			
Javelin Stormwater Outfall Repairs	350,000					350,000			
Total Engineering	5,140,000		500,000			1,715,000	650,000	2,000,000	275,000

Capital Project Summary	2024 Budget Year
Project Name	Midland Bay Landing Site Improvements
Division	Engineering
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Council has approved the re-issuing of a RFP to sell and develop the Midland Bay Landing site. In 2024 there will be a two stage RFQ/RFP process to qualify and short-list potential development teams. Bids and development plans will be invited to be submitted from the qualified proponents. Funding is for legal, financial and engineering support to the processes.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	200,000
Study	
Other	
Total Cost	200,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	200,000
Development Charges	
Other	
Total Funding	200,000
Future Budget Years	Estimates are \$100,000 for each of the following four years for planning and engineering support. A potential grant from the Town of \$15 million in 2027.

Capital Project Summary	2024 Budget Year
Project Name	Yonge Street Reconstruction
Division	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The underground infrastructure on Yonge St. from approximately Mildred St. to Norene St. is failing and must be replaced. This project will be a complete reconstruction of the road and services in this area. The road surface from King St to approximately CR93 is also failing and this project will address those areas as well. At the same time we will take the opportunity to improve public safety with the sidewalks and bike lanes which are projects identified in the Transportation Master Plan. The budget approval for 2024 will allow for relining existing sewers where appropriate to reduce the total cost of the reconstruction project which is anticipated for 2025.
Current Budget Year Cost	
Capital Purchase	
Construction	500,000
Consulting	150,000
Study	
Other	
Total	650,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	650,000
Tax-Supported Reserve	
Development Charges	
External Debt	
Total	
Future Budget Years	2025 Reconstruction estimate at \$9,000,000

Capital Project Summary	2024 Budget Year
Project Name	Vindin and Harbourview Realignment
Division	Engineering
Maintenance or Growth	Maintenance and Growth
Project Description, Justification and Readiness	The Water Master Plan identifies the need for water redundancy to the north end of Town. This project will including twinning of the watermain to provide that redundancy. It will also replace a failing cross culvert under the roadway that conveys a cold water stream. The project will also start the process for the intersection improvements and realignment as identified in the transportation master plan and in support of a major development on an adjacent property.
Current Budget Year Cost	
Capital Purchase	
Construction	1,500,000
Consulting	250,000
Study	
Other	250,000
Total	2,000,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	2,000,000
Other	
Total	2,000,000
Future Budget Years	Intersection Construction 2025 Estimated at \$1,000,000

Capital Project Summary	2024 Budget Year
Project Name	Ellen St Reconstruction - King St to Johnston St
Division	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Ellen St from King Street to Johnston Street has failing underground infrastructure along with combined sewers. This section of the road has also had sewer backups into the houses which is a significant risk for the Town. This project will be a complete reconstruction of all services and upgrades where able to comply with the appropriate master plan studies. The 2024 budget is for design costs, to prepare for construction in 2025.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	275,000
Study	
Other	
Total Cost	275,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
External Debt	275,000
Total Funding	275,000
Future Budget Years	\$3,850,000 construction budget in 2025

Capital Project Summary	2024 Budget Year
Project Name	Midland Bay Landing Watermain
Division	Engineering
Maintenance or Growth	Growth
Project Description, Justification and Readiness	With the increase in cruise ships and cruise lines visiting Midland, the secondary berthing location at Midland Bay Landing requires infrastructure to continue to attract and accommodate additional and larger vessels. Installing a watermain that will allow ships to access potable water is a service and incentive that has been strongly recommended to Midland by the cruising industry.
Current Budget Year Cost	
Capital Purchase	
Construction	150,000
Consulting	25,000
Study	
Other	
Total Cost	175,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	175,000
Development Charges	
Other	
Total Funding	175,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Electric Vehicle Charging Stations
Division	Engineering
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Install electric vehicle charging stations and the required infrastructure in parking lots. Project will be grant contingent.
Current Budget Year Cost	
Capital Purchase	
Construction	500,000
Consulting	
Study	
Other	
Total Cost	500,000
Current Budget Year Funding	
Grant	500,000
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	500,000
Future Budget Years	2027 - \$500,000 for additional locations. Charging stations to be revenue neutral and maintenance costs outsourced.

Capital Project Summary	2024 Budget Year
Project Name	Pedestrian Crosswalks
Division	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project is for two additional signalized pedestrian crosswalks as per the Transportation Master Plan. A list of locations have been identified in the master plan and the current proposed locations will be at Hugel Ave and Fourth St as well as Manly St and Yonge St. The appropriate committees will be consulted when confirming the next priority crossing locations.
Current Budget Year Cost	
Capital Purchase	
Construction	220,000
Consulting	
Study	
Other	
Total	220,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	220,000
Development Charges	
Other	
Total	220,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Stormwater Pond Maintenance Plan
Division	Storm Sewers
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	In order to remain in compliance with our MECP issued CLI-ECA we must inspect and maintain all stormwater ponds in the Town. This project will be utilized for storm pond cleanouts and rehabilitation in order to ensure that compliance of our system is maintained.
Current Budget Year Cost	
Capital Purchase	
Construction	165,000
Consulting	
Study	
Other	
Total Cost	165,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	165,000
Development Charges	
Other	
Total	165,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Stormwater Utility Concept Review
Division	Engineering
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	As an outcome to the MECP issued CLI-ECA for stormwater and increased inspection requirements, it has become more clear that the costs of stormwater maintenance in the Town are increasing. This project will be to hire a consultant to review the options of creating a stormwater utility in order to recoup user fees to offset the increasing costs of maintenance.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	200,000
Study	
Other	
Total Cost	200,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	200,000
Development Charges	
Other	
Total	200,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Stormwater Outfall #20 Rehab
Division	Storm Sewers
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	As part of our CLI-ECA inspections in 2023 it was determine that outfall #20 has significant erosion at the outfall that has caused significant damage to Town property and it is effecting the function of the outlet. If the repairs are not completed there is a risk that it will further erode and cause damage to the downstream property which the Town will be held liable for.
Current Budget Year Cost	
Capital Purchase	
Construction	100,000
Consulting	
Study	
Other	
Total Cost	100,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	100,000
Development Charges	
Other	
Total	100,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Stormwater Outfall #56 Rehab
Division	Storm Sewers
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	As part of our CLI-ECA inspections in 2023 it was determine that outfall #56 has significant erosion at the outfall that has caused significant damage to Town property and it is effecting the function of the outlet. If the repairs are not completed there is a risk that it will further erode and cause damage to the downstream property which the Town will be held liable for.
Current Budget Year Cost	
Capital Purchase	
Construction	250,000
Consulting	
Study	
Other	
Total	250,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	250,000
Development Charges	
Other	
Total	250,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Stormwater Outfall #64 Rehab
Division	Storm Sewers
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	As part of our CLI-ECA inspections in 2023 it was determine that outfall #64 has significant erosion at the outfall that has caused significant damage to Town property and it is effecting the function of the outlet. If the repairs are not completed there is a risk that it will further erode and cause damage to the downstream property which the Town will be held liable for.
Current Budget Year Cost	
Capital Purchase	
Construction	55,000
Consulting	
Study	
Other	
Total Cost	55,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	55,000
Development Charges	
Other	
Total Funding	55,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Javelin Stormwater Outfall Repairs
Division	Storm Sewers
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The private stormwater system at the Javelin Co-op on William St has not been maintained appropriately which has caused significant damages to Town property. The erosion damage is at risk of damaging adjacent sanitary systems. This project is to make the appropriate repairs on site and to the system to stop the damages from reoccurring. There will be impending litigation on the matter to recoup costs from the property owner.
Current Budget Year Cost	
Capital Purchase	
Construction	300,000
Consulting	
Study	
Other	50,000
Total Cost	350,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	350,000
Development Charges	
Other	
Total Funding	350,000
Future Budget Years	

Division Performance Plan

Water and Wastewater Services

Division Overview and Key Objectives:

The Water and Wastewater Services division maintains the infrastructure for the Town's water and wastewater systems.

Key Objectives include:

- Ensure a reliable and safe supply of clean drinking water to residents and businesses in Midland.
- Maintain and upgrade the Town's water distribution and treatment infrastructure to meet regulatory standards.
- Efficiently manage wastewater collection and treatment systems to protect the environment and public health.
- Implement water conservation programs and promote responsible water usage within the community.

Key successes from the prior budget year:

- Maintained compliance with all relevant water quality and environmental regulations.
- Responded promptly and effectively to any water-related emergencies or service disruptions.
- Enhanced customer satisfaction by streamlining meter reading, billing, and customer service processes.

Major Initiatives for the coming budget year:

- Expand infrastructure to accommodate the Town's growing population and development.
- Develop and adopt sustainable wastewater treatment technologies to reduce environmental impact.
- Utilize data analytics and artificial intelligence to predict and prevent water system failures.
- Enhance data analysis capabilities to identify consumption patterns and potential leaks.



Rate Supported Summary (Water and Wastewater)	2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Revenue								
Draw from Reserve	- 89,658	- 89,662	- 88,382	- 88,382	-	- 88,382	-	0%
Fees, Service Charges, and Rentals (Note 1)	- 55,172	- 64,762	- 64,762	- 64,762	-	- 64,762	-	0%
Fines and penalties	- 34,678	- 28,340	- 28,340	- 28,340	-	- 28,340	-	0%
Grants & External Contributions	- 224						-	
Interest and Investment Income (Note 2)	- 346,765	- 25,530	- 25,530	- 400,000	-	- 400,000	- 374,470	1467%
Rate Revenue (Note 3)	- 7,318,023	- 7,363,850	- 7,778,372	- 7,734,867	-	- 7,734,867	43,505	-1%
Repairs & Maintenance	- 73,000	- 73,000	- 70,625	- 70,625	-	- 70,625	-	0%
Sundry Revenue	- 21,390	- 10,000	- 10,000	- 10,000	-	- 10,000	-	0%
Revenue Total	- 7,939,666	- 7,655,144	- 8,066,011	- 8,396,976	-	- 8,396,976	- 330,965	4%
Expense								
Salaries & Benefits (Note 4)	1,808,335	2,104,357	2,077,619	2,036,125	-	2,036,125	- 41,494	-2%
Chemicals	195,574	196,729	194,729	193,500	-	193,500	- 1,229	-1%
Debt Servicing (Note 5)	869,714	871,759	911,950	522,083	-	522,083	- 389,867	-43%
Fees expense (Note 6)	39,287	11,987	11,987	16,267	-	16,267	4,280	36%
Fines and penalties	832		-	-	-	-	-	
Fuel	29,236	22,581	24,795	25,539	-	25,539	744	3%
Insurance (Note 7)	275,900	273,823	241,200	230,060	-	230,060	- 11,140	-5%
Interdepartmental Transfers -S&B (Note 8)	15,227	12,453	59,290	860,467	-	860,467	801,177	1351%
Licenses expense	6,965	8,726	8,726	8,726	-	8,726	-	0%
Materials & Supplies (Note 9)	302,537	277,798	272,998	254,309	-	254,309	- 18,689	-7%
Printing, Advertising & Public Notices	812	580	580	580	-	580	-	0%
Professional & Contracted Services	723,411	686,445	690,422	687,250	-	687,250	- 3,172	0%
Protective clothing, uniforms, subscriptions, and memberships	42,435	38,100	38,100	36,600	-	36,600	- 1,500	-4%
Repairs & Maintenance (Note 10)	330,305	266,326	270,929	256,000	-	256,000	- 14,929	-6%

Rate Supported Summary (Water and Wastewater)	2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Security	10,107	10,750	10,750	10,750	-	10,750	-	0%
Software Support & Licensing	112,172	98,025	98,025	98,025	-	98,025	-	0%
Taxes (Note 11)	128,876	120,000	120,000	139,048	-	139,048	19,048	12699%
Telecommunications	10,612	10,000	10,000	10,000	-	10,000	-	0%
Training, travel, meetings, and conferences	51,635	57,100	57,100	57,100	-	57,100	-	0%
Transfer to Reserve (Note 12)	2,505,545	2,012,057	2,390,528	2,378,264	-	2,378,264	- 12,264	-1%
Utilities	477,452	574,698	575,433	575,433	-	575,433	-	0%
Vehicle, Equipment, and Facility Rentals	2,298	700	700	700	-	700	-	0%
Expense Total	7,939,666	7,655,144	8,066,011	8,396,976	-	8,396,976	330,965	4%
Net Expense (Revenue)	0	-	-	-	-	-	-	

Note 1: 2023 YTD actuals for cost recoveries on waste disposal exceed budget.

Note 2: Increased 2024 interest income budget due to increased interest rates and forecasted reserve balances.

Note 3: Trend analysis on rates revenue indicates some conservation efforts by residents, this results in lower billable revenue.

Note 4: Distributed labour from taxation moved to Interdepartmental Transfers - S&B. New non-union grid adopted in 2023, includes 1.35% blended COLA. OPESU under negotiations.

Note 5: 2024 budget reduced for expired debt (2013 WTC and Water Debt - \$339,487). Remaining variance related to adjusted payments on serial loans.

Note 6: Increased waste disposal fees.

Note 7: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 8: Interdepartmental transfers updated to include Water and Wastewater's proportional share of the costs related to Corporate Services. Also includes distributed labour & benefits costs from Engineering - staff performing rate-based duties.

Note 9: Reduced budget for office and related supplies.

Note 10: Budget for process equipment calibration/servicing and maintenance reduced due to equipment replacements.

Note 11: 2023 budget static over 2022. 2024 budget estimated at 5% increase over 2023 actual billing for water and wastewater facilities.

Note 12: Net Revenue is transferred to the Water and Wastewater Reserves for capital needs.

Water and Wastewater 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Wastewater									
Emergency Equipment Replacement Contingency	71,400						71,400		
New Fine Bubble Aeration	1,104,600							1,104,600	
Water									
Well Rehabilitation	23,000						23,000		
Emergency Equipment Replacement	63,200						63,200		
Water Meter Upgrade Program	129,103						129,103		
Replacement of Utility Van W#22	70,000						70,000		
Total Water and Wastewater	1,461,303						356,703	1,104,600	

Capital Project Summary	2024 Budget Year
Project Name	Emergency Equipment Replacement Contingency
Division	Wastewater
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This is a non-compounding contingency fund. It is used for emergency repairs and unforeseen replacement of aging equipment.
Current Budget Year Cost	
Capital Purchase	71,400
Construction	
Consulting	
Study	
Other	
Total Cost	71,400
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	71,400
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	71,400
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	New Fine Bubble Aeration
Division	Wastewater
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Upgrade the Aeration System at the Midland Wastewater Plant. We need to replace the six aerators because the current equipment can't handle the expected 2041 wastewater flows, as determined by ADF BOD5 and PDF TKN loadings.
Current Budget Year Funding	
Capital Purchase	
Construction	1,104,600
Consulting	
Study	
Other	
Total Cost	1,104,600
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	1,104,600
Other	
Total Funding	1,104,600
Future Budget Years	N/A

Capital Project Summary	2024 Budget Year
Project Name	Well Rehabilitation
Division	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	In order to maintain the quality and quantity of water available, regular scheduled well rehabilitation is required.
Current Budget Year Cost	
Capital Purchase	23,000
Construction	
Consulting	
Study	
Other	
Total Cost	23,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	23,000
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	23,000
Future Budget Years	Long term maintenance schedule.

Capital Project Summary	2024 Budget Year
Project Name	Emergency Equipment Replacement Contingency
Division	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This is a non-compounding contingency fund. It is used for emergency repairs and unforeseen replacement of aging equipment.
Current Budget Year Cost	
Capital Purchase	63,200
Construction	
Consulting	
Study	
Other	
Total Cost	63,200
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	63,200
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	63,200
Future Budget Years	N/A

Capital Project Summary	2024 Budget Year
Project Name	Water Meter Upgrade Program
Division	Water
Maintenance or Growth	Growth
Project Description, Justification and Readiness	Introducing data collectors for residential water meters in the town will significantly enhance the efficiency of our meter reading process. By utilizing radio technology, this implementation will reduce the time meter readers spend on the road and enable a more autonomous operation, streamlining meter data collection.
Current Budget Year Cost	
Capital Purchase	129,103
Construction	
Consulting	
Study	
Other	
Total Cost	129,103
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	129,103
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	129,103
Future Budget Years	N/A

Capital Project Summary	2024 Budget Year
Project Name	Replacement of Utility Van W#22
Division	Water
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The replacement of Utility Van W#22 is crucial. The van has reached the end of its operational life, resulting in increased breakdowns and unplanned downtime, which negatively impacts our operations.
Current Budget Year Cost	
Capital Purchase	70,000
Construction	
Consulting	
Study	
Other	
Total Cost	70,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	70,000
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	70,000
Future Budget Years	N/A

Division Performance Plan

Operations (Corporate Assets, Roads, Parks and Public Works)

Division Overview and Key Objectives:

The Town's Operations Division maintains the Town's infrastructure including 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. In addition, the management of corporate assets including all fleet and facilities owned by the Town.

Key Objectives include:

- Ensure regulatory compliance and meet all minimum maintenance standards in parks, and roads operations.
- Provide residents with safe and enjoyable passive and active recreational opportunities and open spaces.
- Administer surplus land usage and integration into the corporate services strategy to maximize revenue potential.
- Key management system/inventory, AODA and lease administration and management of over 30 property and building rental leases.
- Lead with compassion in receiving and responding to all citizen questions and concerns and continue to improve quality customer service provided.
- Implement sustainable, long-term service and maintenance plans and improve operational inefficiencies.

Key successes from the prior budget year:

- Conducted accessibility upgrades in Little Lake Park including new ramps and beach pathway installation.
- Completed Midland Point Road reconstruction and repaved portions of Yonge St, Fourth St, and Pillsbury Dr.
- Implemented mechanic work order system in CityWide Asset Management software.
- Installed new section of sidewalk where none existed on Dominion Ave to improve pedestrian safety.
- Completed facility, equipment and operating upgrades, sold end-of life equipment to offset purchases.
- Completed Tiffin Park upgrades including new playground and tennis court conversion to four new pickleball courts.
- Installed the Town's second fully accessible playground structure in Mac McAllen Park.
- Completed project to install amphitheater tiered style seating at Rotary Stage in Little Lake Park.



Division Performance Plan

Operations (Corporate Assets, Roads, Parks and Public Works)

Major Initiatives for the coming budget year:

- Complete several Little Lake Park upgrades including replacement of safety guardrails; repair Rotary stage and install bandshell; community garden improvements; and full reconstruction of stairs and tiered garden bed.
- Complete road repairs and resurfacing on Victoria St. and Curry Rd.
- Construction and installation of a large new park pavilion or shade structure.
- Conduct a route optimization study for winter control operations and a sidewalk condition assessment.
- Continue ditch rejuvenation as part of 7-year plan.
- 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.
- Replace and procure all corporate vehicles and equipment approved through budget process.



Operations (Roads, Parks, Public works and Corporate Assets)	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Revenue								
Advertising Revenue		- 750	- 750	- 750		- 750	-	0%
Draw from Reserve (Note 1)	- 318,044	- 318,055	- 422,409	- 375,044	- 50,000	- 425,044	- 2,635	1%
Fees, Service Charges, and Rentals (Note 2)	- 569,746	- 573,001	- 652,778	- 441,219	-	- 441,219	211,559	-32%
Gain/Loss on Sale of Assets	-	-	-	-	-	-	-	
Grants & External Contributions	- 40,629	- 41,000	- 41,000	- 35,000	-	- 35,000	6,000	-15%
Sundry Revenue	- 675							
Revenue Total	- 929,094	- 932,806	- 1,116,937	- 852,013	- 50,000	- 902,013	214,924	-19%
Expense								
Salaries & Benefits (Note 3)	2,923,324	3,367,860	3,591,130	3,510,920	-	3,510,920	- 80,210	-2%
Professional & Contracted Services (Note 4)	810,949	951,932	954,300	980,850	50,000	1,030,850	76,550	8%
Debt Servicing (Note 5)	892,345	891,229	1,020,903	1,307,423	-	1,307,423	286,520	28%
Fees expense	21,359	40,350	41,850	43,800	-	43,800	1,950	5%
Fines and penalties	2,260	-	36,000	-	-	-	- 36,000	-100%
Fuel	252,923	199,029	254,000	265,000	-	265,000	11,000	4%
Grants & Donations	9,914	11,600	10,600	9,500		9,500	- 1,100	-10%
Grounds Maintenance (Note 6)	58,677	90,328	107,600	92,900	-	92,900	- 14,700	-14%
Insurance (Note 9)	348,193	335,860	276,037	303,340		303,340	27,303	10%
Interdepartmental Transfers - S&B (Note 8)	49,438	- 14,758	- 225,182	836,318		836,318	1,061,500	471%
Interdepartmental Transfers - Other (Note 9)	- 73,228	- 186,871	7,068	271,801		271,801	264,733	3746%
Licenses expense	27,654	40,300	44,300	42,550		42,550	- 1,750	-4%
Materials & Supplies (Note 10)	583,684	478,093	527,332	545,418		545,418	18,086	3%
Printing, Advertising & Public Notices	467	1,050	-	500	-	500	500	
Protective clothing, uniforms, subscriptions, and memberships	20,220	34,600	38,050	38,510	-	38,510	460	1%
Repairs & Maintenance	431,064	412,577	466,977	474,400	-	474,400	7,423	2%
Security	9,557	11,450	12,750	11,000	-	11,000	- 1,750	-14%
Software Support & Licensing (Note 11)	5,857	14,500	10,500	-	-	-	- 10,500	-100%
Taxes	42,014	32,000	44,100	46,746	-	46,746	2,646	6%
Telecommunications	3,059	6,600	6,250	5,800	-	5,800	- 450	-7%
Training, travel, meetings, and conferences (Note 12)	12,283	27,250	37,950	33,200	-	33,200	- 4,750	-13%
Transfer to Reserve (Note 13)	1,593,840	1,467,798	1,777,013	2,224,863	-	2,224,863	447,850	25%
Utilities (Note 14)	376,154	419,276	386,889	375,271	-	375,271	- 11,618	-3%
Vehicle, Equipment, and Facility Rentals	8,378	22,500	21,000	21,000	-	21,000	-	0%
Expense Total	8,410,385	8,654,553	9,447,417	11,441,110	50,000	11,491,110	2,043,693	22%
Net Expense	7,481,291	7,721,747	8,330,480	10,589,097	-	10,589,097	2,258,617	27%

* 2022 Actuals (\$) unaudited

Operations (Roads, Parks, Public works and Corporate Assets)

Note 1: Includes funding from Development Charges for existing and expected debt. 2024 one-time draw from Tax-Rate Stabilization Reserve for Plow Route Optimization Study.

Note 2: Lease revenue for all Town owned buildings and land have been consolidated under operations with transfer to service departments if required (i.e. NSSRC lease revenue shown under NSSRC).

Note 3: New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA. OPESU under negotiations.

Note 4: One-time increase for Plow Route Optimization Study. Contracted streetlight maintenance budget increased to reflect actual spend.

Note 5: 2013 Streetlight debt fully paid. Budget removed. Remaining principal and interest payments on serial loans adjusted based on repayment schedules. Internal debt servicing costs added in 2024 for MBL Reserve repayment and debt on completed road reconstruction projects.

Note 6: Tree trimming budget reduced based on actual annual costs.

Note 7: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 8: Interdepartmental transfers updated to include Operational Service's proportional share of S&B costs for Corporate Services.

Note 9: Interdepartmental transfers updated to include Operational Service's proportional share of other Corporate Service costs.

Note 10: Increased materials budget for winter control - sand, salt and brine.

Note 11: Software budgets consolidated under Corporate Services (Information Technology).

Note 12: Reduction in membership dues and staff mileage with new Supervisor vehicle.

Note 13: Contribution to reserves steadily increasing over the 10-year forecast period to cover identified replacement needs for roads, sidewalks, streetlights, storm water and facilities.

Note 14: Hydro and Natural Gas budgets removed from Old Parks depot - building to be demolished.

Operations 2024 Capital Program		Funding Source								
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Parkland Reserve	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Operations - Corporate Assets										
Town Hall HVAC Replacement	29,000						29,000			
Town Hall Building Improvements Contingency	10,000						10,000			
Town Hall Lobby Meeting Area	30,000						30,000			
Town Hall LED Lighting Conversion	30,000						30,000			
Replacement Desks and Office Setup	10,000						10,000			
AED Replacements	5,000						5,000			
OPP Overhead Door Replacements	45,000						45,000			
16984 Highway 12 Building Improvements - Piping and Plumbing and Exhaust System	17,040						17,040			
Operations - Public Works										
Fuel Tank Monitoring System Replacement	60,000						60,000			
Trench Box for Plow Truck	30,000						30,000			
#7976 Freightliner Belly Plow Truck	340,000						340,000			
#7825 Mechanical Pelican Sweeper	400,000						400,000			
#7828 Boom Flail Mower Deck	40,000						40,000			
#7823 Asphalt Kettle & Hotbox with Mastic Machine	300,000						300,000			
#7996 MacLean Sidewalk Machine	215,000						215,000			
Public Works Vehicle and Equipment Contingency	20,000						20,000			
Digital Radio Upgrade (All departments)	145,000						145,000			
Operations Complex Building Additions and Improvements - Oil and Grit Separator	100,000						100,000			
Operations - Parks										
Minor Park Improvements	25,000						25,000			
Parks Contingency	25,000						25,000			
Old Parks Depot Demolition - Main Building	90,000						90,000			
Old Parks Depot Site Cleanup	30,000						30,000			
#7729 Kubota Mower	42,000						42,000			
Dethatching and Overseeding Unit	53,000						53,000			
#7707 Pickup Truck	95,000						95,000			
Little Lake Park - Restroom Improvements	27,000						27,000			
Little Lake Park - Rotary Stage Roof Addition	149,900	149,900								
Little Lake Park - Stairs and Garden Bed Reconstruction	50,000						50,000			
Little Lake Park - Guide Rail Replacement	150,000					150,000				
Little Lake Park - Community Garden Upgrades	20,000					20,000				
Tiffin Park - Ballfield Warning Track Rejuvenation and Repairs	70,000						70,000			
Sports Fields - Bathroom Upgrades	6,000						6,000			
Waterfront Trail - Asphalt Patches	45,000						45,000			
Operations - Roads										
Road Resurfacing Program	610,000			610,000						
Traffic Controller Upgrades	60,000						60,000			
Tree Replacement Program	14,000						14,000			
Operations - Sidewalks										
Sidewalk Spot Repairs - Various Locations	10,000						10,000			
Sidewalk Replacement - Midland Avenue East	195,000						195,000			
Sidewalk Spot Repairs - Dominion Ave (King St to Queen St)	20,000						20,000			
Sidewalk Condition Assessment	25,000						25,000			
Operations - Street Lighting										
Additional Lighting as Requested	35,000						35,000			
Street Lighting Assessment	100,000						100,000			
Total Operations	3,772,940	149,900		610,000		170,000	2,843,040			

Capital Project Summary	2024 Budget Year
Project Name	Town Hall HVAC Replacement
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Beginning of 6 year HVAC replacement program. HVAC Rooftop units aging out.
Current Budget Year Cost	
Capital Purchase	29,000
Construction	
Consulting	
Study	
Other	
Total Cost	29,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	29,000
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	29,000
Future Budget Years	Replacement of rooftop units through 2029 per ten year capital plan.

Capital Project Summary	2024 Budget Year
Project Name	Town Hall Building Improvements Contingency
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Annual contingency fund for emergency building related capital costs at Town Hall.
Current Budget Year Cost	
Capital Purchase	10,000
Construction	
Consulting	
Study	
Other	
Total Cost	10,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	10,000
Development Charges	
Other	
Total Funding	10,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Town Hall Lobby Meeting Area
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	This project is to construct a new meeting room in the lobby of Town Hall adjacent to the customer service area. The space will be used as an ad-hoc meeting area when customers drop in to speak with staff at Town Hall without an appointment. The space will be constructed with glass walls and an open doorway for unobstructed entry and exit. This will provide a private, safe space away from the public area for customers and staff to discuss items such as planning and building projects or other concerns of a sensitive nature related to finance accounts.
Current Budget Year Cost	
Capital Purchase	
Construction	30,000
Consulting	
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	Not applicable.

Capital Project Summary	2024 Budget Year
Project Name	Town Hall LED Lighting Conversion
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Current fluorescent lighting is at end of life. LED replacement will save energy and money.
Current Budget Year Cost	
Capital Purchase	
Construction	30,000
Consulting	
Study	
Other	
Total Cost	30,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	30,000
Development Charges	
Other	
Total Funding	30,000
Future Budget Years	Expected lifecycle is 20 years.

Capital Project Summary	2024 Budget Year
Project Name	Replacement Desks and Office Setup
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of 2 outdated/damaged desks with modern, ergonomic models.
Current Budget Year Cost	
Capital Purchase	10,000
Construction	
Consulting	
Study	
Other	
Total Cost	10,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	10,000
Development Charges	
Other	
Total Funding	10,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	AED Replacements
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Automated External Defibrillators (AEDs) located at various town facilities must be replaced as they expire.
Current Budget Year Cost	
Capital Purchase	5,000
Construction	
Consulting	
Study	
Other	
Total Cost	5,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	5,000
Development Charges	
Other	
Total Funding	5,000
Future Budget Years	\$5,000 per year as the AEDs cycle out.

Capital Project Summary	2024 Budget Year
Project Name	OPP Overhead Door Replacements
Division	Facilities and Transit - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Two overhead garage doors servicing the OPP area are in need of replacement.
Current Budget Year Cost	
Capital Purchase	
Construction	45,000
Consulting	
Study	
Other	
Total Cost	45,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	45,000
Development Charges	
Other	
Total Funding	45,000
Future Budget Years	Expected lifecycle is 20 years.

Capital Project Summary	2024 Budget Year
Project Name	16984 Highway 12 - Building Additions and Improvements
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Necessary piping and plumbing repairs (\$15,840) and exhaust system repair (\$1,200) at 16984 Hwy 12.
Current Budget Year Cost	
Capital Purchase	
Construction	17,040
Consulting	
Study	
Other	
Total Cost	17,040
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	17,040
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	17,040
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Fuel Tank Monitoring System Replacement
Division	Operations - Public Works
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	A new fuel tank monitoring system is needed as the old system is obsolete and repairs are no longer possible, making replacement the only option.
Current Budget Year Cost	
Capital Purchase	60,000
Construction	
Consulting	
Study	
Other	
Total Cost	60,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	60,000
Development Charges	
Other	
Total Funding	60,000
Future Budget Years	N/A

Capital Project Summary	2024 Budget Year
Project Name	Vehicle and Equipment Replacements
Division	Operations - Public Works
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<p>Replacement of vehicles and equipment that are at the end of useful life:</p> <ol style="list-style-type: none"> 1. Trench Box for Plow Truck - \$30,000 2. #7976 Freightliner Belly Plow Truck - \$340,000 3. #7825 Mechanical Pelican Sweeper - \$400,000 4. #7828 Boom Flail Mower Deck - \$40,000 5. #7823 Asphalt Kettle & Hotbox with Mastic Machine - \$300,000 6. #7996 Maclean Sidewalk Machine - \$215,000 7. Public Works Vehicle and Equipment Contingency - \$20,000
Current Budget Year Cost	
Capital Purchase	1,345,000
Construction	
Consulting	
Study	
Other	
Total Cost	1,345,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	1,345,000
Development Charges	
Other	
Total Funding	1,345,000
Future Budget Years	Vehicles and Equipment replaced per schedule listed in ten year capital plan.

Capital Project Summary	2024 Budget Year
Project Name	Digital Radio Upgrade
Division	Operations - Public Works
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Current analog 2 way radio system is outdated. Propose to combine with MFD's new digital system which will allow for expansion, as well as options during special events and emergencies.
Current Budget Year Cost	
Capital Purchase	145,000
Construction	
Consulting	
Study	
Other	
Total Cost	145,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	145,000
Development Charges	
Other	
Total Funding	145,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Operations Complex Oil and Grit Separator
Division	Operations - Corporate Assets
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Current oil and grit separator is undersized and causing flooding in floor drains and mechanic pit at times. Funds for engineering and installation of larger separator.
Current Budget Year Cost	
Capital Purchase	100,000
Construction	
Consulting	
Study	
Other	
Total Cost	100,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	100,000
Development Charges	
Other	
Total Funding	100,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Minor Park Improvements and Contingency
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The Minor Parks Improvements budget (\$25,000) will be used to make small capital improvements as needed in any park. The Parks Contingency budget (\$25,000) is intended for unexpected capital expenditures related to park infrastructure.
Current Budget Year Cost	
Capital Purchase	
Construction	50,000
Consulting	
Study	
Other	
Total Cost	50,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	50,000
Development Charges	
Other	
Total Funding	50,000
Future Budget Years	Minor Parks Improvements (\$25,000) and Parks Contingency (\$25,000) are included as annual budgets in the ten year capital program.

Capital Project Summary	2024 Budget Year
Project Name	Old Parks Depot Demolition and Site Cleanup
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The old Parks Depot main building is no longer in usable condition, and must be demolished. The capital budget includes the cost of demolition and site cleanup.
Current Budget Year Cost	
Capital Purchase	
Construction	120,000
Consulting	
Study	
Other	
Total Cost	120,000
Current Budget Year Funding	
Grant	-
Rate-Supported Reserve	
Tax-Supported Reserve	120,000
Development Charges	
Other	
Total Funding	120,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Vehicle and Equipment Replacements
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	<p>Replacement of the following vehicles and equipment that have reached the end of their useful life:</p> <ol style="list-style-type: none"> 1. #7729 Kubota Mower - \$42,000 2. #7707 3/4 Ton Pickup Truck - \$95,000 3. Dethatching and Overseeding Unit - \$53,000
Current Budget Year Cost	
Capital Purchase	190,000
Construction	
Consulting	
Study	
Other	
Total Cost	190,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	190,000
Development Charges	
Other	
Total Funding	190,000
Future Budget Years	Vehicles and equipment are replaced per retention schedule listed in 10 year capital plan.

Capital Project Summary	2024 Budget Year
Project Name	Little Lake Park - Bathroom Improvements
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Various improvements in the high use washroom facilities at Little Lake Park. Improvements to include: Accessible transitions, touch free operation toilets and faucets, wall and partition repair and painting, floor repair and painting.
Current Budget Year Cost	
Capital Purchase	17,000
Construction	10,000
Consulting	-
Study	-
Other	-
Total Cost	27,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	27,000
Development Charges	
Other	
Total Funding	27,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Little Lake Park - Rotary Stage Roof Addition
Division	Operations - Parks
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The 2023 approved capital budget included \$230,000 for stage repairs and the addition of a roof at Rotary Stage in Little Lake Park. The project was delayed while the new tiered amphitheatre seating was installed, and the cost is now anticipated to be \$380,000. Staff applied for an Ontario Trillium Foundation grant for this project, and were awarded \$149,900. This budget request is to add \$149,900 to the project budget in 2024, which will be funded from the OTF grant.
Current Budget Year Cost	
Capital Purchase	
Construction	149,900
Consulting	
Study	
Other	
Total Cost	149,900
Current Budget Year Funding	
Grant	149,900
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	149,900
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Little Lake Park - Stairs and Garden Bed Reconstruction
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Project has design completed and the Town went to tender once and received bids over project budget. Redesign process is underway and additional funds are requested to complete minimized project.
Current Budget Year Cost	
Capital Purchase	
Construction	50,000
Consulting	
Study	
Other	
Total Cost	50,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	50,000
Development Charges	
Other	
Total Funding	50,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Little Lake Park - Guiderail Replacement
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replace existing barriers along roadway throughout Little Lake Park.
Current Budget Year Cost	
Capital Purchase	
Construction	150,000
Consulting	
Study	
Other	
Total Cost	150,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	150,000
Development Charges	
Other	
Total Funding	150,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Little Lake Park - Community Garden Upgrades
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Rebuild and enhance community garden in Little Lake Park
Current Budget Year Cost	
Capital Purchase	
Construction	20,000
Consulting	
Study	
Other	
Total Cost	20,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	20,000
Development Charges	
Other	
Total Funding	20,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Tiffin Park - Ballfield Warning Track Rejuvenation and Repairs
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Project to resurface baseball infield and upgrade pitcher mound as is required roughly every 5 years. Will also reclaim the warning track to increase safety for users as this is highest used field, particularly for minor baseball leagues.
Current Budget Year Cost	
Capital Purchase	53,000
Construction	17,000
Consulting	
Study	
Other	
Total Cost	70,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	70,000
Development Charges	
Other	
Total Funding	70,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Sports Fields - Bathroom Upgrades
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Public restroom repairs and upgrades at the sports fields, per building condition assessment.
Current Budget Year Cost	
Capital Purchase	4,500
Construction	1,500
Consulting	
Study	
Other	
Total Cost	6,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	6,000
Development Charges	
Other	
Total Funding	6,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Waterfront Trail Asphalt Patches
Division	Operations - Parks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Pave end of life asphalt sections along the waterfront trail.
Current Budget Year Cost	
Capital Purchase	
Construction	45,000
Consulting	
Study	
Other	
Total Cost	45,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	45,000
Development Charges	
Other	
Total Funding	45,000
Future Budget Years	The capital program includes \$45,000 every other year to ensure the asphalt on the trail is in safe condition.

Capital Project Summary	2024 Budget Year
Project Name	Road Resurfacing Program
Division	Operations - Roads
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Resurface Curry Road (Midland Point Rd- Simpresca Rd) - \$175,000 Resurface Victoria Street (Eighth St- 55m West of Edmond St) - \$200,000 Resurface Victoria Street (Fourth St- Sixth St) - \$235,000
Current Budget Year Cost	
Capital Purchase	
Construction	610,000
Consulting	
Study	
Other	
Total Cost	610,000
Current Budget Year Funding	
OCIF	610,000
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	610,000
Future Budget Years	2025-\$900,000, 2026-\$800,000, 2027-\$780,000, 2028-\$700,000, 2029-\$810,000, 2030-\$795,000, 2031-\$765,000, 2032-\$750,000, 2033-\$835,000

Capital Project Summary	2024 Budget Year
Project Name	Traffic Controller Upgrades
Division	Operations - Roads
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replace or upgrade two end of life traffic controllers.
Current Budget Year Cost	
Capital Purchase	
Construction	60,000
Consulting	
Study	
Other	
Total Cost	60,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	60,000
Development Charges	
Other	
Total Funding	60,000
Future Budget Years	Replace one - two traffic controllers every year.2025-\$40,000, 2026-\$80,000, 2027-\$45,000, 2028-\$85,000, 2029-\$47,000, 2030-\$87,000, 2031-\$50,000, 2032-\$50,000, 2033-\$50,000

Capital Project Summary	2024 Budget Year
Project Name	Tree Replacement Program
Division	Operations - Roads
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replace trees where they have been removed and/or place new trees in areas of the Town that are in need of trees. This is intended for trees within the municipal right of way.
Current Budget Year Cost	
Capital Purchase	
Construction	14,000
Consulting	
Study	
Other	
Total Cost	14,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	14,000
Development Charges	
Other	
Total Funding	14,000
Future Budget Years	Continue replacing trees as old trees die off.2025-\$14,000, 2026-\$13,000, 2027-\$11,000, 2028-\$11,000, 2029-\$10,000, 2030-\$8,000, 2031-\$8,000, 2032-\$8,000, 2033-\$8,000

Capital Project Summary	2024 Budget Year
Project Name	Sidewalk Replacement and Repair Program
Division	Operations - Sidewalks
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Spot Repairs Various Locations - \$10,000 Replace concrete sidewalks on Midland Avenue (East side from Yonge St to Hugel Ave) - \$195,000 Spot repairs Dominion Ave (King St to Queen St) - \$20,000 Sidewalk Condition Assessment - \$25,000
Current Budget Year Cost	
Capital Purchase	
Construction	225,000
Consulting	25,000
Study	
Other	
Total Cost	250,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	250,000
Development Charges	
Other	
Total Funding	250,000
Future Budget Years	Sidewalk replacment projects will continue annually. 2025-\$225,000, 2026-\$295,000, 2027-\$245,000, 2028-\$370,000, 2029-\$260,000, 2030-\$335,000, 2031-\$260,000, 2032-\$400,000, 2033-\$295,000

Capital Project Summary	2024 Budget Year
Project Name	Additional Lighting as Requested
Division	Operations - Street Lighting
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Project to replace or construct new street light poles and lights.
Current Budget Year Cost	
Capital Purchase	35,000
Construction	
Consulting	
Study	
Other	
Total Cost	35,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	35,000
Development Charges	
Other	
Total Funding	35,000
Future Budget Years	

Capital Project Summary	2024 Budget Year
Project Name	Street Lighting Assessment
Division	Operations - Street Lighting
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Retain consultant to review existing street lighting network to identify gaps, find efficiencies, build policies and processes and recommend future upgrades.
Current Budget Year Cost	
Capital Purchase	
Construction	
Consulting	100,000
Study	
Other	
Total Cost	100,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	100,000
Development Charges	
Other	
Total Funding	100,000
Future Budget Years	

Division Performance Plan

North Simcoe Sports and Recreation Centre (NSSRC)

Division Overview and Key Objectives:

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

Key Objectives include:

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

Key successes from the prior budget year:

- Rentals increased to pre-pandemic levels in nearly all aspects.
- Completed design for building addition to include two new accessible dressing rooms and restroom.
- Upgraded fire systems and alarms and added accessible door openers at several locations.
- Replaced one condenser, one compressor, and two HVACs.

Major Initiatives for the coming budget year:

- Ensure a friendly and helpful customer experience while using the facility.
- Maximize the use and rentals of the facility and its offerings.
- Ensure a clean, safe, and accessible facility for all users.
- Repair MMHA arena roof as it has reached its end of life.
- Purchase a new generator for emergency evacuation center.
- Install electric vehicle charging stations and necessary infrastructure to support future charging stations.



NSSRC	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Revenue								
Advertising Revenue	- 43,174	- 28,500	- 36,000	- 38,000	-	- 38,000	- 2,000	6%
Draw from Reserve	- 443,246	- 443,246	- 443,246	- 443,246	-	- 443,246	-	0%
Fees, Service Charges, and Rentals (Note 1)	- 735,814	- 758,570	- 766,180	- 793,033	-	- 793,033	- 26,853	4%
Grants & External Contributions	- 13,729					-	-	
Interest and Investment Income	-	- 200	- 200	- 200	-	- 200	-	0%
Sales	- 17,974	- 15,144	- 12,644	- 10,500	-	- 10,500	2,144	-17%
Sundry Revenue	- 6,065	- 5,500	- 5,500	- 7,500	-	- 7,500	- 2,000	36%
Revenue Total	- 1,260,002	- 1,251,160	- 1,263,770	- 1,292,479	-	- 1,292,479	- 28,709	2%
Expense								
Salaries & Benefits (Note 2)	1,055,954	1,047,752	1,180,120	1,157,880	-	1,157,880	- 22,240	-2%
Professional & Contracted Services (Note 3)	9,545	13,000	10,500	29,000	-	29,000	18,500	176%
Debt Servicing	434,771	443,246	443,246	443,246	-	443,246	-	0%
Fees expense (Note 3)	10,455	6,700	7,700	13,200	-	13,200	5,500	71%
Fines and penalties	618	-	-	-	-	-	-	
Fuel	2,142	2,000	2,000	2,200	-	2,200	200	10%
Grants & Donations	67,855	64,790	70,922	70,922	-	70,922	-	0%
Grounds Maintenance	1,672	2,000	2,750	2,750	-	2,750	-	0%
Insurance (Note 4)	152,324	150,278	138,800	92,720	-	92,720	- 46,080	-33%
Interdepartmental Transfers - S&B (Note 5)	8,490	11,025	-	308,701	-	308,701	308,701	
Interdepartmental Transfers - Other (Note 6)	-	-	-	127,141	-	127,141	127,141	
Labour Relations	-	500	500	-	-	-	- 500	-100%
Licenses expense	500	2,250	2,250	2,250	-	2,250	-	0%
Materials & Supplies	19,760	28,500	25,900	21,400	-	21,400	- 4,500	-17%
Protective clothing, uniforms, subscriptions, and memberships	2,984	5,259	6,500	6,500	-	6,500	-	0%
Purchases for resale	8,399	12,120	8,500	7,500	-	7,500	- 1,000	-12%
Repairs & Maintenance (Note 7)	170,698	166,400	170,900	188,700	-	188,700	17,800	10%
Security	942	900	900	900	-	900	-	0%
Sundry Expense	6,000	6,000	6,000	6,000	-	6,000	-	0%
Telecommunications	1,619	3,500	3,200	2,200	-	2,200	- 1,000	-31%
Training, travel, meetings, and conferences	6,643	6,000	6,000	7,050	-	7,050	1,050	18%
Transfer to Reserve (Note 8)	182,560	182,560	186,700	244,500	-	244,500	57,800	31%
Utilities (Note 9)	285,780	329,690	331,989	303,989	-	303,989	- 28,000	-8%
Vehicle, Equipment, and Facility Rentals	60,808	60,808	60,808	60,808	-	60,808	-	0%
Expense Total	2,490,519	2,545,278	2,666,185	3,099,557	-	3,099,557	433,372	16%
Net Expense	1,230,517	1,294,118	1,402,415	1,807,078	-	1,807,078	404,663	29%

* 2022 Actuals (\$) unaudited

NSSRC

Note 1: Increased rental revenue from arena operations based on actuals. Rate increases under the Fees and Charges By-law have not been included.

Note 2: S&B costs moved to Corporate Services to show division's responsibility over the resource. Costs adjusted through interdepartmental transfers. New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA. OPSEU under negotiations.

Note 3: Increased waste disposal costs for facility garbage pickup service.

Note 4: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 5: Interdepartmental transfers updated to include the NSSRC's proportional share of S&B costs for Corporate Services.

Note 6: Interdepartmental transfers updated to include the NSSRC's proportional share of other Corporate Service costs.

Note 7: Increased repairs to the facility and ice operations as the facility ages based on actuals.

Note 8: Contribution to reserves steadily increasing over the 10-year forecast period to cover identified replacement and rehabilitation needs for equipment and the facility.

Note 9: Utilities budget adjusted based on actual bills.

North Simcoe Sports and Recreation Complex (NSSRC) 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
HVAC Replacements	45,000					45,000			
Fire System and Alarm Upgrades	38,000					38,000			
Roof Repair	580,000				580,000				
Portable Generator	500,000					500,000			
Total North Simcoe Sports and Recreation Complex	1,163,000				580,000	583,000			

Capital Project Summary	2024 Budget Year
Project Name	HVAC Replacements
Division	NSSRC
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Entire facility replacements have been ongoing over past 3 years, this will replace the final 2 original HVAC's on the NSSRC roof. Units are at the end of useful life; potential repairs could cost as much as one half of the cost to replace with new units.
Current Budget Year Cost	
Capital Purchase	45,000
Construction	
Consulting	
Study	
Other	
Total Cost	45,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	45,000
Development Charges	
Other	
Total Funding	45,000
Future Budget Years	Once these 2 HVAC units have been replaced, no new units until 2031

Capital Project Summary	2024 Budget Year
Project Name	Fire System Repair
Division	NSSRC
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Repair of sprinkler system required (2 - 6" dry sprinkler alarm valves). System could fail without this repair, significant wear was noted during sprinkler system annual inspection. Repair should be completed before the next sprinkler inspection in June of 2024.
Current Budget Year Cost	
Capital Purchase	
Construction	38,000
Consulting	
Study	
Other	
Total Cost	38,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	38,000
Development Charges	
Other	
Total Funding	38,000
Future Budget Years	Annunciator panel and part replacements will be required in 2030, estimated at \$50,000 and listed in 10 year capital plan.

Capital Project Summary	2024 Budget Year
Project Name	Roof Repair
Division	NSSRC
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Repair roof over MMHA arena. Peel and replace existing roof / membrane. Roof is in poor quality and will soon start to leak if not replaced. It is 20 years old and at it's end of useful life. Replacement roof will have a 20-30 year warranty.
Current Budget Year Cost	
Capital Purchase	
Construction	580,000
Consulting	
Study	
Other	
Total Cost	580,000
Current Budget Year Funding	
Federal Gas Tax	580,000
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	580,000
Future Budget Years	The other flat roof sections of the building will also need to be repaired over the next 5 years and these repairs are reflected in the 10-year capital plan.

Capital Project Summary	2024 Budget Year
Project Name	Portable Generator
Division	NSSRC
Maintenance or Growth	Growth
Project Description, Justification and Readiness	The NSSRC is the designated emergency evacuation center, but does not have a generator. In an emergency situation, the Town would rely on the County to deliver a portable generator. A portable generator of the appropriate size is estimated at roughly \$500,000.
Current Budget Year Cost	
Capital Purchase	
Construction	500,000
Consulting	
Study	
Other	
Total Cost	500,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	500,000
Development Charges	
Other	
Total Funding	500,000
Future Budget Years	

Division Performance Plan

Transit

Division Overview and Key Objectives:

The Transit division provides public transit services. These services promote economic development and improve the quality of life for all who live in Midland.

Key Objectives include:

- Provide customer focused, efficient, reliable, and affordable public transportation services to all residents of Midland, six (6) days per week.
- Act as contractor for the Penetanguishene conventional transit service.
- Provide specialized transit services to the residents of Midland, operated by Community Reach.
- Responsible for maintenance, eligibility standards and fleet purchasing for all transit services, including three 24-passenger buses and 4 accessible vans.
- 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:

- Operated transit despite staffing challenges.
- Successfully completed AODA audio and visual upgrades on transit fleet to ensure compliance and increased accessibility.
- Installed 7 camera systems in all buses to ensure safety for operators and riders.
- Increase of over 20,000 rides compared to 2022 as of end of Q3.
- Implemented free transit for Midland seniors with over 14,000 free seniors rides by end of Q3.

Major Initiatives for the coming budget year:

- Increase grant revenues for transit service and better utilization of the provincial and federal gas tax.
- Increase promotion of the transit system as a viable option in Midland.
- Investigate pilot program for Share-a-Ride to potentially service the Sunnyside, Midland Point and Aberdeen areas.



	*2022 Actuals (\$)	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Transit Services								
Revenue								
Advertising Revenue	- 7,624	- 7,200	- 8,300	- 5,000	-	- 5,000	3,300	-40%
Draw from Reserve (Note 1)	- 65,400	- 65,400	- 240,400	- 230,400	-	- 230,400	10,000	-4%
Fees, Service Charges, and Rentals (Note 2)	- 133,513	- 112,400	- 91,325	- 149,900	-	- 149,900	- 58,575	64%
Grants & External Contributions (Note 3)	- 313,871	- 234,700	- 253,850	- 404,200	-	- 404,200	- 150,350	59%
Revenue Total	- 520,408	- 419,700	- 593,875	- 789,500	-	- 789,500	- 195,625	33%
Expense								
Salaries & Benefits (Note 4)	387,694	374,565	432,475	346,220	-	346,220	- 86,255	-20%
Professional & Contracted Services (Note 5)	262,324	253,950	301,800	328,400	-	328,400	26,600	9%
Fees expense	1,324	-	-	1,500	-	1,500	1,500	
Fuel	121,092	109,000	146,600	138,000	-	138,000	- 8,600	-6%
Grants & Donations (Note 6)	4,820	9,640	9,640	4,820	-	4,820	- 4,820	-50%
Insurance (Note 7)	65,313	68,541	53,500	92,300	-	92,300	38,800	73%
Interdepartmental Transfers - S&B (Note 8)	3,684	2,696	-	193,935	-	193,935	193,935	
Interdepartmental Transfers - Other (Note 9)	-	-	-	88,990	-	88,990	88,990	
Labour Relations	-	750	750	-	-	-	- 750	-100%
Licenses expense	5,093	3,300	4,000	5,500	-	5,500	1,500	38%
Materials & Supplies	885		600	1,600	-	1,600	1,000	167%
Printing, Advertising & Public Notices	9,439	1,750	2,650	2,650	-	2,650	-	0%
Protective clothing, uniforms, subscriptions, and memberships	672	2,450	2,450	3,000	-	3,000	550	22%
Repairs & Maintenance (Note 10)	141,356	144,500	169,600	204,000	-	204,000	34,400	20%
Software Support & Licensing	19,552	4,000	20,000	20,000	-	20,000	-	0%
Telecommunications	740	893	1,293	700	-	700	- 593	-46%
Training, travel, meetings, and conferences	625	3,100	3,100	3,000	-	3,000	- 100	-3%
Transfer to Reserve (Note 11)	50,000	50,000	55,000	58,500	-	58,500	3,500	6%
Utilities	-	4,998	5,100	5,100	-	5,100	-	0%
Expense Total	1,074,613	1,034,133	1,208,558	1,498,215	-	1,498,215	289,657	0
Net Expense	554,205	614,433	614,683	708,715	-	708,715	94,032	15%

* 2022 Actuals (\$) unaudited

Transit Services

Note 1: Reduced reliance on Provincial Gas Tax funding for operations. Created draw from reserve to fund contingency expenses (contracted bus service).

Note 2: Increase bus fare revenue based on estimated ridership.

Note 3: 2024 budget based on draft Transit service agreement with Penetanguishene. New recovery fee implemented for standby bus and bus storage provided to

Note 4: New non-union and IBEW grids adopted in 2023, includes 1.35% blended COLA. Costs previously shown under S&B now included as interdepartmental

Note 5: Increased contract costs from Community Reach.

Note 6: Corrected budget for grant paid to Community Reach.

Note 7: Insurance allocation adjusted in 2023 to reflect current operations. Estimated 10% premium increase for 2024 included.

Note 8: Interdepartmental transfers updated to include Transit's proportional share of S&B costs for Corporate Services. Distributed labour from Operations also shown to reflect the cost of administering and managing the Transit service.

Note 9: Interdepartmental transfers updated to include Transit's proportional share of other Corporate Service costs.

Note 10: Labour and material costs for Transit related vehicles, both conventional and non-conventional.

Note 11: Increased transfer to the Information Technology Reserve, based on department's computer needs.

Transit 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Accessible Transit - Replace Van #64	50,000				50,000				
Total Transit	50,000				50,000				

Capital Project Summary	2024 Budget Year
Project Name	Accessible Transit - Replace Van #64
Division	Transit
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Replacement of accessible transit van #64, end of life (\$50,000). This is in addition to the previously approved budget of \$63,146 that will be carried forward.
Current Budget Year Cost	
Capital Purchase	50,000
Construction	
Consulting	
Study	
Other	
Total Cost	50,000
Current Budget Year Funding	
Provincial Gas Tax	50,000
Rate-Supported Reserve	
Tax-Supported Reserve	
Development Charges	
Other	
Total Funding	50,000
Future Budget Years	Accessible Transit vehicles replaced per retention schedule listed in 10 year capital plan.



Police

	*2022 Actuals (\$)	2023 YTD Actuals	2022 Approved Budget (\$)	2023 Approved Budget (\$)	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Police Services									
Revenue									
Draw from Reserve									
Fees, Service Charges, and Rentals	- 19,433	- 19,103		-	-	-	-	-	
Grants & External Contributions (Note 1)	- 359,301	- 153,386	- 230,974	- 171,066	- 142,823	-	- 142,823	28,243	-17%
Sundry Revenue	- 66								
Revenue Total	- 378,800	- 172,489	- 230,974	- 171,066	- 142,823	-	- 142,823	28,243	-17%
Expense									
Salaries & Benefits	140,404	114,837				-	-	-	
Professional & Contracted Services		4,703			22,000		22,000	22,000	
OPP Contracted Services (Note 2)	5,066,197	4,322,793	5,017,670	4,720,569	4,729,259	-	4,729,259	8,690	0%
Fees expense	-	20		-	-	-	-	-	
Fines and penalties	5,445	59		-	-	-	-	-	
Insurance	262	-	339	200			-	- 200	-100%
Interdepartmental Transfers - S&B (Note 3)	4,332	-	11,054	10,016	18,792		18,792	8,776	88%
Interdepartmental Transfers - Other (Note 4)					28,304		28,304	28,304	
Labour Relations							-	-	
Materials & Supplies	1,011	2,226		-	3,000	-	3,000	3,000	
Printing, Advertising & Public Notices	153	641		-	-	-	-	-	
Protective clothing, uniforms, subscriptions, and memberships	1,480	265		-	-	-	-	-	
Repairs & Maintenance	6,471	8,772	10,000	10,000	9,000	-	9,000	- 1,000	-10%
Security	504	475	600	600	600	-	600	-	0%
Telecommunications	-	-	1,000	1,000	1,000	-	1,000	-	0%
Training, travel, meetings, and conferences	-	711					-	-	
Transfer to Reserve	180,000	183,500	180,000	183,500	180,000	-	180,000	- 3,500	-2%
Utilities	23,886	15,898	26,120	23,684	24,390	-	24,390	706	3%
Expense Total	5,430,145	4,654,900	5,246,783	4,949,569	5,016,345	-	5,016,345	66,776	1%
Net Expense	5,051,345	4,482,411	5,015,809	4,778,503	4,873,522	-	4,873,522	95,019	2.0%

* 2022 Actuals (\$) unaudited

Note 1: Budget for Ontario Court Security Grant reduced.

Note 2: Budget for 2024 OPP Services updated based on annual billing statement.

Note 3: Interdepartmental transfers updated to include the Police Service's proportional share of S&B costs for Corporate Services.

Note 4: Interdepartmental transfers updated to include the Police Service's proportional share of other Corporate Service costs.

Agencies, Boards and Commissions



	*2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Agencies, Boards & Commissions								
Revenue								
Advertising Revenue								
Draw from Reserve (Note 1)	- 331,268	- 371,381	- 166,381	- 253,981		- 253,981	- 87,600	53%
Fees, Service Charges, and Rentals (Note 2)	- 12,000	- 22,000	- 11,750	- 121,250		- 121,250	- 109,500	932%
Fines and penalties	- 4,337	- 15,000	- 6,000	- 6,000		- 6,000	-	0%
Grants & External Contributions (Note 3)	- 279,103	- 166,690	- 155,690	- 202,990		- 202,990	- 47,300	30%
Sales	- 393	- 500	- 500	- 500		- 500	-	0%
Sundry Revenue	- 504	- 1,000	- 1,000	- 1,000		- 1,000	-	0%
Revenue Total	- 627,605	- 576,571	- 341,321	- 585,721	-	- 585,721	- 244,400	72%
Expense								
Salaries & Benefits (Note 4)	999,725	1,051,678	1,106,212	1,202,074	-	1,202,074	95,862	9%
Professional Services (Note 5)	495,359	510,119	243,186	265,382	-	265,382	22,196	9%
Debt Servicing	134,610	134,829	134,829	134,829	-	134,829	-	0%
Fees expense	3,164	1,500	1,500	1,500	-	1,500	-	0%
Fines and penalties	515		-	-	-	-	-	
Grants & Donations (Note 6)	331,448	262,814	178,407	244,209	-	244,209	65,802	37%
Grounds Maintenance	117		500	500	-	500	-	0%
Honorariums	23,650	54,200	-	-	-	-	-	
Insurance	106,376	98,301	120,663	117,140	-	117,140	- 3,523	-3%
Interdepartmental Transfers - S&B (Note 7)	-	-	-	98,800	-	98,800	98,800	
Interdepartmental Transfers - Other (Note 8)	579	1,760	-	54,158	-	54,158	54,158	
Library Collections	121,185	127,952	127,952	127,952	-	127,952	-	0%
Materials & Supplies	10,946	39,290	11,790	10,750	-	10,750	- 1,040	-9%
Printing, Advertising & Public Notices	3,281	5,000	3,000	3,000	-	3,000	-	0%
Program costs (Note 9)	42,766	30,000	30,000	193,100	-	193,100	163,100	544%
Protective clothing, uniforms, subscriptions, and memberships	1,058	3,750	3,750	4,250	-	4,250	500	13%
Repairs & Maintenance	46,216	43,500	40,500	39,500	-	39,500	- 1,000	-2%
Security	54,796	72,500	72,500	68,500	-	68,500	- 4,000	-6%
Software Support & Licensing	19,844	10,000	18,000	18,000	-	18,000	-	0%
Sundry Expense	1,646	750	1,000	1,000	-	1,000	-	0%
Telecommunications	14,898	17,650	17,650	14,650	-	14,650	- 3,000	-17%
Training, travel, meetings, and conferences	23,759	28,821	18,700	19,700	-	19,700	1,000	5%

	*2022 Actuals (\$)	2022 Approved Budget	2023 Approved Budget	2024 Base Budget (\$)	2024 One Time (\$)	2024 Total Budget Request (\$)	2024 Change (\$)	2024 Change (%)
Agencies, Boards & Commissions								
Transfer to Reserve (Note 10)	165,901	78,000	147,000	51,000	-	51,000	- 96,000	-65%
Utilities	55,052	62,487	62,487	62,487	-	62,487	-	0%
Vehicle, Equipment, and Facility Rentals	8,692	10,000	7,000	8,750	-	8,750	1,750	25%
Expense Total	2,665,583	2,644,901	2,346,626	2,741,231	-	2,741,231	394,605	17%
Net Expense	2,037,978	2,068,330	2,005,305	2,155,510	-	2,155,510	150,205	7%

* 2022 Actuals (\$) unaudited

Includes : Library, MBLDC, Police Services Board, Museum, Cultural Alliance, EDCNS, Airport, MCC, and SSEA

Note 1: Draw from the Library's reserve to phase in the market/pay equity increases over this Council/Board term. Also includes unspent Cultural Alliance revenue of \$35,000.

Note 2: Estimated membership fee for Tiny Township residents to use Midland Public Library services.

Note 3: Budget adjusted based on Tiny's decision to change their funding model for area libraries. User fee revenue conservatively estimated under Fees, Service Charges, and Rentals.

Note 4: 2024 S&B costs include the Library and Cultural Alliance. New non-union and Library grids adopted in 2023, includes 1.35% blended COLA.

Note 5: 2024 includes the budget ask of the SSEA (increase of 13% over 2023) and a nominal increase to audit fees to wind-up MBLDC.

Note 6: 2024 budget includes EDCNS' full budget request. 2023 budget was reduced by 1/2.

Note 7: Interdepartmental transfers updated to include the Library's proportional share of S&B costs for Corporate Services.

Note 8: Interdepartmental transfers updated to include the Library's proportional share of other Corporate Service costs.

Note 9: 2024 budget includes proposed programs by the Cultural Alliance, funded by Midland, Tiny, Tay and Penetanguishene's annual contributions. Partner contributions increased from \$10,000 to \$12,500, as Beausoleil First Nation resigned from the Alliance. Budget remains static at \$50,000.

Note 10: Increased transfer to the Information Technology Reserve, based on department's computer needs.



Economic Development Corporation
of North Simcoe
2-212 King Street L4R 3L9
edcns.ca

November 01, 2023

To: Mayor Gordon & members of Midland Council
From: EDCNS Board of Directors

Subject: 2024 Budget Request and Consideration for a 3-year commitment

The Economic Development Corporation of North Simcoe (EDCNS) gives local government and business organizations a way to work together to develop and put into action strategies that will boost the local economy.

EDCNS is the lead organization in North Simcoe and is funded by our four municipal partners, Midland, Penetanguishene, Tay, and Tiny. We collaborate with the County of Simcoe to communicate to companies, business owners, financiers, and all levels of government that our communities are supportive of all existing businesses, that there are opportunities to build, develop and grow, and that our lifestyle is one of health and well-being that sets us apart by the beauty of Georgian Bay.

Because of our not-for-profit status, we are able to leverage tax dollars to yield the most possible economic benefit.

EDCNS requests a contribution of \$147,708.90, 42% of the 2024 EDCNS budget.

EDCNS thanks the Town of Midland for its annual financial contribution to the overall budget.

The package provided contains documents supporting the 2024 budget request for consideration.

In addition, a presentation will be made to Council in January 2024.

Respectfully,

Suzanne McCrimmon
Executive Director

On behalf of the EDCNS Board of Directors.

2024 - 2026 DRAFT BUDGET & PROJECTIONS and REQUEST for FUNDING				
Date: August 22, 2023				
YEAR	Year 2023	Year 2024 (amortized)	Year 2025 (amortized)	Year 2026 (amortized)
Start and Remaining Funds Projected	381,269.73	127,089.91	127,089.91	127,089.91
REVENUE				
EDCNS Funding Request		478,777.76	500,385.76	515,455.76
Less remaining funds		-127,089.91	-127,089.91	-127,089.91
Municipal Contributions		351,687.85	373,295.85	388,365.85
Municipal Contributions (Simcoe County)		50,000.00		
Provincial / Federal Funding Programs			50,000.0	50,000.00
Bank Interest Income / Visa Cash Back		6,000.00	6,000.0	6,000.00
Investment Certificate / Savings Acct. (Short Term GIC)		7,000.00		
Hub Sponsorships		5,250	8,750	10,500
Hub Memberships		10,500	20,000	30,000
TOTAL REVENUE	0.00	430,437.85	458,045.85	484,865.85
EXPENSES				
ADMINISTRATIVE EXPENSES				
Payroll Expense				
Wages Expense		185,000.00	185,000.0	185,000.00
Vacation Pay		7,000.00	7,000.0	7,000.00
CPP Expense		7,508.90	7,508.9	7,508.90
EI Expense		2,806.86	2,806.9	2,806.86
Health Benefits Expense		6,000.00	6,000.0	6,000.00
Total Payroll Expense	-	208,315.76	208,315.76	208,315.76
Occupation & Equipment				
Website Maintenance /		400.00	400.0	400.00
Operating Software		500.00	500.0	500.00
Insurance Expense		5,000.00	5,000.0	6,000.00
Lease		28,200.00	32,400.0	32,400.0
Security		1,000.00	500.0	500.00

2024 - 2026 DRAFT BUDGET & PROJECTIONS and REQUEST for FUNDING

Date: August 22, 2023

YEAR	Year 2023	Year 2024 (amortize)	Year 2025 (amortized)	Year 2026 (amortized)
Phone & Internet Expense		3,600.00	3,600.0	3,600.00
Software Subscriptions		7,500.00	10,000.0	10,000.00
Moving Expense		1,000.00		
Equipment Purchase		5,990.00	8,930.0	
Furniture Purchase				
Total Occupation & Equipment	-	53,190.00	61,330.00	53,400.00
Administration				
EDCNS Innovation Hub projected costs				
Member Licenses		12,500.00	20,000.0	30,000.00
One time costs		10,000.00	5,000.0	5,000.00
TOTAL Innocation Hub project costs		22,500.00	25,000.00	35,000.00
Social Media & Website & Marketing		15,000.00	20,000.00	25,000.00
Bookkeeping fees		12,532.0	8,000.0	8,000.0
Professional Expense (Accountant & Legal)		4,000.00	4,000.0	4,000.00
Payroll Processing Fees		840.00	840.0	840.00
Bank charges		1,200.00	1,200.0	1,200.00
Office Supplies		2,000.00	2,000.0	2,000.00
Total Administration	-	58,072.00	61,040.00	76,040.00
TOTAL ADMINISTRATIVE EXPENSES	-	319,577.76	330,685.76	337,755.76

2024 - 2026 DRAFT BUDGET & PROJECTIONS and REQUEST for FUNDING				
Date: August 22, 2023				
YEAR	Year 2023	Year 2024 (amortize)	Year 2025 (amortized)	Year 2026 (amortized)
PROGRAM SPENDING				
Agriculture & Agri Business		8,000.00	8,000.0	8,000.00
Manufacturing		12,000.00	12,000.0	12,000.00
Business Retention and Investment Attraction		20,000.00	20,000.0	20,000.00
Tourism		65,000.00	65,000.0	65,000.00
Special Projects		10,000.00	10,000.0	10,000.00
ENCNS Innovation Hub projected costs				
Events Internal		10,000.00	12,500.0	12,500.00
Events External		12,000.00	20,000.0	28,000.00
Conference Expense		8,000.00	8,000.0	8,000.00
Hub Workshops		5,000.00	5,000.0	5,000.00
Travel Expense (Mileage)		1,200.00	1,200.0	1,200.00
Membership/Subscription Expense		4,000.00	4,000.0	4,000.00
Professional Development Expense		4,000.00	4,000.0	4,000.00
TOTAL PROGRAM SPENDING	-	159,200.00	169,700.00	177,700.00
TOTAL EXPENSES	-	478,777.76	500,385.76	515,455.76
END CASH BALANCE - CASH FLOW	381,269.73			



Town of Midland 2024 Budget Package

Downtown Midland BIA

Downtown Midland Business Improvement Area | 208 King St, Midland, ON



Downtown Midland BIA
208 King Street
Midland, ON, L4R 3L9
www.downtownmidland.ca
705-527-7246

October 31, 2023

Re: 2024 Formal Budget Package

Dear Members of Council,

Please find enclosed the 2024 budget for the Downtown Midland Business Improvement Area (BIA). This includes an overview of our association and a current- and future-year performance plan.

The BIA proposed member assessment amount is \$175,000, an anticipated levy of 0.6% of its commercial-occupied property class value. This will allow us to launch long-term initiatives to boost economic and community development in Downtown Midland. This levy % is in line with historic Downtown Midland BIA levies, prior to a 12-year freeze.

Plans for 2024 include a full roster of events, promotions, paid advertising, and long-term beautification investments. A key focus for 2024 is amenities and security, building out a long-term strategy from our initial analyses.

Thank you for your consideration.

Sincerely,
The Downtown Midland Business Improvement Area

A handwritten signature in blue ink, appearing to read "K.K.", with a stylized flourish at the end.

Katarina Knezevic
Operations Manager
Downtown Midland BIA

Organization Overview

Downtown Midland is a not-for-profit organization established for the main purpose of growing the central business district of the Town of Midland. We are designated as a Business Improvement Area (BIA) through the Ontario Municipal Act, and Town of Midland bylaw originally enacted in 1977.

Mission

Downtown Midland is an association that acts on behalf of its member merchants, restaurants, businesses and landowners, along with the Town of Midland, to ensure that downtown Midland is a safe, vibrant, thriving, and prosperous community in the Heart of Georgian Bay.

Strategic Pillars (Areas of Operation) and Key Objectives

1. Promotion & Events
 - a. Overall promotion of downtown midland and the routine events that drive more people to Midland's core.
 - b. Establishing consistent engagement, communication, and marketing of Downtown Midland through five key initiatives.
2. Beautification & Signage
 - a. Managing the visual experience of the downtown and coordinating seasonally to create a delightful and memorable experience for visitors.
 - b. Providing clear signage to support an enjoyable downtown experience.
3. Amenities & Security
 - a. Ensuring the daily experience of the community, tourists and BIA members is positive, safe, and easy.
 - b. This means making sure the area is safe, clean, and simple to be Downtown Midland.
4. Expansion & Fulfillment
 - a. Driving expansion of the BIA boundaries and working to fill vacancies.
 - b. Collaborate with the town and others to address condemned buildings.
5. Alignment & Communication
 - a. Bring together the business and property owners of the BIA area to align and collaborate on downtown initiatives, operating hours, events, beautification, etc.
 - b. Keep members aware of and include them in activities.

Key successes from the prior budget year:

1. Promotion & Events
 - a. Sidewalk Sale Sundays
 - i. Successful promotion of a series of Sundays, where stores were open during Farmers' Market hours each for summer season.
 - b. Fall in Love with Downtown Midland
 - i. Launch and successful execution of two years of the *Fall in Love with Downtown Midland* contests.
 - c. Mini Monster March

- i. The BIA's annual trick-or-treat event has been branded the 'Mini Monster March' in 2022, with over 400 families attending in 2023.
 - d. Holiday Season
 - i. Successful 2022 Christmas Tree Lighting and 2023 plan in place with a scheduled CTV ad.
 - ii. Late night Friday shopping evenings in 2022 had families downtown throughout December, with 2023 relaunch of one Late Night Shopping evening.
 - e. Downtown Dollar Revamp
 - i. Redesigned Downtown Dollars are available for purchase and are in circulation; these include a more robust anti-plagiarism design.
- 2. Beautification & Signage
 - a. New spring and fall banners.
 - b. Colourful hanging baskets.
 - c. Seasonal décor, including fall corn-stalks and winter garlands.
 - d. Reuse of prior snowflake pole-display lighting, utilizing a local manufacturer to produce new brackets and garner huge savings for the BIA.
- 3. Amenities & Security
 - a. Success SCRAM program completion, installing 30 security cameras downtown.
 - b. Advocacy with the Town of Midland on parking and safety discussions.
- 4. Expansion & Fulfillment
 - a. 2023 mapping and planning for 2024 expansion.
- 5. Alignment & Communication
 - a. Community newsletters were launched, and internal newsletter communication was increased (regular touchpoints).
 - b. Website relaunch in 2023 consisted of refreshing outdated information and securing a functioning website.
 - c. Facebook communication in 2023, as a forum and option for community discussion.

Major Initiatives for the coming budget year:

- 1. Promotion & Events
 - a. Pick-Up Hockey and Family Day Passport Weekend (February)
 - i. Launch a promotion during Family Day weekend for families to shop while children participate in the pick-up hockey event.
 - ii. Free supplies and pedestrian street use.
 - b. Cruise Into Midland (Apr/May)
 - i. Car show organized with local providers and coordinated with cruise ships coming into Midland Harbour for one spring weekend
 - c. Sidewalk Sale Sundays
 - d. Fall in Love with Downtown Midland Contest (Sept-Oct)
 - e. Fall Festival (Sept/Oct)
 - i. Hay maze on a side street
 - ii. Foreign vendors (non-competing BIA businesses)

- iii. Livestock (contingent on special event application)
 - iv. Buskers/music
 - v. Scarecrow contest
 - vi. Pumpkin Carving contest
 - vii. Paint a School Bus event
 - f. Mini Monster March (October)
 - g. Holiday Season
 - i. Christmas Tree Lighting (November)
 - ii. Late Night Shopping (December)
- 2. Beautification & Signage
 - a. Banners – plan to redesign winter and summer banners to fit a cohesive theme.
 - b. Hanging flower baskets – plan to partner with the Town of Midland to operate and maintain hanging baskets. This allows us the ability to purchase self-watering baskets for long-term use.
 - c. Seasonal décor – plan to create promotions around décor, including a scarecrow contest and window painting through local schools/art groups.
 - d. Festive lights – plan to purchase 3D light displays to offer photo opportunities and create an inviting atmosphere downtown.
- 3. Amenities & Security
 - a. Lighting – plan to increase lighting downtown (introduce morality lighting).
 - b. Cleanliness and safety – plan to outline a long-term strategy for streetscape and maintenance through partnerships with local organizations (outcome of 2023 Safety Symposium).
 - c. Parking – plan to coordinate with Town of Midland on long-term parking proposals, including stakeholder discussions with our property owners.
- 4. Expansion & Fulfillment
 - a. Plan to expand BIA area to include King St area of Elizabeth to Young.
 - b. Communication with Town of Midland on Midland Bay Landing proposals.
- 5. Alignment & Communication
 - a. Website – plan to launch a new BIA website for both internal and external audiences.
 - b. Newsletters – plan to increase community-wide newsletter reach and frequency and maintain internal newsletter communication
 - c. Facebook forum – plan to onboard all active Facebook-user BIA members to the community page and sustain relationships.

Budget Proposal

The Downtown Midland BIA is proposing to correct its levy to align with 2005, before the 12-year freeze. This will allow us to launch much-needed initiatives to boost economic and community development in Downtown Midland during a pivotal time in its history. This levy % is in line with other Ontario BIAs, as well as our original Downtown Midland BIA levy prior to the freeze. Consistent across BIAs is the need to keep up with rising costs associated with fulfilling its duties.

For the 2024 budget, the Downtown Midland BIA is setting its levy at 0.6% of its Commercial Occupied property class value. We project our levy value to be \$175,000 (assuming current property values have increased at a similar rate YoY as with 2023).

The budget of \$175,000 is under the assumption that the BIA boundary remains the same. We are working to expand the BIA boundaries to reflect a larger portion of the Downtown strategic growth area, in which case the levy remains 0.6% with the understanding that the total figure will change.

Budget Overview

BUDGET PROPOSAL					
Item	Q1	Q2	Q3	Q4	TOTAL
Revenues					
Membership					
Member Assessments- Annual	\$ 43,750.00	\$ 43,750.00	\$ 43,750.00	\$ 43,750.00	\$ 175,000.00
Associate Memberships	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 3,000.00
2022/3 Surplus	\$ 4,750.00	\$ 4,750.00	\$ 4,750.00	\$ 4,750.00	\$ 19,000.00
1/3rd of Covid Surplus (Est \$100k)	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 33,333.33
Government Grants for Summer Students		\$ 1,833.33	\$ 3,666.67		\$ 5,500.00
Other Grants and Sponsorships		\$ 5,000.00	\$ 8,000.00	\$ 7,000.00	\$ 20,000.00
Downtown Dollars/Event Sales and Promos	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 5,000.00
Rental Sublease Income (Outflow)	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 6,585.00
Total Receipts	\$ 58,833.33	\$ 65,666.67	\$ 70,500.00	\$ 65,833.33	\$ 267,418.33
Promotion and Beautification Expenses					
Advertising	\$ 2,200.00	\$ 1,750.00	\$ 1,750.00	\$ 3,260.00	\$ 8,960.00
Promotions	\$ 1,500.00	\$ 3,333.33	\$ 5,166.67	\$ 1,500.00	\$ 11,500.00
Events	\$ 1,000.00	\$ 7,500.00	\$ 7,000.00	\$ 4,989.56	\$ 20,489.56
Beautification, Amenities, Security	\$ 3,000.00	\$ 14,500.00	\$ 9,200.00	\$ 44,000.00	\$ 70,700.00
Website	\$ 8,000.00	\$ 4,000.00	\$ -	\$ -	\$ 12,000.00
Annual Façade	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 25,000.00
Sub-total	\$ 21,950.00	\$ 37,333.33	\$ 29,366.67	\$ 59,999.56	\$ 148,649.56
Administration Expenses					
Sub-total	\$ 30,783.75	\$ 30,983.75	\$ 28,183.75	\$ 28,183.75	\$ 118,135.00
Est. SURPLUS/DEFICIT FOR THE YEAR	\$ 6,099.58	-\$ 2,650.42	\$ 12,949.58	-\$ 22,349.98	\$ 633.77

Detailed Budget

BUDGET PROPOSAL					
Item	Q1	Q2	Q3	Q4	TOTAL
Revenues					
Membership					
Member Assessments- Annual	\$ 43,750.00	\$ 43,750.00	\$ 43,750.00	\$ 43,750.00	\$ 175,000.00
Associate Memberships	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 3,000.00
2022/3 Surplus	\$ 4,750.00	\$ 4,750.00	\$ 4,750.00	\$ 4,750.00	\$ 19,000.00
1/3rd of Covid Surplus (Est \$100k)	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 33,333.33
Government Grants for Summer Students		\$ 1,833.33	\$ 3,666.67		\$ 5,500.00
Other Grants and Sponsorships		\$ 5,000.00	\$ 8,000.00	\$ 7,000.00	\$ 20,000.00
Downtown Dollars/Event Sales and Promos	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 5,000.00
Rental Sublease Income (Outflow)	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 6,585.00
Total Receipts	\$ 58,833.33	\$ 65,666.67	\$ 70,500.00	\$ 65,833.33	\$ 267,418.33
Promotion and Beautification Expenses					
Advertising					
Social Media (paid ads / boosts)	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,000.00
Traditional Media	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 2,760.00	\$ 6,510.00
Signage	\$ 450.00				\$ 450.00
Promotions					
Downtown Dollars/Giftcards/Giveaways	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 3,000.00
Printing	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 1,000.00
Swag	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,000.00
Summer Student Wages		\$ 1,833.33	\$ 3,666.67		\$ 5,500.00
Events					
Cruise Into Midland		\$ 2,500.00			\$ 2,500.00
Town Hockey	\$ 1,000.00				
Mini Monster March				\$ 650.00	\$ 650.00
Fall Fair+			\$ 7,000.00		\$ 7,000.00
Christmas				\$ 4,339.56	\$ 4,339.56
Buttertart Sponsorship		\$ 5,000.00			\$ 5,000.00
Beautification, Amenities, Security					
Banners	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00		\$ 7,500.00
Lights and Screenscape		\$ 6,000.00		\$ 42,000.00	\$ 48,000.00
Hanging Baskets		\$ 5,500.00	\$ 1,200.00		\$ 6,700.00
Floral Pieces			\$ 3,500.00		
Decorations	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,000.00
Window Painting			\$ 1,500.00	\$ 1,500.00	\$ 3,000.00
Website					
Website Overhaul	\$ 8,000.00	\$ 4,000.00	\$ -	\$ -	\$ 12,000.00
Annual Façade	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 25,000.00
Façade Program	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 25,000.00
Sub-total	\$ 21,950.00	\$ 37,333.33	\$ 29,366.67	\$ 59,999.56	\$ 148,649.56
Administration Expenses					
Staff Wages, EMPTX, WSIB Etc	\$ 19,500.00	\$ 19,500.00	\$ 19,500.00	\$ 19,500.00	\$ 78,000.00
Office Expenses and Supplies	\$ 875.00	\$ 875.00	\$ 875.00	\$ 875.00	\$ 3,500.00
Telephone and Internet	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 500.00
Office Rent	\$ 2,425.00	\$ 2,425.00	\$ 2,425.00	\$ 2,425.00	\$ 9,700.00
Office Sublease	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 1,646.25	\$ 6,585.00
Meetings, Conventions and Board Training		\$ 2,800.00			\$ 2,800.00
Bank Charges and Interest Expense	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 200.00
Downtown Emergency Budget	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 1,125.00	\$ 4,500.00
Legal and Accounting	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 2,200.00
Software and Related Fees	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 4,800.00
BIA Board insurance & General Liability	\$ 2,600.00				\$ 2,600.00
Misc Expenses Web Maintenance	\$ 687.50	\$ 687.50	\$ 687.50	\$ 687.50	\$ 2,750.00
Sub-total	\$ 30,783.75	\$ 30,983.75	\$ 28,183.75	\$ 28,183.75	\$ 118,135.00
Est. SURPLUS/DEFICIT FOR THE YEAR	\$ 6,099.58	-\$ 2,650.42	\$ 12,949.58	-\$ 22,349.98	\$ 633.77

Rhonda Bunn, CAO
Corporation of the Town of Midland
575 Dominion Avenue
Midland ON L4R 1R2

RE: 2024 BUDGET REQUEST FOR THE HURONIA MUNICIPAL AIRPORT

Dear Rhonda Bunn,

Huronia Airport's 2024 budget was reviewed during Octobers monthly commission meeting.

The Huronia Airport Commission requests the following funding for 2024:

Operating:

Annual Municipal levy of \$62,100.00

Runway Loan Support \$9800.00

Capital Request:

\$7,000.00 for equipment maintenance

Total budget request for 2024 = \$78,900.00

Aircraft movements and fuel sales continue to be strong and 2023 should prove to be on par with pre-pandemic levels. This year the Canadian Border Services Agency (CBSA) have resumed service to Huronia/Midland Airport which was suspended due to COVID-19. CYEE will now be able to support international and transborder travel. The airport's approaches and replacement of runway lighting has been completed. CYEE also saw increased use of our outdoor picnic facilities - used by all members of the public.

Land sale opportunities continue to be a focus for 2024 and CYEE and all parties involved agree to investigate the option to sell land within the airport. During 2023 we saw construction of 6 new hangers on leased land and we will continue to pursue leasing as an option for continued revenue growth and capital growth. Lease rates and new construction will be the focus for the airport this year.

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

Regards,
Craig Jewell

Manager, Huronia Municipal Airport
20 Ed Connelly Drive, Tiny, Ont. L0L 2J0
705 526 8086 Fax 705 526 1769

Huronia Airport Commission

Final 23Oct2024	2024
Revenue	Budget Request
Municipal - Operating Grants**	\$ 124,200.00
Municipal - Runway Support ***	\$ 19,600.00
Municipal - Capital Request	\$ 14,000.00
Aircraft Storage and Tiedown	\$ 4,200.00
Green Hangers	\$ 32,500.00
Land Lease	\$ 56,640.00
Business Leases	\$ 51,000.00
T-hangar Leases	\$ 40,500.00
Aircraft fuel and oil sales	\$ 216,000.00
Other	\$ 4,500.00
Total Revenue	\$ 563,140.00

Expense	
Aircraft fuel and oil purchases	\$ 168,000.00
Utilities	\$ 14,000.00
Telephone & Internet	\$ 5,200.00
Vehicle	\$ 10,000.00
Administration	\$ 7,000.00
Bank Fees & Service Charges	\$ 12,000.00
Loan Interest	\$ 1,372.00
Runway Loan Principle	\$ 18,228.00
Insurance	\$ 21,000.00
Marketing	\$ 300.00
Professional Fees	\$ 11,000.00
Project Consultants-Strategic Plan	\$ 4,000.00
Maintenance - Field	\$ 10,000.00
Maintenance - Building	\$ 20,000.00
Maintenance - Equipment	\$ 40,000.00
Realty Taxes	\$ 5,040.00
Food Service	\$ 2,000.00
Bookkeeping Services	\$ 24,000.00
Wages	\$ 173,000.00
Employee Benefits	\$ 3,000.00
CAPITAL REQUEST - Vehicle down pmt	\$ 5,000.00
CAPITAL REQUEST - Green Hangar Roof	\$ 9,000.00
Total Expense*	\$ 563,140.00

Net Income/Loss \$ -

	2024 Budget Request			TOTAL	Rate
	Operating	Capital	Runway	2024	
Midland	62,100	7,000	9,800	\$ 78,900.00	50%
Penetang	34,776	3,920	5,488	\$ 44,184.00	28%
Tiny	27,324	3,080	4,312	\$ 34,716.00	22%
	124,200	14,000	19,600	\$ 157,800.00	

	2023	Operating	Capital	Runway	Total	Rate
Midland		62,704	85,754	9,802	158,259	50%
Penetang		35,114	48,022	5,489	88,625	28%
Tiny		27,590	37,732	4,313	69,634	22%
		125,407	171,507	19,603	316,518	

HURONIA MUSEUM

October 30, 2023

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

Dear Mr. Lindsay,

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

This year the finance committee is asking the Town of Midland to consider our continued budget request of \$84,000. As per our partnership agreement (by-law 2016-66 schedule B) this includes a provision towards the annual cost of the museum's audit fee and the cost of insuring the museum building. This again represents a 0% increase from last year's request, as we understand the budgetary challenges faced by all levels of government, granting bodies, businesses and citizens in 2023/2024.

On behalf of the museum's members, volunteers, staff, and board of directors, I thank you for your support of the museum in the budgetary process. We look forward to continuing our work with the Town of Midland in 2024.

Sincerely,



Nahanni Born
Executive Director



Severn Sound Environmental Association

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

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

Email: jcayley@severnsound.ca Website: www.severnsound.ca

September 14, 2023

Ms. Rhonda Bunn, CAO
 The Corporation of the Town of Midland
 575 Dominion Avenue
 Midland, ON L4R 1R2

RE: Severn Sound Environmental Association (SSEA) - 2024 Budget

Dear Ms. Bunn,

The SSEA wishes to thank your Town’s continued support to deliver science-based, high quality environmental services to your constituents as a valued member of our municipal service board. To continue to do so, the SSEA Board passed the following motion July 20th.

MOTION: 2023-035

Moved by: S. Marchand

Seconded by: B. Norris

RESOLVED THAT: Staff Report No. 19-23-SSEA regarding the 2024 Draft Budget be received; and FURTHER THAT: The Board approves the Executive Committee recommendation to approve an overall 2024 budget which includes an increase of \$114,478 over the 2023 final budget for the municipal contributions portion of the Core 2024 budget.

As such, please find the 2024 apportionment for the Town of Midland below.

Summary of SSEA 2024 Budget – Town of Midland

SSEA Municipal share – Town of Midland for Operations in 2024 (including Invasive Species and Provincial downloading of Ontario Drinking Water Source Protection)	\$150,131
Municipal Drinking Water Source Protection Risk Management Services (delegating responsibility for Part IV implementation under the Ontario Clean Water Act to the SSEA)	\$11,783 (+HST)
Little Lake Water Quality Survey	\$7,835 (+HST)
Sustainable Severn Sound	\$12,724 (+HST)
Total Contribution for 2024	\$182,473

Again, thank you for your continued support in helping SSEA address the environmental needs of your municipality. Should you have questions or require a budget presentation, please contact me at your earliest convenience.

Sincerely,



Julie Cayley, Executive Director
Severn Sound Environmental Association

CC: Councillor Roberta Bald, SSEA Board Member
Lindsay Barron, Chief Financial Officer



November 6, 2023

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

Attention: Lindsay Barron, Chief Financial Officer

Dear Ms. Barron,

Re: Culture Alliance Budget Presentation 2024

On behalf of the Culture Alliance in the Heart of Georgian Bay I am pleased to submit to you the 2024 Budget.

Since the Culture Alliance is a committee of council(s), we do not generate financial statements as other charities do, so we do not have any to submit.

Therefore, you will find attached:

- the "Culture Alliance – 2024 Budget" document which includes 2023 actuals, with estimates until the end of December. The 2024 column outlines our budget for the coming year. (Please note that the Culture Alliance is increasing our ask to \$12,500 from \$10,000 in previous years).
- 2024 Culture Alliance Presentation to Council (PowerPoint)

The Culture Alliance would like to be present when the 2024 Budget is presented to answer any questions that may arise. Please confirm time we should be present.

Should you have any questions please contact Liz Cascagnette, Cultural Development Coordinator, Culture Alliance at lcascagnette@midland.ca or by telephone at 705-526-4275, ext. 2293

Sincerely,

per Paul Raymond

Councillor Paul Raymond, Chair
Culture Alliance

/attachments (2)

Culture Alliance - Budget 2024

**2023 actuals, with
estimates to end of Dec.** **2024**

Revenue

<i>Balance carried forward from previous fiscal year</i>	\$	53,919.00	\$	24,000.00
Anticipated Community Contributions				
Midland	\$	10,000.00	\$	12,500.00
Penetanguishene	\$	10,000.00	\$	12,500.00
Tay	\$	10,000.00	\$	12,500.00
Tiny	\$	10,000.00	\$	12,500.00
Other sources of revenue - not confirmed				
Artrepreneur registration fee	\$	1,500.00	\$	-
Simcoe County grant	\$	6,500.00	\$	5,000.00
New Horizons for Seniors grant	\$	24,000.00	\$	24,000.00
conference registration fees	\$	2,600.00	\$	2,600.00
Potential Grant (cultural asset map/database)			\$	80,000.00
Total revenue	\$	128,519.00	\$	185,600.00

Expenses

Wages

Part-time staffing and associated costs	\$	30,000.00	\$	33,500.00
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Committee Related Expenses

Committee support; conference fees; Zoom fees; memberships; volunteer appreciation	\$	3,623.00	\$	5,600.00
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Communications/Marketing

Marketing and promotion for all programming	\$	1,500.00	\$	4,000.00
Asset Map Promotion	\$	700.00	\$	1,500.00
Website hosting and updating	\$	1,700.00	\$	2,000.00
Promotional items	\$	1,100.00	\$	1,000.00
Culture Days/#30DaysOfCulture	\$	500.00	\$	500.00
Marketing IACAW, pending grant	\$	8,000.00	\$	7,000.00

Programming

Artrepreneur	\$	8,400.00	\$	-
Creative Communities Culture Conference	\$	8,250.00	\$	9,000.00
Indigenous Art and Culture Awareness Week activity	\$	2,300.00	\$	2,000.00
Video project - Living History	\$	7,500.00	\$	7,500.00
Cultural Connections	\$	-	\$	2,000.00
Cultural Competency training opportunities	\$	2,500.00	\$	2,000.00
Asset map - engagement activities	\$	-	\$	3,000.00
Ersi - ArcGIS - annual renewal	\$	1,000.00	\$	1,000.00
Cultural Asset Map enhancements, grant contingent			\$	80,000.00
Do You Remember When Project? Grant contingent	\$	24,000.00	\$	24,000.00
Total	\$	101,073.00	\$	185,600.00



October 28th, 2023

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

Please find enclosed the 2024 budget request for the Midland Public Library.

The mission of the Midland Public Library is to engage, inspire and empower our community. We provide the community with information, learning opportunities, and technology while continually evolving to meet their changing needs.

The Midland Public Library is an essential service for all our residents, offering free computer and internet access, outreach to schools and senior's homes, and operating as a heating and cooling center year-round. We provide free food to help community members dealing with food insecurity and, we are an affordable meeting place for local clubs, non-profits and businesses. We are a safe space for those experiencing homelessness. We bridge the digital divide with free access to technology, offering coding and robotics programs along with regular technology instruction. We are a center for lifelong learning.

The Midland Public Library Board and staff have worked hard in 2023 to ensure we are meeting community needs as we change and grow.

The library is facing three budgetary challenges in 2024:

1. The payroll budget has increased by 8.8%. The Midland library staff are on the Town of Midland's pay grid. In 2024 we will see impacts to our payroll due to COLA and length of service step increases. There is an additional increase due to the Library's pay equity assessment and is required for the Library to remain compliant under the Ontario Pay Equity Act.
2. Tiny Township has ended their reciprocal borrowing agreement, leading to a level of uncertainty about revenue from their community memberships. The Library Board estimates that 55% of our Tiny township patrons will return to the library in 2024. This has left us with a revenue shortfall of \$33,000.

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

THIS IS THE PLACE.



Faced with these challenges the Midland Public Library Board of Directors worked diligently to analyze every line of the budget that is within our control. The budget was reviewed line by line to ensure we kept the expenditures we control as low as possible without impacting the outcomes to our community. The Midland Library Board achieved what is essentially a flat budget over the last 4 years in high inflationary times.

Year	2021	2022	2023	2024
Expenditures	\$469,980	\$465,179	\$444,729	\$448,729 *

*2024 increase due to \$4000.00 in added funds for the Library Equipment reserve

The Midland Public Library Board looks forward to continuing to work closely with the Town of Midland, to develop as a leader in the library field, to grow and respond to the needs of the community and to provide excellent services to the community.

On behalf of the Midland Library Board Finance Committee which includes Susan Turnbull (Finance Committee Chair), Kim Weishar (Board Chair) and Daniel Dickinson (Board Member), we would like to thank you for your continued support.

Sincerely,

Trish Hayes
CEO & Chief Librarian
Midland Public Library

Library 2024 Capital Program		Funding Source							
Project Name	Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
Library									
Rubber Stair Treads	5,000					5,000			
Building Testing and Report	25,000					25,000			
Moveable Furnishings (Bookshelves/desks etc.)	3,500					3,500			
Bathroom Renovations	15,000					15,000			
Basement Carpet Replacement	15,000					15,000			
Window and Door Refurbishments	25,000					25,000			
Staff & Public Access Computers	9,000					9,000			
Visually Impaired Machine Replacement	5,000					5,000			
Total Library	102,500					102,500			

Capital Project Summary	2024 Budget Year
Project Name	Library Building Improvements
Division	Library
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Building improvements are ongoing at the Library. The 2024 budget prioritizes bathroom renovations (\$15,000), basement carpet replacement (\$15,000), window and door refurbishments (\$25,000), replacement of carpet on stairs (\$5,000), shelving and desk replacements (\$3,500) and an updated Building Condition Assessment (\$25,000).
Current Budget Year Cost	
Capital Purchase	3,500
Construction	85,000
Consulting	
Study	
Other	
Total Cost	88,500
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	88,500
Development Charges	
Other	
Total Funding	88,500
Future Budget Years	Additional building improvements are included in 2025, 2027, 2028 and 2029 of the ten year capital program

Capital Project Summary	2024 Budget Year
Project Name	Staff and Public Access Computers
Division	Library
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	Current staff computers are old, and no longer supported.
Current Budget Year Cost	
Capital Purchase	9,000
Construction	
Consulting	
Study	
Other	
Total Cost	9,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	9,000
Development Charges	
Other	
Total Funding	9,000
Future Budget Years	Computers are on a 5 year replacement cycle.

Capital Project Summary	2024 Budget Year
Project Name	Visually Impaired Machine Replacement
Division	Library
Maintenance or Growth	Maintenance
Project Description, Justification and Readiness	The visually impaired assistance machine is due for replacement.
Current Budget Year Cost	
Capital Purchase	5,000
Construction	
Consulting	
Study	
Other	
Total Cost	5,000
Current Budget Year Funding	
Grant	
Rate-Supported Reserve	
Tax-Supported Reserve	5,000
Development Charges	
Other	
Total Funding	5,000
Future Budget Years	



Service Level Change Requests

2024 Service Level Change Requests

Description	Division	Tax	Reserve	Grant	User Fees	MAT	Comments
Community Planner	Planning	\$ 92,966					
Eliminate 3 By-law Students	By-Law	\$ (49,140)					
Senior Analyst, IT Governance, Risk and Controls	Information Technology	\$ 130,500					
Facilities and Transit Project Coordinator	Facilities and Transit	\$ 34,830		\$ 25,000	\$ 40,000		
Non-Resident Annual Boat Launch Pass	Culture and Tourism	\$ (5,000)					
Cruise Ship Passenger Fees	Culture and Tourism	\$ (6,000)					
Non-Resident Arena Fee at NSSRC	NSSRC	\$ (55,000)					
Transition to Georgian Bay Police Detachment Board	Police	\$ 30,169					
Regional Host for EDCO Event	Planning	\$ 2,500					
Midland Cultural Centre - Forgiveness of Insurance	Culture	\$ 22,000					
Sesquicentennial	Culture and Tourism					\$ 25,000	
New Dominion Ave Sidewalk - Margaret Street to Woodland Drive	Operations - Sidewalks		\$ 125,000				2025 and beyond - Annual Tax impact of \$5,000 for reserve contribution
Additional Dog Park	Operations - Parks		\$ 30,000				2025 and beyond - Annual Tax impact of \$3,000 for reserve contribution
Skateboard Park Improvements - Pump Track Installation	Operations - Parks		\$ 225,000				2025 and beyond - Annual Tax impact of \$9,000 for reserve contribution
Additional Vehicle - Deputy Fire Chief	Fire and Emergency Services		\$ 75,000				2025 and beyond - Annual Tax impact of \$7,500 for reserve contribution
Additional Firefighters (4)	Fire and Emergency Services	\$ 187,200	\$ 377,867				2025 and 2026 - Additional impact of \$189,000 to phase in full salary and benefit costs.
Total		\$ 385,025	\$ 832,867	\$ 25,000	\$ 40,000	\$ 25,000	

Service Change Request Summary 2024 Budget Year	
Division	Planning
Proposed Service Change	One (1) FTE Community Planner
Proposed Start Date	01-May-24
Current Service Level	The Town does not have a Community Planner
Proposed Service Level	One (1) FTE Community Planner
Business Case Rationale	<p>The Community Planner would assist the Executive Director, Community and Growth, Manager of Planning Services, and the Senior Planner to provide support, advice and recommendation on a variety of planning and related matters with focus on long range and strategic policy matters. The Community Planner would work as a team member within the Planning Services department and other Town departments to provide planning policy support, research, analysis, and information on a variety of projects initiated by the Town. In addition to the processing of Planning Act applications, Planning Services staff have been dealing with significant changes to the planning regime across Ontario by way of Bill 109 The More Homes for Everyone Act, 2022 (Bill 109), Bill 13 the Supporting People and Business Act, 2021 (Bill 13) and Bill 23 More Homes Built Faster Act, 2023 (Bill 23). Staff have been adapting to these changes introduced by the Province of Ontario which have re-engineered the planning system in Ontario. The Town has been utilizing the services of external consultants to assist in policy reviews that could be handled internally in a much more cost effective manner if the resources were available. This position would ensure policy documents such as the Official Plan and Zoning By-law remain compliant with Provincial and County planning documents as well as lead and/or participate in long range and strategic policy projects such as but not limited to:</p> <ol style="list-style-type: none"> 1. Official Plan Review and Conformity Exercise (Natural Heritage review and Bill 23) 2. Establishment of a Community Planning Permit System 3. Review of Heritage Designation and Registry Review (Response to Bill 23) 4. Establishment of an Affordable Housing CIP 5. County Road 93 Secondary Plan completion 6. Continued Development Process Improvements 7. Development Charges Review <p>While the focus of the workload will be on policy planning work, this position will also assist the Senior Planner and Manager of Planning on development related applications and projects. To help fund this position, summer student support would be reduced from a full year to the summer months only. This would result in a reduction of approximately \$35,000 from the student salary budget, which is included in the calculated cost of this position.</p>

Service Change Request Summary		2024 Budget Year	
Division	Planning		
Proposed Service Change	One (1) FTE Community Planner		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits	81,374		
Professional Services			
Equipment	3,500		
Miscellaneous/Other	8,092		
Total Costs	\$92,966		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	92,966		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	\$92,966		
Future Budget Years	Estimated \$117,000 full annual salary for 2025 plus COLA increases from that point on.		

Service Change Request Summary		2024 Budget Year
Division	By-Law	
Proposed Service Change	Eliminate three (3) By-law summer student positions	
Proposed Start Date	01-May-24	
Current Service Level	4 summer student positions	
Proposed Service Level	1 summer student position	
Business Case Rationale	<p>With the Town's downtown paid parking program under review, these additional resources are not required for 2024. Should Council impose additional parking restrictions, the staff complement may need to be re-assessed to ensure year-round parking enforcement coverage is available.</p>	

Service Change Request Summary		2024 Budget Year	
Division	By-Law		
Proposed Service Change	Eliminate three (3) By-law summer student positions		
Costs		Budget Change (Increase / (Decrease))	
Materials, Supplies, Program Costs			
Salaries & Benefits	-\$		49,140.00
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	-\$		49,140.00
Funding		Budget Change (Increase / (Decrease))	
Tax Rate	-		49,140
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	-\$		49,140
Future Budget Years			

Service Change Request Summary		2024 Budget Year
Division	Information Technology Services	
Proposed Service Change	One (1) FTE Senior Analyst, IT Governance, Risk and Controls	
Proposed Start Date	01-Jul-24	
Current Service Level	Position does not currently exist	
Proposed Service Level	One (1) FTE Senior Analyst, IT Governance, Risk and Controls	
Business Case Rationale	<p>The Town is actively focused on advancing its digital landscape by expanding online services and refining existing systems. The role of the Senior Analyst, IT Governance, Risk, and Controls is crucial. They'll lead as a project manager, overseeing digital infrastructure upgrades and new technology initiatives, alongside refining operational procedures, and identifying inefficiencies within current systems.</p> <p>Furthermore, the Senior Analyst will play a pivotal role in supporting risk reduction strategies and assisting the Manager of IT Services in ensuring corporate-wide compliance with surveillance and privacy policies. The complexity and importance of these responsibilities necessitate them being handled outside the current unionized staff.</p> <p>Through collaboration across departments, the Senior Analyst aims to optimize resource utilization, strengthen decision-making capabilities, and enhance overall productivity across the municipality.</p>	

Service Change Request Summary		2024 Budget Year
Division	Information Technology Services	
Proposed Service Change	One (1) FTE Senior Analyst, IT Governance, Risk and Controls	
Costs	Budget Change (Increase / (Decrease))	
Materials, Supplies, Program Costs		
Salaries & Benefits	117,000	
Professional Services		
Equipment	3,500	
Miscellaneous/Other	10,000	
Total Costs	\$130,500	
Funding	Budget Change (Increase / (Decrease))	
Tax Rate	130,500	
Utility Rate		
User Fees		
Grant		
Rate-Supported Reserve		
Tax-Supported Reserve		
Development Charges		
Other		
Total Funding	130,500	
Future Budget Years	Estimated \$117,000 full annual salary for 2025 plus COLA increases from that point on.	

Service Change Request Summary		2024 Budget Year
Division	Facilities and Transit	
Proposed Service Change	One (1) FTE Facilities and Transit Project Coordinator	
Proposed Start Date	01-May-24	
Current Service Level	The position does not currently exist	
Proposed Service Level	One (1) FTE Facilities and Transit Project Coordinator	
Business Case Rationale	<p>During a minor reorganization in 2023, the Asset Coordinator position was transferred to the Finance Department. Historically, this position managed several capital projects, including the major limestone restoration at the Library. The proposed position would assist the Facilities and Transit Supervisor with capital project management, fleet acquisitions and renewals, marketing the transit advertising program, and coordination of day-to-day transit operations. Currently, if the Supervisor is unavailable, day-to-day management falls to the Director of Operations who is then spending their time coordinating a new bus, repairs, or replacement driver, among other things. The cost of this position would be partially funded from the increased revenue from transit advertising sales, as well as a contribution from Provincial Gas Tax grant funding.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Facilities and Transit		
Proposed Service Change	One (1) FTE Project Manager/Transit Coordinator		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits	96,330		
Professional Services			
Equipment	3,500		
Miscellaneous/Other			
Total Costs	\$99,830		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	34,830		
Utility Rate			
User Fees	40,000		
Grant	25,000		
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	\$99,830		
Future Budget Years	\$96,330 full annual salary for 2025 plus COLA increases from that point on.		

Service Change Request Summary		2024 Budget Year
Division	Culture and Tourism	
Proposed Service Change	Non-resident annual parking and boat launch pass	
Proposed Start Date	Fiscal year 2024	
Current Service Level	There is no non-resident annual parking and boat launch pass	
Proposed Service Level	Implement a non-resident annual parking and boat launch pass	
Business Case Rationale	<p>Council approved the implementation of a resident annual parking and boat launch pass for Pete Pettersen Park for 2023. There is no annual pass for non-residents, who are required to pay \$50/day to launch their boat and park their vehicle and trailer. An annual non-resident pass would be an additional service option for boaters, who have made inquiries about an annual pass. The annual resident pass is \$100 and the proposed non-resident pass would be \$200 and would include parking for one vehicle and boat trailer. The Town of Penetanguishene has an annual non-resident boat launch pass, which includes parking for one vehicle and trailer, and the Town of Collingwood has an annual non-resident pass that does not include parking.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Culture and Tourism		
Proposed Service Change	Non-resident annual parking and boat launch pass		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	-		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees	5,000		
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	5,000		
Future Budget Years	This would be an annual fee		

Service Change Request Summary		2024 Budget Year
Division	Culture and Tourism	
Proposed Service Change	Passenger Port Fees from Visiting Cruise Ships	
Proposed Start Date	Spring 2024	
Current Service Level	The Town of Midland does not currently charge a passenger port fee to visiting cruise ships.	
Proposed Service Level	To implement a passenger port fee for visiting cruise ships.	
Business Case Rationale	<p>When cruise ships visit Midland there is a positive impact for our local economy. The passengers visit local attractions and shop in downtown businesses. Town staff work with the cruise lines to coordinate positive and memorable experiences for the passengers. Currently, the fees the Town collects from the cruise lines include transient dockage fees, linesmen fees, and water and security recoveries. Of the six municipalities in Ontario who operate their own marina and who welcome cruise ships, half collect a passenger port fee and half do not. The fees collected range from \$3.11/pp to \$13.65/pp (City of Toronto). To assist in offsetting some of the staff time dedicated to coordinating with the cruise ships and working on attracting additional cruise lines, a passenger port fee of \$3 is being proposed. Based on approximately 154 passengers x 13 scheduled visits in 2024, this totals \$462 a visit or \$6,000 annually.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Culture and Tourism		
Proposed Service Change	Passenger Port Fees from Visiting Cruise Ships		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	\$0		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees	6,000		
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	6,000		
Future Budget Years			

Service Change Request Summary		2024 Budget Year
Division	NSSRC	
Proposed Service Change	Non-Resident Arena Membership Fee	
Proposed Start Date	2024	
Current Service Level	The Town of Midland does not currently charge non-residents an arena membership fee	
Proposed Service Level	Implement a non-resident arena membership fee	
Business Case Rationale	<p>To recover the net operating costs of the NSSRC that are attributable to residents of our neighbouring municipalities, a staff report will go to Council in January recommending implementing a non-resident arena membership fee of \$200 per household. This fee would be implemented for the 2024/2025 arena season. Further details and financial rationale will be included in the staff report.</p>	

Service Change Request Summary		2024 Budget Year	
Division	NSSRC		
Proposed Service Change	Non-Resident Arena Membership Fee		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	\$0		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees	50,000		
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	50,000		
Future Budget Years			

Service Change Request Summary		2024 Budget Year
Division	Police	
Proposed Service Change	Transition to Georgian Bay Police Detachment Board	
Proposed Start Date	01-Apr-24	
Current Service Level	\$29,831 for the existing board	
Proposed Service Level	\$50,000 plus one time start up costs \$10,000	
Business Case Rationale	<p>By way of legislation, the current Midland Police Services Board will transition to a Georgian Bay Detachment Board. The new Board will consist of 13 members from 5 municipalities. The budget for the new Board will be prepared by the membership and costs will be shared between the 5 municipalities. It is anticipated that the Board will cost \$50,000 plus start up costs of \$10,000. This service change request is for Midland's estimated share of the difference between the existing service board budget (\$29,831) and the new Detachment Board's estimated 2024 budget of \$60,000.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Police		
Proposed Service Change	Transition to Georgian Bay Police Detachment Board		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs	20,169		
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other	10,000		
Total Costs	30,169		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	30,169		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	30,169		
Future Budget Years			

Service Change Request Summary		2024 Budget Year
Division	Planning	
Proposed Service Change	Regional Host for EDCO Event	
Proposed Start Date	07-May-24	
Current Service Level	The Town of Midland has not be a Regional host for an EDCO Event	
Proposed Service Level	The Town of Midland to host the EDCO Regional Event for Central Ontario	
Business Case Rationale	<p>The Town of Midland has been selected by the Economic Development Council of Ontario to host one of its four (4) regional events across Ontario. The event will be hosted at the Midland Cultural Centre on May 7, 2024, and it is anticipated to attract 50 to 70 economic development professionals from both the public and private sectors across Ontario. As part of the Town's response to the RFP, the County of Simcoe have committed a sponsorship of \$2,000, as well as the Economic Development Corporation of North Simcoe has committed \$2,500 to help off set cost of hosting the event.</p> <p>Staff are requesting \$2,500 be budgeted to help cover the cost of venue rental and audio video equipment and other miscellaneous cost. By hosting the event, it will allow the Town to showcase its economic diversity from manufacturing, and Tourism, to institutional.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Planning		
Proposed Service Change	Regional Host for EDCO Event		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other	2,500		
Total Costs	2,500		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	2,500		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	2,500		
Future Budget Years			

October 4, 2023

To the Mayor and Members of Council of the Town of Midland.

We are writing to you at this time to respectfully request your consideration for forgiveness of insurance premiums for the Midland Cultural Centre.

Background

The Midland Cultural Centre was constructed between 2010 and 2012 and opened in the late spring of 2012. All of the funds for the construction were donated, with the Weber Foundation contributing most of the funds. The building was donated to the Town of Midland in 2012. It has been leased back to Midland Cultural Centre Inc. (MCCI) at a prepaid rental of one dollar per year for 50 years.

Accordingly, the residents of the Town of Midland are the beneficiaries of a world class arts and culture facility at no cost to the ratepayers of the Town.

Insurance Reimbursement

Pursuant to the terms of the lease agreement between the Town and MCCI, MCCI agreed to reimburse the Town of Midland for building insurance costs. In hindsight, that was inappropriate.

A few years ago, MCCI requested forgiveness of reimbursement for insurance premiums. The Town agreed to do so, but only on a declining balance basis with MCCI being required to pay an increasing proportion of the premium year after year.

Last year, MCCI appealed to the Town to permanently forgive the reimbursement of insurance premiums. The Town agreed to forgive premiums for that one year only.

Request

MCCI is again appealing to the town to permanently forgive reimbursement of insurance premiums.

Rationale

The justifications for this request are as follows:

MCCI has financed its operations for the past 11 years through programming revenues, donations, sponsorships, grants, and the generosity of the Weber Foundation. The impact of the recent Covid pandemic has had far-reaching effects on the entertainment industry. The MCC was closed for almost 2 years. Since reopening, audiences have not returned to the levels experienced pre-pandemic. This is consistent with the experience of entertainment and cultural institutions across North America, most of whom are funded by their municipalities in whole or in part. The MCCI continues to struggle for its economic survival.

The MCCI simply cannot afford to reimburse the town for insurance premiums. In fact, the MCCI is facing an obligation to repay \$40,000 to the federal government representing the repayable portion of loans received during the recent pandemic. At this point the MCCI does not have the funds to do so.

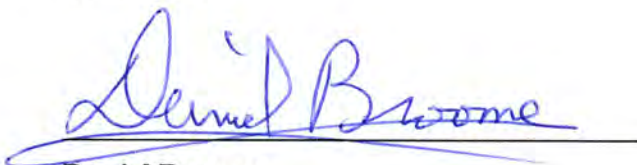
The MCCI understands and supports the Town's desire for more activity to occur in the downtown core. While the MCCI is committed to playing a key role in delivering more programming and experiences to local residents and tourists, its ability to do so is restricted when an increasing amount of operational budget is required to cover costs associated with maintaining the building and the insurance premiums on the facility.

The Town of Midland is the owner of the MCC, and it should be the responsibility of the town to maintain insurance on its own facility. In fact, the insurance for the MCC is fully integrated into the Town's overall insurance premiums. In the event of an insurance loss, the proceeds of insurance would be paid to the Town of Midland. Since the Town is the beneficiary of the policy of insurance, it should pay the premiums.

This situation differs from other town-owned properties which are leased to community organizations. The MCC was not constructed with taxpayer funds, but entirely with donated funding and was gifted to the Town making the Town the beneficiary of a state-of-the-art culture facility at no cost to the taxpayers of Midland.

In light of the unique relationship between the Town and the Midland Cultural Centre, and considering the financial challenges faced by the MCCI due to the pandemic, we urge the Council to consider this request favourably. Your support ensures that our shared cultural heritage continues to thrive for the benefit of all Midland residents.

Thank you,



Daniel Broome
Executive Director
Midland Cultural Centre



Gordon Hagen
Chair of the Board of Directors
Midland Cultural Centre

Service Change Request Summary		2024 Budget Year
Division	Culture and Tourism	
Proposed Service Change	Midland Cultural Centre - Forgiveness of Insurance	
Proposed Start Date	Fiscal year 2024	
Current Service Level	Insurance forgiveness is requested annually by the MCCI.	
Proposed Service Level	Permanently forgive reimbursement of insurance premiums.	
Business Case Rationale	<p>Pursuant to the terms of the lease agreement between the Town and MCCI, MCCI agreed to reimburse the Town of Midland for building insurance costs. A few years ago, MCCI requested forgiveness of reimbursement for insurance premiums. The Town agreed to do so, but only on a declining balance basis with MCCI being required to pay an increasing proportion of the premium year after year. Last year, MCCI appealed to the Town to permanently forgive the reimbursement of insurance premiums. The Town agreed to forgive premiums for that one year only. MCCI is again appealing to the Town to permanently forgive reimbursement of insurance premiums. The justification of this request is included in the attached letter.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Culture and Tourism		
Proposed Service Change	Midland Cultural Centre - Forgiveness of Insurance		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other	22,000		
Total Costs	22,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	22,000		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other (MAT revenues)			
Total Funding	22,000		
Future Budget Years	Insurance premiums are adjusted annually based on renewal rates. For 2024, the expected increase over 2023 rates is 10%.		

Service Change Request Summary		2024 Budget Year
Division	Culture and Tourism	
Proposed Service Change	Reserve Fund for Midland's Sesquicentennial in 2028	
Proposed Start Date	Fiscal year 2024	
Current Service Level	There is no current budget or reserve for Midland's Sesquicentennial in 2028	
Proposed Service Level	To create a reserve fund with an annual allocation for celebration activities	
Business Case Rationale	<p>In 2028, Midland will be celebrating 150 years since incorporation as a village. An annual allocation of \$25,000 will offset activities to celebrate this anniversary. Activities will also celebrate the culture and history of the Indigenous peoples have called these lands home since time immemorial. This allocation will alleviate the burden of the Sesquicentennial on the 2028 budget. Staff will also pursue potential grant opportunities, however there is no guarantee that these grants will continue to be available or the applications will be successful. At least one potential grant requires that the municipality demonstrates a financial contribution toward the activities. Staff recommend the cost of this annual contribution be funded from the Municipal Accommodation Tax revenues.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Culture and Tourism		
Proposed Service Change	Reserve Fund for Midland's Sesquicentennial in 2028		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs	25,000		
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	25,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other (MAT revenues)	25,000		
Total Funding	25,000		
Future Budget Years	\$25,000/year until and including 2028. The allocation will need to be reaffirmed annually through the budget process as Council is unable to commit to further year operating budgets.		

Service Change Request Summary		2024 Budget Year	
Division	Operations - Sidewalks		
Proposed Service Change	New Dominion Avenue Sidewalk - Margaret Street to Woodland Drive		
Proposed Start Date	01-Jun-24		
Current Service Level	No sidewalk present at this location		
Proposed Service Level	New concrete sidewalk		
Business Case Rationale	<p>This new section of sidewalk would connect the gap between the existing sidewalk on Dominion Avenue west of Woodland Drive and East of Margaret Street creating a continuous section of sidewalk from Penetanguishene Road to Carpenter Park. This section is detailed in the Transportation master plan as a short term improvement to the Town of Midland's pedestrian network. In addition to the capital consideration, maintenance of this sidewalk going forward must be considered.</p>		

Service Change Request Summary		2024 Budget Year	
Division	Operations - Sidewalks		
Proposed Service Change	New Dominion Avenue Sidewalk - Margaret Street to Woodland Drive		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs	125,000		
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other:			
Total Costs	125,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	125,000		
Development Charges			
Other			
Total Funding	125,000		
Future Budget Years	The annual winter maintenance cost for this section of sidewalk is \$1,200. Future budget years would include a \$3,125 transfer to reserve for anticipated replacement in 40 years.		

Service Change Request Summary		2024 Budget Year
Division	Operations - Parks	
Proposed Service Change	Additional Dog Park	
Proposed Start Date	Q3 2024	
Current Service Level	Town has a single fenced in dog park located in Little Lake Park	
Proposed Service Level	Additional Dog Park	
Business Case Rationale	<p>The Town's Parks and Trails Masterplan speaks to the need for additional dog parks to be added in Town. Currently, there is one fenced dog park in Little Lake Park and there is a growing need for others in different locations to service different parts of Town. This becomes a social and physical activity for not just dogs but for residents alike. The Little Lake Park dog park is not accessible in the winter months as the Operations staff do not plow that section of road. It is not plowed for several reasons, first it is not a paved roadway and hence would cause significant damage. Second, it would then need to be salted and as it is a downhill sloped road, most of the salt would then end up in Little Lake and would have severe negative impacts to the ecosystem and water quality of Little Lake Park. And third is cost including limitations of staff resources. Adding an additional fenced in dog park would be done in a location that is accessible in the winter months, making it the only year-round dog park in Town. The requested funds are for a capital project to put in fencing, shade, and a water supply so dogs have access to drinking water.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Operations - Parks		
Proposed Service Change	Additional Dog Park		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs	30,000		
Salaries & Benefits			
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	30,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	30,000		
Development Charges			
Other			
Total Funding	30,000		
Future Budget Years	Minimal maintenance required and will be absorbed within operating budget		

Service Change Request Summary		2024 Budget Year
Division	Operations - Parks	
Proposed Service Change	Skate Park Improvements - Pump Track Installation	
Proposed Start Date	Q3 2024	
Current Service Level	Servicing skateboard, bikes, scooter and rollerblade users	
Proposed Service Level	Addition of pump track to service all wheeled users	
Business Case Rationale	<p>The current skate park is equipped with a large bowl feature and several "street scape" features for use by skateboarders, scooters, BMX bikes and rollerbladers. The addition of a pump track will open the facility to all wheeled devices. The pump track uses perpetual motion to keep the user moving through the track where they can then decide on the speed, level of difficulty and skill they want to utilize during their ride. This track will be an exciting addition to the skate park and it will open up play value to a wider range of users of all levels and ability. Pump tracks are an increasingly popular outdoor recreation activity and are for users of all ages which makes it highly desirable. There are not many currently available in Simcoe County and this attraction could potentially be a draw for users from other areas of the County.</p>	

Service Change Request Summary		2024 Budget Year
Division	Operations - Parks	
Proposed Service Change	Skate Park Improvements - Pump Track Installation	
Costs	Budget Change (Increase / (Decrease))	
Materials, Supplies, Program Costs		
Salaries & Benefits		
Professional Services		
Equipment	225,000	
Miscellaneous/Other		
Total Costs	225,000	
Funding	Budget Change (Increase / (Decrease))	
Tax Rate		
Utility Rate		
User Fees		
Grant		
Rate-Supported Reserve		
Tax-Supported Reserve	225,000	
Development Charges		
Other		
Total Funding	225,000	
Future Budget Years	Pump tracks made of asphalt require minimal annual maintenance and would have a replacement timeline of 25-30 years. Crack sealing operations potentially required roughly 5 years after installation anticipated at 1 hours time for 2 staff annually. Future year budgets will include \$9,000 transfer to capital reserve for anticipated replacement in 25 years.	

Service Change Request Summary		2024 Budget Year
Division	Fire and Emergency Services	
Proposed Service Change	Purchase of a Response Vehicle for the Deputy Fire Chief	
Proposed Start Date	01-May-24	
Current Service Level	Use of personal vehicle for Emergency Response/ Shared vehicle with operations and training division.	
Proposed Service Level	Increase fire department fleet by one response/command vehicle	
Business Case Rationale	<p>Currently the Deputy Fire Chief does not have an assigned vehicle. He is expected to respond to emergencies using his personal vehicle. The Deputy must respond to the station to pick up his bunker gear and a vehicle before responding to emergency scenes. This practice removes a vehicle from operations (moving of firefighters and equipment to and from scenes). The Deputy Chief is on call 24/7/365 as the town's primary CEMC. He responds to fires and major incidents assuming command or to support command. He attends various off site meetings, often after regular business hours, and training sessions with career and volunteers. A timely response, directly to emergency scenes, is paramount. He currently shares a vehicle with operations and Training. This practice is challenging as the Deputy uses a vehicle for meetings, responses and day-to-day activities. While in use by the Deputy operations and training are without a vehicle. A vehicle is needed for operational and training support to conduct day-to-day activities, to transport firefighters to scenes and for use during training activities. Sharing one vehicle between the Deputy, operations and training has become problematic. The Deputy must have continuous access to a vehicle to support, often as a command officer or sector officer, the needs at an emergency scene. The Deputy's attendance at emergency scenes or as the CEMC allows the firefighters to assume operational needs (fight the fire/ address the emergency).</p>	

Service Change Request Summary		2024 Budget Year	
Division	Fire and Emergency Services		
Proposed Service Change	Purchase of a Response Vehicle for the Deputy Fire Chief		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment	75,000		
Miscellaneous/Other			
Total Costs	75,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	75,000		
Development Charges			
Other			
Total Funding	75,000		
Future Budget Years	Future year budgets will include \$7,500 transfer to reserve to allow for replacement of this vehicle in 10 years.		

Service Change Request Summary		2024 Budget Year
Division	Fire and Emergency Services	
Proposed Service Change	Hire 4 FTEs (firefighters) - 4 firefighters per shift	
Proposed Start Date	01-May-24	
Current Service Level	3 firefighters per shift.	
Proposed Service Level	One(1) additional FTE on each shift for a total of four(4) FTE	
Business Case Rationale	<p>Industry standards and best practices call for 4 firefighters on the initial responding fire apparatus. Currently MFD has three (3) firefighters assigned to each of four (4) shifts. Minimum staffing sees two (2) firefighters on an apparatus. This staffing level creates delays in response, as identified in the fire master plan, unattainable benchmarking, and in some cases unsafe working conditions. Hiring 4 firefighters would allow for the addition of one(1) firefighter on each shift. The 2022 Fire Master Plan (FMP) outlines the need for additional firefighters and provides a metered approach to increasing staffing levels. The consultant suggested hiring 2 full time firefighters per year for 4 consecutive years starting in 2023. The town did not hire 2 firefighters in 2023 therefore we now require 4 firefighters in 2024. During the last round of collective bargaining (negotiation), with the career firefighters' union, the town asked for the creation of a 5th class firefighter level. A 5th class firefighter would be paid at 60% of a first class firefighter's rate. The career union agreed and the level was created. This was done to ease the impact of increasing staffing levels. It is important to note that once 4 firefighters are assigned to a shift the fire response matrix can be changed decreasing the needs for general alarms. A general alarm sees career firefighter's returning on overtime (as per the collective agreement) as well as volunteer firefighters attending. Once four(4) firefighters are assigned to a truck the response matrix can be changed decreasing the overtime budget by a minimum of \$200,000.00 annually (including the \$99,000 that was approved in 2023). The additional firefighters will improve firefighter safety, decrease response times, and address vital scene needs.</p>	

Service Change Request Summary		2024 Budget Year	
Division	Fire and Emergency Services		
Proposed Service Change	Hire 4 FTEs (firefighters) - 4 firefighters per shift		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits	566,800		
Professional Services			
Equipment			
Miscellaneous/Other			
Total Costs	566,800		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	188,933		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	377,867		
Development Charges			
Other			
Total Funding	566,800		
Future Budget Years			

Council and Committee Budget Requests



Council & Committee Requests Summary

Request	Initiated By	Tax Rate	Reserves	User Rates	Comments
Splash Pad at Little Lake Park	Mayor Gordon		\$ 1,250,000		2025 operating costs are expected to be \$190,000, funded by Tax Rate
Boat Launch Parking Attendant and Shelter	Councillor Meridis	\$ 28,100	\$ 27,400	\$ 5,000	2025 operating costs are expected to be \$33,300, funded by Tax Rate
Weekend Transit to Balm Beach (Pilot)	Councillor East	\$ 4,300		\$ 700	
Aberdeen and Sunnyside Transit Service (Pilot)	Councillor East	\$ 50,000			
Total		\$ 82,400	\$ 1,277,400	\$ 5,700	

Council Request Summary		2024 Budget Year	
Division	Operations - Parks		
Proposed Service Change	Splash Pad Project Advanced to 2024		
Proposed Start Date	01-Jan-24		
Current Service Level	\$320,000.00		
Proposed Service Level	\$1,250,000.00		
Business Case Rationale	<p>Council approved a design budget of \$320,000 in 2020 for a splash pad, to be funded from the Community Wide Initiatives Reserve. The project was ultimately deferred, and an approved budget was not carried forward. The splash pad project is currently included in the 2025 capital program at an updated estimated cost for design and construction of \$1,250,000. This service level change request is to move the project forward to 2024. Budget approval in 2024 will allow staff to move forward with tendering design and will advance the timeline of the project.</p> <p>The budget requested would provide a small to medium sized splash pad depending on the play features that are chosen. The budget includes extending new services to the proposed location for both water and sanitary. The project also requires renovations, additions or new buildings to house all of the mechanical and electrical equipment along with providing change rooms and washrooms. The budget assumes that a water recirculation system will be utilized to reduce the cost of new water and limit the discharging to the sanitary system.</p> <p>On top of the initial capital costs there are substantial annual operating costs required to operate a splash pad. The major costs will include water, hydro, general maintenance, repairs, inspection and routine water sampling. In many ways a splash pad is considered a pool and thus must be maintained, inspected and water sampled at the same interval which is typically every 2-3 hours. The sampling must also be completed by the appropriate staff that have the required credentials which will require additional training for existing staff and/or additional staff in the future.</p>		

Council Request Summary		2024 Budget Year	
Division	Operations - Parks		
Proposed Service Change	Splash Pad Project Advanced to 2024		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services			
Equipment	1,250,000		
Miscellaneous/Other			
Total Costs	1,250,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate			
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	1,250,000		
Development Charges			
Other			
Total Funding	1,250,000		
Future Budget Years	Annual operating costs expected to be \$190,000, funded by Tax Rate		

Council Request Summary		2024 Budget Year	
Division	Tourism, Culture & Harbour		
Proposed Service Change	Boat Launch Parking Attendant and Shelter		
Proposed Start Date	01-May-24		
Current Service Level	The boat launch is not currently monitored by staff		
Proposed Service Level	Seasonal staff at Pete Pettersen Park to collect boat launch and parking fees		
Business Case Rationale	<p>The estimated cost for two additional part-time students to collect boat launch and parking fees at Pete Pettersen Park is \$33,100. This allows for coverage of 1 staff on shift, from 9am to 8pm, 7 days per week, for 18 weeks, for a total of 1420 hours per year.</p> <p>Additional infrastructure related costs would apply for a 10 x 10 shelter on a cement pad, security cameras, internet, computer hardware and printer for a cashless POS system, computer software, and other incidentals required to set up monitored parking at the boat launch. In total, the initial set-up costs to provide shelter, security, and a workstation for the student(s) is estimated at \$27,400. Beyond the initial construction and set-up costs, utilities are estimated at \$700 per year.</p>		

Council Request Summary		2024 Budget Year	
Division	Tourism, Culture & Harbour		
Proposed Service Change	Boat Launch Parking Attendant and Shelter		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits	32,600		
Professional Services			
Equipment	500		
Miscellaneous/Other	27,400		
Total Costs	60,500		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	28,100		
Utility Rate			
User Fees	5,000		
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve	27,400		
Development Charges			
Other			
Total Funding	60,500		
Future Budget Years	Annual student wages = \$32,600 Annual utilities = \$700		

Council Request Summary		2024 Budget Year	
Division	Transit		
Proposed Service Change	Pilot - Transit Service to Balm Beach		
Proposed Start Date	29-Jun-24		
Current Service Level	The Town does not currently have service to Balm Beach		
Proposed Service Level	Transit Service to Balm Beach		
Business Case Rationale	<p>At a Transit Committee meeting in 2023 Councillor East proposed an additional service to Balm Beach on weekend to allow families to get to the beach for the day. Staff have determined that the Town is unable to provide this service internally given the existing staff and equipment resources. Staff have reached out to local school bus charter companies for input and costing, however they could not provide pricing as they currently cannot guarantee a driver. Community Reach advised they could provide the service on Saturdays from June 29th to September 7th. Transit and Community Reach do not operate on Sundays. The proposed service would be similar to what is currently offered by Community Reach, an on demand, door-to-door pickup that would run 5 runs out to Balm Beach in the morning and 5 returning runs in the afternoon. The program would accomodate a maximum of 35 riders per day, or 7 riders per trip. The per rider fee would be the same as conventional transit fees per the fees and charges by-law. The cost estimates may vary depending on ridership.</p>		

Council Request Summary		2024 Budget Year	
Division	Transit		
Proposed Service Change	Pilot - Transit Service to Balm Beach		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services	5,000		
Equipment			
Miscellaneous/Other			
Total Costs	5,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	4,300		
Utility Rate			
User Fees	700		
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	5,000		
Future Budget Years	Full year service to be evaluated at the end of the pilot program.		

Council Request Summary		2024 Budget Year	
Division	Transit		
Proposed Service Change	Pilot - Extend Transit Service to Sunnyside and Aberdeen Areas		
Proposed Start Date	01-Apr-24		
Current Service Level	The Town does not currently provide transit service to Sunnyside and Aberdeen areas		
Proposed Service Level	Pilot project to extend transit service to Sunnyside and Aberdeen neighbourhoods		
Business Case Rationale	Residents and Council have advised staff of the need to have Transit service the Sunnyside and Aberdeen areas, as there is currently no conventional transit service in those parts of Midland. Community Reach have offered a pilot program to service these areas as an extension to their current contract. Service would be on-demand, bringing the clients to the closest bus transfer point, and returning clients at a predetermined time from the same transfer point. Staff propose a 9 month pilot period beginning in April 2024. The budget amount provided in this estimate is for a full year of operation, 6 days per week.		

Council Request Summary		2024 Budget Year	
Division	Transit		
Proposed Service Change	Pilot - Extend Transit Service to Sunnyside and Aberdeen Areas		
Costs	Budget Change (Increase / (Decrease))		
Materials, Supplies, Program Costs			
Salaries & Benefits			
Professional Services	50,000		
Equipment			
Miscellaneous/Other			
Total Costs	50,000		
Funding	Budget Change (Increase / (Decrease))		
Tax Rate	50,000		
Utility Rate			
User Fees			
Grant			
Rate-Supported Reserve			
Tax-Supported Reserve			
Development Charges			
Other			
Total Funding	50,000		
Future Budget Years	Full year service to be evaluated at the end of the pilot program.		



Ten-Year Capital Plan

Ten Year Capital Plan 2024 - 2033												
Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
CAO												
	Performance Analytics	50,000										
Total CAO		50,000	-	-	-	-	-	-	-	-	-	-
Finance												
	Procurement Bids and Tenders Module		10,000									
	Development Charges Study					45,000					45,000	
Total Finance		-	10,000	-	-	45,000	-	-	-	-	45,000	-
Information Technology												
	Network Infrastructure	30,000	10,000	10,000	10,000	36,000	10,000	10,000	1,000	1,000	38,000	
	General Hardware Purchases	6,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
	Equipment Replacements	33,000	40,000	57,000	97,000	35,000	58,000	100,000	37,000	60,000	101,000	
	Mobile & End Node Upgrades	44,000	36,000	41,000	60,000	40,000	44,000	62,000	42,000	47,000	60,000	
	Internet Connectivity			150,000								
	Phone System Enhancements			5,000			5,000			5,000		
	Council Chamber Improvements					50,000						
	Announcement Monitor for Town Hall Lobby	5,000	5,000									
	Outdoor Electronic Message Boards	45,000	35,000	35,000								
	New Council Devices	11,000		11,000				11,000				
	Harmonized Citizen Engagement Portal		100,000									
	Planning Application Optimization Software	25,000										
	Online Booking Software			50,000								
	New Budget Software		50,000									
	Intergrate Asset Management with payables		25,000									
	Human Resources Information System (HRIS)		75,000									
Total Information Technology		199,000	387,000	370,000	178,000	172,000	128,000	194,000	91,000	124,000	210,000	-
Human Resources												
	Employer of Choice Strategic Plan	60,000										
Total Human Resources		60,000	-	-	-	-	-	-	-	-	-	-

Ten Year Capital Plan 2024 - 2033												
Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
Town Hall												
	Upgrade HVAC Control System						25,000					
	Replace HVAC Units	29,000	30,000	31,000	32,000	33,000	67,000					
	Window Replacements		20,000	20,000								
	Carpet Replacement		40,000	40,000			25,000					
	Parking Lot Paving (both town hall lots)				150,000					75,000		
	Outside Railings									65,000		
	Council Chambers Renovations				50,000							
	Electrical Panel, switches & transformer upgrades				47,000							
	Sectioned Roof Restoration					81,000	80,000					
	Town hall building improvements contingency	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
	Domestic water heater replacement						20,000					
	Design Consultation for Town Hall expansion / renovation					250,000						
	Lobby meeting area	30,000										
	LED lighting conversion	30,000										
	Replacement Desks and Office Setup	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
	Sound Mitigation			10,000		10,000		10,000			10,000	
	AED Replacements	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
	OPP Window Replacements			20,000								
	OPP Flooring Replacement		25,000									
	OPP Painting		12,000							15,000		
	OPP Changeroom/Washroom/Shower Upgrades		20,000									
	OPP Overhead Door Replacements	45,000										
	Total Town Hall	159,000	172,000	146,000	304,000	419,000	222,000	35,000	25,000	180,000	35,000	-
By-Law												
	Patrol Bikes (2)								10,000			
	Ford By-law Vehicle									60,000		
	Toyota By-law Vehicle	57,000									61,000	
	Total By-Law	57,000	-	-	-	-	-	-	10,000	60,000	61,000	-
Parking												
	Lot Paving			30,000		19,000	22,000					
	Rails and Bollards				5,000							
	Total Parking	-	-	30,000	5,000	19,000	22,000	-	-	-	-	-
Planning												
	Official Plan/Conformity Review	25,000				100,000				100,000		
	Comprehensive Zoning By-law/Community Planning Permit System	30,000									100,000	
	Planning and Building Fee Study	22,000										
	Waterfront Master Plan	75,000										
	Housing Needs Assessment	30,000										
	Midland Bay Landing OPA		100,000									
	Implementation of Service Delivery Reivew Recommendations		25,000									
	Total Planning	182,000	125,000	-	-	100,000	-	-	-	100,000	100,000	-

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
Building												
	Inspector Vehicle									60,000		
	Inspector Vehicle 2										61,000	
Total Building		-	-	-	-	-	-	-	-	60,000	61,000	-
Culture												
	Public Art (Grant Contingent)	300,000	200,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	100,000	
	Public Art Conservation	25,000	100,000	100,000	100,000	100,000						
Total Culture		325,000	300,000	200,000	200,000	300,000	100,000	100,000	100,000	100,000	100,000	-
Tourism & Special Events												
	Sound equipment for Music in the Park	15,000										
Total Tourism & Special Events		15,000	-	-	-	-	-	-	-	-	-	-
Fire Services												
	Building Additions and Improvements											
	Roof Refurbishing/Replacement					100,000						
	Firehall Windows Replacement	50,000										
	Garage Door Replacements	75,000										
	Electrical Panel and Switch Replacements		37,000									
	Carpet Replacement				25,000							
	Washroom Renovation						50,000					
	Floor Maintenance and Upgrades							50,000				
	Firehall Design					350,000						
	Construction of New Firehall										14,000,000	
	Crew Room Furniture Replacement	10,000					10,000					
	Interior Door Refurbishments or Replacements	12,000										
	Sound Proofing of Office Area	20,000										
	Training Room Furniture Replacement	10,000										
	Lower Level Room Renovations / Additional Window	20,000										
	Equipment Purchases											
	Bunker Gear Set	120,000					140,000					
	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					30,000						
	Communications Equipment Replacement (Pagers)			30,000					35,000			
	Breathing Apparatus Replacement			325,000								
	Aging Portable Fire Equipment Upgrades	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				30,000					30,000		
	RIT Bottles and Packs			15,000								
	Shared Drone Program - Penetang Fire Dept.						60,000					
	Hazard House Public Education Tool - Shared with Penetang	15,000										
	Generator Replacement				75,000							
	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							
	Exercise and Wellness Equipment	15,000										
	Portacount Fit Tester replacement		30,000									

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Vehicle Purchases											
	(Pump 1) Pumper Truck	500,000									1,700,000	
	(Pump 2) Pumper Truck	1,300,000										
	(Rescue 1) Rescue Truck		1,100,000									
	(Tanker 1) Tanker Truck					900,000						
	(Command 1) SUV				80,000							
	(Command 2) 1/2 ton Utility/Training Pickup Truck										75,000	
	(Command 3) 3/4 Ton Public Education/Fire Prevention Pickup Truck						85,000					
	Master Fire Plan				80,000					85,000		
	Midland Penetanguishene Consolidation Feasibility Analysis (co-funded)	30,000										
	Emergency Services Campus Feasibility Study	150,000										
Total Fire		2,553,500	1,229,500	427,500	317,500	1,402,500	442,500	72,500	89,500	137,500	15,775,000	-

Library

	Building Additions and Improvements											
	Rubber Stair Treads	5,000										
	Building Testing and Report	25,000										
	Domestic Water Supply			18,000								
	Moveable Furnishings (Bookshelves/desks etc.)	3,500	5,000	10,000	5,000	10,000	5,000	10,000	5,000	5,000	5,000	
	Passenger Elevators										50,000	
	Wall painting		10,000		10,000		10,000					
	Foundation Drainage		300,000									
	Wall and Ceiling Repairs								10,000			
	Bathroom Renovations	15,000				10,000					10,000	
	Basement Carpet Replacement	15,000										
	Window and Door Refurbishments	25,000										
	Refurbish Wood Flooring					20,000						
	Repair and Replace Electrical Panels						30,000					
	Cabinet Replacements							20,000				
	Acoustic Ceiling Tile Replacement									20,000		
	Coffee Shop					40,000						
	Computer Hardware											
	Audio & Video for Assembly room		20,000									
	New computer lab			75,000								
	Loanable technology				35,000							
	Newcomer services					40,000						
	Staff & Public Access Computers	9,000	9,000	9,000	9,000	9,000						
	Equipment Purchases for MAKERSPACE											
	Visually Impaired Machine Replacement	5,000									20,000	
	Laser Cutter											
	3D Printers		6,500									
Total Library		102,500	350,500	112,000	59,000	129,000	45,000	30,000	15,000	25,000	85,000	-

Public Works

	Building Additions and Improvements											
	Building Demolition - Old Public Works Facility		300,000									
	Replacement fuel tank monitoring	60,000										
	Small Equipment Purchases											
	Salt Management Upgrades/GPS System		50,000			50,000			55,000			

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Trench Box	30,000										
	Equipment Purchases											
	#7839 Asphalt Crack Sealer				65,000							
	#7942 Grader/Snow Plow					1,000,000						
	#7992 Sidewalk Plow									230,000		
	#7998 Single Axle Plow		290,000								310,000	
	#7970 Single Axle Plow			295,000								
	#7976 Tandem Sander	340,000								310,000		
	#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		300,000									
	#7855 Asphalt Hot Box											
	#7825 Sweeper	400,000							275,000			
	#7934 Loader				335,000							
	#7828 Boom Flail	40,000								50,000		
	#7823 Asphalt Maintenance Kettle	300,000										
	#7991 Sidewalk Machine					225,000						
	#7997 Sidewalk Machine		218,000									
	#7854- Asphalt/gravel Roller/packer				100,000							
	Flail Mower			15,000								
	#7973 Tandem Plow Truck			350,000						355,000		
	#7974 Tandem Plow Truck		330,000									
	#7930 Loader			410,000								
	#7933 Loader					425,000						
	#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	215,000										
	#22-402 - Street Sweeper RAVO							320,000				
	#22-301 - Tandem Plow Truck						345,000					
	#22-302 - Tandem Plow Truck						345,000					
	Vehicle and Equipment contingency	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
	Backhoe #21							225,000				
	2022-602 Detachable snowblower									350,000		
	Digital Radio Upgrade (All departments)	145,000										
	Vehicle Purchases											
	#7908 Pickup Truck							80,000				
	#7909 Pickup Truck							80,000				
	#7916 Pickup Truck			115,000								
	#7902 Pickup Truck							80,000				
	#7918 Pickup Truck								82,000			
	1-Ton Dump Truck								120,000			
	#7903 - Pickup Truck							80,000				
	Operations Complex											
	Building Additions and Improvements	100,000	200,000	50,000		60,000	250,000		70,000	120,000		
Total Public Works		1,650,000	1,730,000	1,540,000	1,206,000	2,085,000	960,000	930,000	646,000	1,435,000	330,000	-

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
Roads												
	Road Resurfacing Program											
	Curry Rd (Midland Point Rd- Simpresca Rd)	175,000										
	Victoria (Fourth St- Sixth St)	235,000										
	Victoria St (Eighth St- 55m W of Edmond St)	200,000										
	Fourth St (Bay St- Hugel Ave)		110,000									
	King St (Galloway Blvd- Little Lake Park Road)		790,000									
	Hugel Ave (William St-George St)			160,000								
	Hugel Ave (Woodland Dr- Eighth St)			640,000								
	Angela Schmidt Foster Road (Marshall Rd- Hwy 12)				780,000							
	William St (Galloway Blvd- Hwy 12)					590,000						
	Easy St (Fourth St- Third St)					110,000						
	King St (Little Lake Park Rd- Yonge St)						365,000					
	Midland Point Rd (Portage Park Rd- Glenbrook Dr)						330,000					
	Manly St (Gloucester St- Bayshore Dr)						115,000					
	Midland Point Rd (Glenbrook Dr- Mundy's Bay Rd)							405,000				
	Gawley Dr (Midland Point Rd- Parkview Crt)							170,000				
	Wilson Rd (Balm Beach- Bottom of Hill)							220,000				
	Elizabeth St (William St- Midland Ave)								365,000			
	Yonge St (Queen St- Russel St)								400,000			
	Vindin St (93- Penetanguishene Rd Allowance)									500,000		
	Colborne St (Irwin St- Johnson St)									250,000		
	King St (Hwy 12- Galloway Blvd)										835,000	
	Traffic Lights											
	Controller Upgrades	60,000	40,000	80,000	45,000	85,000	47,000	87,000	50,000	50,000	50,000	
	Pedestrian Cross Walks											
	General Electrical Maintenance											
	Tree Replacement Program	14,000	14,000	13,000	11,000	11,000	10,000	8,000	8,000	8,000	8,000	
	Road & Sidewalk Condition Assessment Study		100,000			110,000			115,000			
	Parking Lots											
	Asphalt, Concrete, Drainage and Lighting Repairs		55,000	60,000	60,000	65,000	65,000	70,000	70,000	70,000	70,000	
Total Roads		684,000	1,109,000	953,000	896,000	971,000	932,000	960,000	1,008,000	878,000	963,000	-

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
Sidewalks & Curbs												
	Slab Jacking & Grouting: Various Locations		10,000		10,000		10,000		10,000		10,000	
	Spot Repairs: Various Location	10,000	10,000	15,000	15,000	20,000	20,000	25,000	25,000	30,000	30,000	
	Various Locations											
	Midland Ave E (Yonge St- Hugel Ave)	195,000										
	Dominion Ave N/S (King- Midland Ave Spot Repairs)	20,000										
	Sidewalk Condition Assessment	25,000										
	First St W (Hugel Ave- Yonge St)		165,000									
	Sixth St E (Vindin- Ottawa Spot Repairs)		40,000									
	Elizabeth St N (King St- Queen St)			115,000								
	Midland Ave W (Yonge St- Elizabeth St)			100,000								
	First St E (Elizabeth St- Easy St)			15,000								
	*NEW Bayview Dr N (696 Bayview Dr- William St)			50,000								
	First St E (Hugel Ave- Bay St)				80,000							
	Midland Ave W (Elizabeth St- Dominion Ave)				140,000							
	Galloway Blvd S (King St- Kirk Dr)					60,000						
	Fifth St E (Quebec St- Ontario St)					190,000						
	*NEW Sidewalk Section TBD					100,000						
	Fourth St W (Bay St- Victoria St)						230,000					
	Elizabeth St S (Princess St- Borden St)							45,000				
	Borden St E (Beauchamp Crt- Elizabeth St)							55,000				
	Bay St S (Russel St- Charles St)							60,000				
	George St E (Bay St- Gloucester St)							50,000				
	*NEW Sidewalk TBD							100,000				
	Bay St S (Lindsay St- William St)								60,000			
	Bay St S (Third St- Second St)								60,000			
	Ontario St S (Fourth St- Fifth St)								55,000			
	Easy St S (Third St- French Ln)								50,000			
	Bay St N (William St- Lindsay St)									60,000		
	Bay St N (Fourth St- Third St)									45,000		
	Hugel Ave N (Midland Ave- King St)									60,000		
	William St W (Bay St- Gloucester St)									45,000		
	King St E (Hannah St- Yonge St)									60,000		
	*NEW Sidewalk TBD									100,000		
	Luckport Cres N (Montreal St- Montreal St)										125,000	
	Elizabeth St N (George St- Russell St)										130,000	
	Pedestrian & Cyclist Network (Mid term)		150,000									
	Pedestrian & Cyclist Network (Long Term)				100,000							
Total Sidewalks & Curbs		250,000	375,000	295,000	345,000	370,000	260,000	335,000	260,000	400,000	295,000	-
Transit												
	Building Additions and Improvements											
	Bus Shelter Replacements		35,000									
	GPS and Online Mapping							45,000				
	Fare System Upgrades					45,000						
	Fare Boxes Replacement								15,000			
	Air Hoists		22,000									
	AODA Upgrades											
	Transit Cameras											
	Vehicle Purchases											
	Replace 30 Foot Bus								500,000			
	Replace 30 Foot Bus						475,000					
	Accessible Transit - Replace Van #64	50,000							120,000			

Ten Year Capital Plan 2024 - 2033												
Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Accessible Transit - Replace Van #63		110,000							120,000		
	Accessible Transit - Replace Van #61			111,000							120,000	
	Accessible Transit - Replace Van #62				112,000							
Total Transit		50,000	167,000	111,000	112,000	45,000	475,000	45,000	635,000	120,000	120,000	-
Street Lighting												
	Downtown Core Lighting: Side Streets											
	Additional Lighting as Requested	35,000	35,000	40,000	42,000	45,000	45,000	50,000	50,000	50,000	51,000	
	Replacement Lights: Various Locations		25,000		25,000		25,000		25,000			
	Street Lighting Assessment	100,000										
Total Street Lighting		135,000	60,000	40,000	67,000	45,000	70,000	50,000	75,000	50,000	51,000	-
16984 Highway 12												
	Piping and Plumbing	15,840										
	Various Building Testing and Reporting		15,000									
	Exhaust System	1,200										
	MPUC Building Improvement		27,340									
	Various Upgrades				30,000		40,000		50,000			
	Janitor's Closet Installation			30,000								
	Windows and door seals				30,000							
	Painting					15,000						
	Heating & Cooling Replacements/Upgrades						30,000					
Total 16984 Highway 12		17,040.00	42,340.00	30,000.00	60,000.00	15,000.00	70,000.00	-	50,000.00	-	-	-
Storm Sewers												
	Storm Pond Maintenance Plan	165,000	169,500	175,135	179,910	185,826	190,891	197,108	202,481	209,016	214,716	
	Clean Storm Chamber A-Harbour					150,000					175,000	
	Storm Outfall Maintenance		35,000		40,000		45,000		50,000		55,000	
	Stormwater Utility Concept Review	200,000										
	Storm Outfall #20 Rehab	100,000										
	Storm Outfall #56 Rehab	250,000										
	Storm Outfall #64 Rehab	55,000										
	Javelin Storm Outlet Repairs	350,000										
Total Storm Sewers		1,120,000	204,500	175,135	219,910	335,826	235,891	197,108	252,481	209,016	444,716	-
Harbour												
	Dock Replacement		55,000		60,000		65,000		70,000		75,000	
	Shelter Replacement / Repairs	20,000			10,000							
	North Wall Bumper & Wood Replacement						20,000					
	Pier Paving			22,000								
	Washroom/Shower Renovations	20,000				35,000	35,000	35,000				
	Gardens on Piers	30,000										
	Rub Rail Replacement	25,000										
	Pedestrian Area resurfacing		180,000									
	Center Pier Upgrades		400,000									
	Security Cameras	40,000										
	Dock Replacement - Pete Pettersen Park	40,000	40,000									
Total Harbour		175,000	675,000	22,000	70,000	35,000	120,000	35,000	70,000	-	75,000	-
PARKS												
	Minor Park Improvements	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Parks Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
	Old Parks Depot Demolition - Main Building	90,000										
	Old Parks Depot Site Cleanup	30,000										
	CSA playground improvements			190,000			190,000					190,000
	Shade					100,000						
	Bicycle Parking		15,000									
	Signage & Wayfinding		90,000									
	Urban Forestry Plan			70,000								
	Equipment Purchases											
	#7727 Kubota				44,000					47,000		
	#7701 Garbage Truck		160,000									
	#7731 Kubota				44,000					47,000		
	#7729 Kubota	42,000					45,000					
	#7713 Kubota						50,000					
	#7714 Kubota		45,000					46,000				
	#7716 Kubota			46,000				46,000				
	#P7715 Tractor			80,000								
	#P20 Mini Loader			170,000								
	Dethatching and Overseeding Unit	53,000										
	#7718 Kubota		43,000					46,000				
	Vehicle Purchases											
	#4 Pickup Truck								65,000			
	Supervisor SUV - Rav4 #22-104							56,000				
	#7705 Pickup Truck							90,000				
	#7704 Pickup Truck							64,000				
	#7710 Pickup Truck								57,000			
	#7707 Pickup Truck	95,000									95,000	
	#7711 Pickup Truck									75,000		
	#7708 Pickup Truck							56,000				
	Little Lake Park											
	Bathroom Improvements	27,000					20,000					
	Install New Drainage System			7,500								
	Tennis Court Resurfacing										225,000	
	Beach Volleyball Court Upgrades			18,000								
	Pulverizing and Regrade Parking Lots			47,000			49,000			51,000		
	Rotary Stage Roof Addition	149,900										
	Stairs and Garden Bed Reconstruction	50,000										
	Guide Rail Replacement	150,000										
	Resurfacing LLP Road					250,000						
	Community Garden Upgrades	20,000										30,000
	Dog Park Upgrades					40,000						
	Stairs and Retaining Walls Repairs		30,000		35,000		35,000		38,000			
	Playground #2 - West Playground Replacement						300,000					
	Bleachers replacement					22,000						
	Tiffin Park											
	Tennis Court Resurfacing				225,000							
	Bathroom Upgrades		2,000									
	Ballfield Warning Track Rejuvenation	70,000					15,000					
	Bleachers replacement		19,000									
	Pete Peterson Park											
	Ball Diamond Refurbish and Redress					18,000						
	Bathroom Improvements		2,000				7,500					

**Ten Year Capital Plan
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Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Mac McAllen Park											
	Road and Parking Lot Upgrades				45,000							
	Basketball Court Replacement			110,000								
	Baseball Field Redress			15,000								
	Edgehill Park											
	Refurbish Staircase and Stonework				75,000							
	Parking Expansion		130,000									
	Sports Fields											
	Irrigation Upgrades		15,000									
	Netting				18,000							
	Bathroom Upgrades	6,000	3,000									
	Bayview Park											
	Fence Upgrades				30,000							
	Stone Repairs					120,000						
	Gawley Park											
	Playground Replacement				225,000							
	Harbourside Park											
	Irrigation Upgrades				50,000							
	Rubber Surfacing									450,000		
	Quota Park											
	Playground Replacement		185,000									
	Veterans Waterfront Park											
	Pavilion Repairs				20,000		40,000		20,000			
	Waterfront Trail											
	Asphalt Patches	45,000		45,000		45,000		45,000		45,000		
	Concrete Repairs		260,000		260,000		260,000		260,000		265,000	
	Splash Pad - Construction		1,250,000									
	Little Lake Park Master Plan		120,000									
	Parks Master Plan Stream 1 Project - Shade		185,000		185,000							
Total Parks		877,900	2,604,000	848,500	1,306,000	760,000	1,038,500	407,000	490,000	765,000	855,000	-
NSSRC												
	Building Additions and Improvements											
	Door Replacements							35,000				
	Flooring Replacement		5,000		10,000		10,000					
	Dressing Rooms - Construction of Addition			900,000								
	Parking Lot Lights		5,000					20,000				
	AODA Door Openers							10,000				
	HVAC Unit Replacements	45,000							50,000			
	Window Replacements					40,000						
	Sky Light Repairs						20,000					
	Garage Doors					10,000						
	Hot Water Tanks for Ice Resurfacers				25,000							
	Kitchen Upgrades including Flooring		10,000									
	Dehumidifier Platform Expansion											
	Eavestroughs, Gutter and Downspouts Repair/Replacement									25,000		
	Reseal Concrete floors			50,000								
	Interior Doors											
	Fire System and Alarm Upgrades	38,000						50,000				
	Ceiling Painting		20,000									
	Slab on Grade Restoration		10,000									

**Ten Year Capital Plan
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Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Parking Lot Paving		10,000		10,000		15,000				600,000	
	Exterior Overhead Door Replacement				24,000							
	Resilient Flooring Replacement					30,000						
	Hot water boiler replacement				32,000							
	Elevator Modernization & Repairs								100,000			
	Rink 2 Cooling Tower Replacement								25,000			
	Suspended Metal Ceiling Replacement							50,000				
	Roof Repair	580,000		500,000		575,000						
	Green Energy Upgrades				100,000					300,000		
	Equipment Purchases											
	Dehumidifier Replacements							30,000				
	Tables and Chairs			10,000		10,000		10,000				
	Kitchen Equipment		4,000									
	Water Heaters						25,000					
	Cleaning Equipment				10,000			6,000				
	Scissor Lift				35,000							
	Battery Powered Ice Edger										12,500	
	Condenser Pumps			5,000								
	Compressor Replacements						45,000	45,000				
	Ice Resurfacer Replacements		150,000									
	Stage Replacements										43,000	
	Condenser replace (MMHA)		160,000									
	Chiller Replacement			120,000			126,000					
	Portable Bars Replacement						4,000					
	Irrigation System				12,000							
	Portable Generator	500,000										
Total NSSRC / Arena		1,163,000	374,000	1,585,000	258,000	665,000	245,000	256,000	175,000	325,000	655,500	-
Engineering												
	Equipment Purchases		3,000		3,000		4,000		3,000		3,000	
	Transportation Master Plan				150,000							
	Town Asset Management Program					50,000						
	Midland Bay Landing Site Improvement	200,000	100,000	100,000	15,000,000	100,000						
	Yonge St (King to Hwy 93)	650,000	9,000,000									
	Community Energy Plan			80,000								
	Vindin and Harbourview Realignment	2,000,000	1,000,000									
	Fuller Avenue Realignment		2,495,000									
	Dominion St Reconstruction (Fourth to Eighth)			5,625,000								
	Dominion St Reconstruction (King to Fourth)		4,575,000									
	Bay St Reconstruction - King St - Aberdeen Blvd						400,000	1,950,000				
	Fuller Ave / Brunelle Roundabout									150,000	1,250,000	
	Pillsbury Rd and William St. Intersection Improvements						150,000	1,050,000				
	Fourth St and Bay St Intersect. Improvements								150,000	1,190,000		
	William St Cross Section Upgrades							250,000	5,150,000			
	Ellen St Reconstruction - King St - Johnson St	275,000	3,850,000									
	Sixth St Reconstruction - Hugel Ave - Quebec St		200,000	2,850,000								
	Montreal St Reconstruction - Fourth - Fifth			150,000	1,340,000							
	Fifth St (Ottawa to Victoria)				150,000	1,350,000						
	Fourth St Reconstruction - Montreal to Victoria									200,000	3,850,000	
	Third St Reconstruction - Hugel to Montreal								200,000	2,950,000		
	Manly St Reconstruction (Yonge to Hugel)			225,000	3,450,000							
	Eighth St Reconstruction (Yonge to Hugel)				200,000	3,050,000						
	Bay St East Reconstruction - King St to Queen St					200,000	2,150,000					
	Bay St West Reconstruction - Borsa Lane to Second St					175,000	1,800,000					

**Ten Year Capital Plan
2024 - 2033**

Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Dominion Ave Reconstruction - King St to Russell St						250,000	4,075,000				
	Water Main at Midland Bay Landing for Cruise Ships	175,000										
	Pedestrian Crosswalks - 2024 and 2025 Projects	220,000	220,000									
	Electric Vehicle Charging Stations	500,000			500,000							
Total Engineering		4,020,000	21,443,000	9,030,000	20,793,000	4,925,000	4,754,000	7,325,000	5,503,000	4,490,000	5,103,000	-
Wastewater												
	Pump Station #1		103,000	1,000,000								2,100,000
	Relining		267,200		267,200							
	Wastewater Master Plan		250,000					275,000				
	Leachate Pre-treatment Facility											1,545,000
	Emergency Equipment Replacement	71,400	72,828	74,284	75,770	77,285	79,831	80,408	82,016	83,656		
	Gas Flow Meters											
	Portable Gas Detector Replacement			3,000			3,000					
	Digester Covers		2,000,000									
	Insulation Repair/Replacement											
	Ultra Violet Treatment Effluent						103,000	2,255,700				
	Collection System Condition											
	SPS #1 Pump Replacement		300,000									
	New Fine Bubble Aeration	1,104,600										
	Headworks Upgrade		4,000,000									
	Replace Second Clarifier V-Notch											
	WWTP Raw Sludge Pump Replacement											
	WWTP Safety Railing Upgrades											
	Sanitary Collection System O&M Manual											
	New Secondary Clarifier										2,303,000	
	Replacement Snow Blower						3,863					
	Return Activated Sludge Pump Replacement		61,800									
	Chlorine Contact Tank - Lifecycle Capital Upgrades			11,845								
	Dichlorination Building - Lifecycle Capital Upgrades		2,678									
	Sludge Building - Lifecycle Capital Upgrades		197,142									
	Digesters & Digester Control Building - Lifecycle Capital Upgrades		207,339									
	New Primary Clarifier		1,800,000									
	Hwy 12 / CR 93 Sanitary Pumping Station											10,400,000
Total Wastewater		1,176,000	9,261,987	1,089,129	342,970	77,285	189,694	2,611,108	82,016	83,656	2,303,000	14,045,000
Water												
	Master Plan Update		178,750					188,750				
	Well Rehabilitation	23,000	46,350	49,440	8,240	26,780	64,890	41,200				
	Well #12 Replacement											
	Emergency Equipment Replacement	63,200	64,424	65,673	66,946	68,245	69,570	70,921	72,300	73,706		
	Sundowner Online Feasibility		300,000									
	Upgrade Pump Capacity											
	East Pressure Zone: Tank		8,740,000									
	Radio Meter Upgrades	129,103										
	Well #15 Replacement											
	Hanly Treatment System UV Replacement											
	Penetang Rd Treatment System UV Replacement											
	County Rd 93 FDR Main		267,800	309,000								
	Montreal Tank Relocation						103,000	969,500				
	First Street Watermain Replacement			257,500								
	New Pressure Zone with new Booster Pump Station					150,000	6,182,533					
	Hanly Tower Interior Painting			257,500			257,500					
	Feed from Bayport to Gawley			515,000								

Ten Year Capital Plan 2024 - 2033												
Division	Project Name	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST	2032 FORECAST	2033 FORECAST	UNFUNDED
	Irwin St Distribution Dead-End		154,500									
	Replacement of Utility Van W#16		70,000									
	Replacement of Utility Van W#22	70,000										
	Replacement of Tractor Backhoe W#21							225,000				
	Billing & Leak Detection Software		300,000									
Total Water		285,303	10,121,824	1,454,113	75,186	245,025	6,677,493	1,495,371	72,300	73,706	-	-
Total 2024 - 2033 Capital Plan		15,306,243.00	50,741,651.00	18,458,377.00	26,814,566.00	13,160,636.00	16,987,078.00	15,078,087.00	9,649,297.00	9,615,878.00	27,667,216.00	14,045,000.00

Building Services Fee Schedule



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

Service/Activity

1A – New Structures	2023 Fee per m² unless otherwise noted	2023 Fee per ft2 unless otherwise noted	2024 Proposed Fee per m² unless otherwise noted	2024 Proposed Fee per ft2 unless otherwise noted
Designated Structures – free standing (not listed elsewhere)	\$520	each	\$520	each
Docks	\$115.00	Flat Fee	\$115.00	Flat Fee
Farm Buildings – of low human occupancy (Architect or Engineer)	\$3.21 m2	(\$0.30 ft2)	\$3.21 m2	(\$0.30 ft2)
Farm Buildings- (No Architect or Engineer)	0	(\$0.24 ft2)	0	(\$0.24 ft2)
Public Pools, or Outdoor Pools (greater than 3.5m deep)	\$520	Per Pool	\$520	Per Pool
Minimum fee	\$115.00	Min Fee	\$115.00	Min Fee
Minimum Fee New Residence	\$1,810.00	Min Fee	\$1,810.00	Min Fee
1B – New Buildings by Occupancies	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Group A – Assembly Uses				
Gaming Premises - finished	\$20.43 m2	(\$1.86 ft 2)	\$20.43 m2	(\$1.86 ft 2)
- shell only	\$15.32 m2	(\$1.42 ft2)	\$15.32 m2	(\$1.42 ft2)
Portable classrooms - per unit	\$470.00	Flat Fee	\$470.00	Flat Fee
All other buildings - finished	\$14.60 m2	(\$1.35 ft2)	\$14.60 m2	(\$1.35 ft2)
- shell only	\$11.17 m2	(\$1.04 ft2)	\$11.17 m2	(\$1.04 ft2)
Group B – Institutional Uses				
All buildings - finished	\$14.56 m2	(\$1.35 ft2)	\$14.56 m2	(\$1.35 ft2)
- shell only	\$10.27 m2	(\$0.95 ft2)	\$10.27 m2	(\$0.95 ft2)
Group C – High Density Residential (Apts, Hotels, etc....)				
All buildings - finished	\$15.45 m2	(\$1.43 ft2)	\$15.45 m2	(\$1.43 ft2)
- shell only	\$11.94 m2	(\$1.11 ft2)	\$11.94 m2	(\$1.11 ft2)

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

Service/Activity

Group C – Low Density Residential (Singles, Semis, Towns, etc....)	2023 Fee per m² unless otherwise noted	2023 Fee per ft² unless otherwise noted	2024 Proposed Fee per m² unless otherwise noted	2024 Proposed Fee per ft² unless otherwise noted
Individual dwelling - Floor area not listed below	\$13.02 m ²	(\$1.21 ft ²)	\$13.02 m ²	(\$1.21 ft ²)
- Finished basement-w/house construction	\$115.00	Per Project	\$115.00	Per Project
- Attached garage	\$7.78 m ²	(\$0.72 ft ²)	\$7.78 m ²	(\$0.72 ft ²)
- Attached carport bay	\$115.00	Flat Fee	\$115.00	Flat Fee
- Covered Deck / Porch	\$7.85 m ²	(\$0.73 ft ²)	\$7.85 m ²	(\$0.73 ft ²)
- Deck /Porch without roof	\$5.98 m ²	(\$0.55 ft ²)	\$5.98 m ²	(\$0.55 ft ²)
- Acc Building/Boathouse (over 200 sf)	\$7.78 m ²	(\$0.72 ft ²)	\$7.78 m ²	(\$0.72 ft ²)
- Acc Building/Boathouse (under 200 sf)	\$115.00	Flat Fee	\$115.00	Flat Fee
Group D, & E – Business Services and Mercantile Uses				
Restaurants - finished	\$14.56 m ²	(\$1.35 ft ²)	\$14.56 m ²	(\$1.35 ft ²)
- shell only	\$4.81 m ²	(\$0.45 ft ²)	\$4.81 m ²	(\$0.45 ft ²)
All other Buildings - finished	\$11.32 m ²	(\$1.05 ft ²)	\$11.32 m ²	(\$1.05 ft ²)
- shell only	\$8.66 m ²	(\$0.81 ft ²)	\$8.66 m ²	(\$0.81 ft ²)
Group F – Industrial Uses				
Gas Bar Canopy/ Car Washes				
- finished	\$6.29 m ²	(\$0.58 ft ²)	\$6.29 m ²	(\$0.58 ft ²)
- shell only	\$4.81 m ²	(\$0.45 ft ²)	\$4.81 m ²	(\$0.45 ft ²)
Parking Garages / Warehouse Storage				
- finished	\$4.76 m ²	(\$0.44 ft ²)	\$4.76 m ²	(\$0.44 ft ²)
- shell only	\$3.65 m ²	(\$0.34 ft ²)	\$3.65 m ²	(\$0.34 ft ²)
All other buildings - finished	\$7.23 m ²	(\$0.68 ft ²)	\$7.23 m ²	(\$0.68 ft ²)
- shell only	\$5.53 m ²	(\$0.52 ft ²)	\$5.53 m ²	(\$0.52 ft ²)

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

Service/Activity

Service/Activity	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
1C – Temporary Structures				
Bleachers	\$5.60 m2	(\$0.54 ft2)	\$5.60 m2	(\$0.54 ft2)
Protective Hoarding (partially enclosed)	\$135.00	Flat Fee	\$135.00	Flat Fee
Protective Tunnels/Walkways (fully enclosed)	\$17.18 m2	(\$1.60 ft2)	\$17.18 m2	(\$1.60 ft2)
Sales office / Trailers	\$270.00	Flat Fee	\$270.00	Flat Fee
Temporary tent up to 225m²	\$135.00	Flat Fee	\$135.00	Flat Fee
Temporary tent greater than 225m²	\$180.00	Flat Fee	\$180.00	Flat Fee
Permanent tent / air supported structure	4.86 m2	(\$0.45 ft2)	4.86 m2	(\$0.45 ft2)
1D – Demolitions				
Whole Structure				
- 1 storey, no basement/crawlspace, 60m ² or less	\$115.00	Flat Fee	\$115.00	Flat Fee
- any other structure not exceeding 60 m ²	\$315.00	Flat Fee	\$315.00	Flat Fee
- any structure over 60 m ²	\$1,050.00	Flat Fee	\$1,050.00	Flat Fee
Partial (where remaining structure will remain occupied)				
- To all uses other than an Individual Residential unit	\$6.77 m2	(\$0.62 ft2)	\$6.77 m2	(\$0.62 ft2)
1E – Structure Remediation & Additions				
Designated Structures attached to structure (not listed elsewhere)	\$520.00	Per unit	\$520.00	Per unit
Farm Buildings of low human occupancy – additions	\$3.21 m2	(\$0.30 ft2)	\$3.21 m2	(\$0.30 ft2)
Clandestine Labs remediation	\$10,000	Per Unit	\$10,000	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
Marijuana Grow-op minor remediation	\$520.00	Per Unit	\$520.00	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
Marijuana Grow-op major remediation	\$8,000.00	Per Unit	\$8,000.00	Per Unit
- plus, Third Party Review	Out of pocket cost recovery + 10%		Out of pocket cost recovery + 10%	
Public Pools	\$520.00	Per Pool	\$520.00	Per Pool

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

Service/Activity

1F – Additions & Renovations to Buildings	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Group A – Assembly Uses				
Gaming Premises - Additions	\$23.50 m2	(\$2.18 ft2)	\$23.50 m2	(\$2.18 ft2)
- Interior alterations / repairs	\$17.68 m2	(\$1.64 ft2)	\$17.68 m2	(\$1.64 ft2)
- Interior finishing of a new shell	\$10.61 m2	(\$0.99 ft2)	\$10.61 m2	(\$0.99 ft2)
All other uses - Additions	\$17.13 m2	(\$1.60 ft2)	\$17.13 m2	(\$1.60 ft2)
- Interior alterations / repairs	\$12.84 m2	(\$1.19 ft2)	\$12.84 m2	(\$1.19 ft2)
- Interior finishing of a new shell	\$7.72 m2	(\$0.72 ft2)	\$7.72 m2	(\$0.72 ft2)
Group B – Institutional Uses				
All uses - Additions	\$22.27 m2	(\$2.08 ft2)	\$22.27 m2	(\$2.08 ft2)
- Interior alterations / repairs	\$16.71 m2	(\$1.56 ft2)	\$16.71 m2	(\$1.56 ft2)
- Interior finishing of a new shell	\$10.02 m2	(\$0.94 ft2)	\$10.02 m2	(\$0.94 ft2)
Group C – High Density Residential (Apts, Hotels, etc.....)				
All uses - Additions	\$18.24 m2	(\$1.70 ft2)	\$18.24 m2	(\$1.70 ft2)
- Interior alterations / repairs	\$13.63 m2	(\$1.56 ft2)	\$13.63 m2	(\$1.56 ft2)
- Interior finishing of a new shell				
Group C – Low Density Residential (Singles, Semis, Towns, etc.....)				
All uses - Accessory building additions	\$7.77 m2	(\$0.72 ft2)	\$7.77 m2	(\$0.72 ft2)
- Boathouse additions	\$7.77 m2	(\$0.72 ft2)	\$7.77 m2	(\$0.72 ft2)
- Dock additions	\$115.00	Flat Fee	\$115.00	Flat Fee
Individual dwelling - Additions not listed below	\$15.32 m2	(\$1.42 ft2)	\$15.32 m2	(\$1.42 ft2)
- Attached garage	\$7.77 m2	(\$0.72 ft2)	\$7.77 m2	(\$0.72 ft2)
- Carport	\$115.00	Flat Fee	\$115.00	Flat Fee
- Covered Deck / Porch additions	\$7.77 m2	(\$0.72 ft2)	\$7.77 m2	(\$0.72 ft2)
- Deck/porch (no roof) additions	\$5.98 m2	(\$0.55 ft2)	\$5.98 m2	(\$0.55 ft2)
- Interior alterations /repairs	\$11.49 m2	(\$1.07 ft2)	\$11.49 m2	(\$1.07 ft2)
- Interior finishing	\$6.89 m2	(\$0.64 ft2)	\$6.89 m2	(\$0.64 ft2)
- Finish of basement	\$3.73 m2	(\$0.34 ft2)	\$3.73 m2	(\$0.34 ft2)

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

Service/Activity

Group D, & E – Business Services and Mercantile Uses	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Restaurants - Additions	\$17.18 m2	(\$1.60 ft2)	\$17.18 m2	(\$1.60 ft2)
- Interior alterations / repairs	\$12.88 m2	(\$1.19 ft2)	\$12.88 m2	(\$1.19 ft2)
- Interior finishing of a new shell	\$7.74 m2	(\$0.72 ft2)	\$7.74 m2	(\$0.72 ft2)
All other uses - Additions	\$13.36 m2	(\$1.24 ft2)	\$13.36 m2	(\$1.24 ft2)
- Interior alterations / repairs	\$10.02 m2	(\$0.92 ft2)	\$10.02 m2	(\$0.92 ft2)
- Interior finishing of a new shell	\$6.02 m2	(\$0.56 ft2)	\$6.02 m2	(\$0.56 ft2)
Group F – Industrial Uses				
Gas Bar Canopy / Car Washes				
- Additions	\$7.42 m2	(\$0.68 ft2)	\$7.42 m2	(\$0.68 ft2)
- Repairs	\$5.57 m2	(\$0.52 ft2)	\$5.57 m2	(\$0.52 ft2)
- Interior finishing of a new shell	\$3.35 m2	(\$0.31 ft2)	\$3.35 m2	(\$0.31 ft2)
Parking Garages / Warehouse Storage				
- Additions	\$5.62 m2	(\$0.53 ft2)	\$5.62 m2	(\$0.53 ft2)
- Interior alterations / repairs	\$2.58 m2	(\$0.24 ft2)	\$2.58 m2	(\$0.24 ft2)
- Interior finishing of a new shell	\$1.30 m2	(\$0.12 ft2)	\$1.30 m2	(\$0.12 ft2)
All other uses - Additions	\$5.62 m2	(\$0.53 ft2)	\$5.62 m2	(\$0.53 ft2)
- Interior alterations / repairs	\$2.58 m2	(\$0.24 ft2)	\$2.58 m2	(\$0.24 ft2)
- Interior finishing of a new shell				

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

Service/Activity	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
2A – Site Servicing				
Fees for stand-alone projects or where such features are Proposed in additions, renovations or new construction projects.				
Irrigation system				
- serving individual dwelling properties	\$115.00	Flat Fee	\$115.00	Flat Fee
- serving all other building properties	\$115.00	Flat Fee	\$115.00	Flat Fee
On-site Sewage systems				
- New - Class 4, or 5 system	\$625.00	Flat Fee	\$625.00	Flat Fee
- New - Class 1,2 or 3 system	\$360.00	Flat Fee	\$360.00	Flat Fee
- Alteration to existing on-site sewage system	\$360.00	Flat Fee	\$360.00	Flat Fee
- Repair to existing on-site sewage system	\$200.00	Per Project	\$200.00	Per Project
- Plan Review of existing for compliance	\$50.00	Per Project	\$50.00	Per Project
- Site Review of existing for compliance	\$115.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration NOT required	\$115.00	Per Site Visit	\$115.00	Per Site Visit
- Alteration required	\$360.00	Flat Fee	\$360.00	Flat Fee
- New sewage system required	\$625.00	Flat Fee	\$625.00	Flat Fee
- Re-inspection Program				
- initial site inspection	\$155.00	Flat Fee	\$155.00	Flat Fee
- additional site inspections	\$115.00	Flat Fee	\$115.00	Flat Fee
Private Fire Hydrant system (wet or dry)	\$240.00	Per Project	\$240.00	Per Project
Sewer Connection from existing septic system	\$115.00	Per Project	\$115.00	Per Project
New Site Servicing - To all projects except Low Density Residential (Installation of sanitary, storm sewers, and water distribution service)	\$155 per 30m	or part thereof	\$155 per 30m	or part thereof

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

Service/Activity

Service/Activity	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
2B – Building Mechanical & Fire Safety				
Fees for stand-alone projects or where such features are proposed in additions or renovation projects.				
H.V.A.C				
- Non-residential	\$180.00	Per Appliance	\$180.00	Per Appliance
- Residential	\$155.00	Per Project	\$155.00	Per Project
Plumbing				
- Fixture not listed below	\$24.00	Flat Fee	\$24.00	Flat Fee
- Backwater device				
- Installed in conjunction with other construction	\$24.00	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$115.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$115.00	Flat Fee	\$115.00	Flat Fee
- Testable Backflow devices				
- Installed in conjunction with other construction	\$24.00	Flat Fee	\$24.00	Flat Fee
- Stand-alone installation of one unit	\$115.00	Flat Fee	\$115.00	Flat Fee
- Stand-alone installation of multiple units	\$115.00	Per unit	\$115.00	Per unit
Fire/Life Safety Systems Installation or upgrade				
- Electromagnetic Lock/Hold-open	\$9.86 each	Per Unit	\$9.86 each	Per Unit
- Emergency Lighting	\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Fire Alarm system	\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Sprinkler system	\$0.61 m2	of area serviced	\$0.61 m2	of area serviced
- Standpipes (retrofit)	\$115.00	Per Cabinet	\$115.00	Per Cabinet
- Fire Doors (retrofit)	\$115.00	Per Cabinet	\$115.00	Per Cabinet

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

Service/Activity

2C - Miscellaneous Elements- Fees for stand-alone projects or where such features are Proposed in additions, renovations or new construction projects.	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
Barrier Free walks / ramps (exterior)	\$115.00	Flat Fee	\$115.00	Flat Fee
Below Grade Exterior Stair	\$115.00	Flat Fee	\$115.00	Flat Fee
Chutes (Linen / Refuse)	\$115.00	Flat Fee	\$115.00	Flat Fee
Commercial Cooking Hood	\$310.00	Flat Fee	\$310.00	Flat Fee
Fire Department Plans Examination	\$120.00	Flat Fee	\$120.00	Flat Fee
Floor Area Change (new usage of existing)	\$2.45 m2	(\$0.22 ft2)	\$2.45 m2	(\$0.22 ft2)
Mechanical Rooms	\$115.00	Flat Fee	\$115.00	Flat Fee
Underpinning / Tie Backs / Shoring	156.68 m2	(or part thereof)	156.68 m2	(or part thereof)
Rack Storage Systems	\$7.87 m2	(\$0.63 ft2)	\$7.87 m2	(\$0.63 ft2)
Retaining Walls (per OBC) - 1 meter or less in height	\$155.00	Per Property	\$155.00	Per Property
- Exceeding 1meter in height	\$600.00	Per Property	\$600.00	Per Property
Signs				
- Minor Wall signs (254 lb or less) - 1st sign	\$115.00	Flat Fee	\$115.00	Flat Fee
- for each Minor Wall sign thereafter on same permit	\$57.40		\$57.40	
- All other signs	\$310.00	Flat Fee	\$310.00	Flat Fee
Spray Booths / Dust Collectors	\$600.00	Flat Fee	\$600.00	Flat Fee
Solid Fuel Appliance c/w Chimney System	\$310.00	Flat Fee	\$310.00	Flat Fee
Above Ground Pool - No Deck	\$115.00	Flat Fee	\$115.00	Flat Fee
Inground Pool Fence	\$240.00	Flat Fee	\$240.00	Flat Fee

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

Service/Activity	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
2D – Green Systems				
Fees for stand-alone projects or where such features are proposed in additions, renovations or new construction projects.				
Green Roofs	\$6.68 m2	(\$0.62 ft2)	\$6.68 m2	(\$0.62 ft2)
Greywater recycling systems				
- serving individual dwelling	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$520.00	Flat Fee	\$520.00	Flat Fee
Geo-Thermal systems				
- serving individual dwelling	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$520.00	Flat Fee	\$520.00	Flat Fee
Solar Domestic Hot Water systems				
- serving individual dwelling	\$180.00	Flat Fee	\$180.00	Flat Fee
- all others	\$520.00	Flat Fee	\$520.00	Flat Fee
Solar photovoltaic systems				
- roof mounted to individual dwelling buildings	\$180.00 each	affected side of roof	\$180.00 each	affected side of roof
- all others	\$520.00 per 140m2	of solar panel	\$520.00 per 140m2	of solar panel
Wind Turbines	\$520.00 Each Turbine		\$520.00 Each Turbine	

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

Service/Activity

3A – Permit Applications & Active Permits	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Additional Inspections	\$95.00	Per Inspection	\$95.00	Per Inspection
Change of Use Application				
- No construction Proposed or required	\$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	
Conditional Building Permit Agreements				
- Simple Agreement	\$250.00 Per Unit	Per Agreement	\$250.00 Per Unit	Per Agreement
- Other	\$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%
Deferral of revocation of building permit	\$125.00	Per Permit	\$125.00	Per Permit
Lot Grading Approvals from Town Engineer				
- Administrative assistance for Individual Dwelling (houses)	\$62.50	Per Project	\$62.50	Per Project
- plus, Town Engineer Review	\$312.00	Per Project	\$312.00	Per Project
- Administrative assistance for all other Buildings	\$125.00	Per Project	\$125.00	Per Project
- plus, Town Engineer Review	\$115.00	Per Hour	\$115.00	Per Hour
Processing and collection of applicable law approvals				
- Per Individual Dwelling (houses)	\$66.00	Per Project	\$66.00	Per Project
- For all other Buildings or Structures	\$145.00	Per Project	\$145.00	Per Project
- plus, Third Party Review	Out of pocket cost	recovery +15%	Out of pocket cost	recovery +15%
Request to use Alternative Solution	\$1,200.00	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%
Request for CBO to accept Alternative Material	\$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%
Request for Partial Permit	\$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%
Review of revised permit documents	\$90.00	Per Hour	\$90.00	Per Hour
Site Visits – prior to permit issuance	\$90.00	Per site visit	\$90.00	Per site visit
Third Party Review	Out of pocket cost	recovery +15%	Out of pocket cost	recovery +15%
Transfer of Permit to new property owner	\$130.00	Per Permit	\$130.00	Per Permit

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

Service/Activity				
3B – Archived Permit	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
Notwithstanding the fees described below, the fee applied to reactivate a permit shall not exceed the original permit fee value				
Review of permit file documents	\$100.00	Per Hour	\$100.00	Per Hour
Maintenance Fee of all files not closed within 24 months	\$115.00	Per Year	\$115.00	Per Year
Site Visits	\$100.00	Per Site Visit	\$100.00	Per Site Visit
Third Party Review	Out of Pocket cost	recovery +15%	Out of Pocket cost	recovery +15%
Sign By-law Application				
Application for Variance to Sign By-law	\$880.00		\$915.20	
Application for Variance to Sign By-law – Non-Profit Organization	\$132.07		\$137.35	
Application for Amendment to Sign By-law	\$1,584.79		\$1,648.18	
Application for Amendment to Sign By-law - Non-Profit Organization	\$132.07		\$137.35	
3C – Investigations	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
To offset additional investigative and administrative costs, the following fees apply;				
Construct or Demolish without Permit Issued				
- Prior to the issuance of an Order pursuant to the Building Code Act	Double normal permit fee \$15,000 on Max		Double normal permit fee \$15,000 on Max	
- Order pursuant to the Building Code Act	\$250.00 per Order issued		\$250.00 per Order issued	
- Order not complied with, additional site inspections to review status of non-compliance	\$125.00 per inspection		\$125.00 per inspection	
- Order registered on title	\$345.00 per Order		\$345.00 per Order	
- Issuance of Summons	\$345.00 a Summons plus legal expense		\$345.00 a Summons plus legal expense	

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

Service/Activity

Other Non-compliance Building Code Act & Code Matters	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted	Fee per m ² unless otherwise noted
- Order to Comply pursuant to the Building Code Act	\$250.00/Order issued		\$250.00/Order issued	
- Stop Work Order pursuant to the Building Code Act	\$250.00/Order issued		\$250.00/Order issued	
- Unsafe Order pursuant to the Building Code Act	N/C		N/C	
- Order not complied with, additional site inspections to review status of non-compliance	\$125.00 per Inspection		\$125.00 per Inspection	
- Order registered on title	Cost recovery +15%		Cost recovery +15%	
- Issuance of Summons	Cost recovery +15%		Cost recovery +15%	
3D – After-hours Inspections				
Non-Emergency Call	\$250.00		\$250.00	
Emergency Call	\$320.00		\$320.00	
3E – Miscellaneous Clerical Functions				
Building Compliance Title Search or Septic Use permit				
Septic use permit	\$25.00 each	Flat Fee	\$25.00 each	Flat Fee
Regular response	\$50.00 each	Flat Fee	\$50.00 each	Flat Fee
48 hr “quick” response	\$100.00 each	Flat Fee	\$100.00 each	Flat Fee
Compliance Letters to other Government Authorities				
- Unrelated to a active permit or permit application	\$125.00	Per Letter	\$125.00	Per Letter
- Where there is a active permit or permit application	\$125.00	Per Letter	\$125.00	Per Letter
Comprehensive Occupancy Certificate	\$230.00	Flat Fee	\$230.00	Flat Fee
Consent Application Review	\$130.00	Per Application	\$130.00	Per Application
Special Requests for File Research	\$90.00	per hour + HST	\$90.00	per hour + HST

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

Service/Activity

3F – Extra Services Deposit	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted	Fee per m² unless otherwise noted
- Collected at permit issuance to offset any additional inspection and administrative costs not anticipated but incurred by the municipality during a project.				
- Any fees deducted from the deposit shall be calculated in accordance with Table 3A to 3E of this schedule.				
- Unused portion of deposit is fully refundable, see Part 4 of this schedule for details				
Group A, B, C – High Density Residential, D, E, & F				
- New, Additions & Renovations	\$150.00 per 100 m ² (or part thereof)		\$150.00 per 100 m ² (or part thereof)	
- Stand-alone projects not applicable to above	500	Per Project	500	Per Project
Group C – Low Density Residential (Houses - singles, towns, etc....)				
- New Dwelling	500	Per Project	500	Per Project
- All other projects	250	Per Project	250	Per Project
<i>Exemptions</i> - Tents, Signs, residential decks & sheds				
Lot Grading Deposit – All other projects (unless otherwise specified in a development agreement)	\$4,000.00	Per Lot	\$4,000.00	Per Lot



Proposed Fees and Charges

By-law and Parking

Service/Activity	2023	2024 Proposed
Animal Control Dogs Kennel License		
Early Rate - Jan. 1 to Feb. 28	\$135.00	\$140.00
Mar. 1 to Dec.	\$170.00	\$170.00
Dog License (per dog - max 2 dogs per household)		
Altered - Early Rate - Jan. 1 to Feb. 28	\$20	\$25
Unaltered - Early Rate - Jan. 1 to Feb. 28	N/A	\$30
Altered - Mar. 1 to Dec.	\$35	\$40
Unaltered - Mar. 1 to Dec.	N/A	\$45
Service dog - with certification from registered professional	\$0	\$0
Replacement Tag	\$10	\$10
Pound and Seizure Fee	\$40	\$40
Daily Maintenance Fee	\$5	\$5
Auctioneer, Hawker and Peddler, Refreshment Vehicle, Farmers Market Business Licensing		
Application Fee	\$26	\$30
Replacement Business License	\$21	\$25
Auctioneer - Annual	\$84	\$90
Auctioneer - Event License	\$11	\$15
Hawker and Peddler - Annual	\$263	\$280
Hawker and Peddler - Event License	\$11	\$15
Joint Hawker and Peddler Event license	\$7.35 per vendor/day	\$10 per vendor/day
Refreshment Vehicle - Annual	\$263	\$275

By-law and Parking

Service/Activity	2023	2024 Proposed
Refreshment Vehicle - Event Licence	\$11	\$15
Event License (non-profit charitable organization/non-profit non-charitable organization)	No Charge	No Charge
Farmers' Market - Annual License	\$683	\$715.00
Downtown Lot Parking - free pending review	free	Under Review
On Street Parking - free pending review	\$1 per hour	Under Review

Outdoor Patio Program

Patio downtown core as defined with the Zoning By-law	\$325 + HST	\$340 + HST
Agreement amendment for patio in downtown core	\$175 + HST	\$180 + HST
Outdoor Patio - Town Property	\$500.00	\$525.00
Outdoor Patio - Private Property	\$200.00	\$210.00
Miscellaneous		
Administration Fee for first time By-law Offence	30%	30%
Administration Fee for subsequent offence related to same by- law during a 12 month period	60%	60%
Taxi Cab Stands – Maximum 3 spaces	\$450 annually	\$470 annually

Clerks and Legal

Service/Activity	2023	2024 Proposed
Photocopy (each) (HST applicable)		
Letter (8½ x 11) Black and White	\$0.75	\$1.00
Letter (8½ x 11) Colour	\$1.25	\$1.50
Legal (8½ x 14) Black and White	\$1.25	\$1.50
Legal (8½ x 14) Colour	\$2.50	\$2.75
Tabloid (11 x 17) Black and White	\$2.50	\$2.75
Tabloid (11 x 17) Colour	\$4.00	\$4.50
Arch C (18 x 24) Black and White	\$5.50	\$6.00
Arch C (18 x 24) Colour	\$10	\$11
Arch D (24 x 36) Black and White	\$12	\$13
Arch D (24 x 36) Colour	\$14	\$15
Arch E (36 x 48) Black and White	\$17	\$18
Arch E (36 x 48) Colour	\$22	\$23
Lapel Pins (HST Applicable) At the discretion of the Clerk's Department, groups, teams or individuals, representing the Town may be permitted up to 100 pins on a one-time basis per year at no charge.	\$2.00	\$2.50
Town of Midland Flags	\$75	\$80
Municipal Information Form (LCBO)	\$40	\$45
Commission of Oath/Certification of Document (Midland residents only)	\$40+ HST	\$45+ HST
Burial Permit – Out-of-Town	\$35	\$37
Marriage Licence (Midland residents only)	\$160	\$170

Clerks and Legal

Service/Activity	2023	2024 Proposed
Hourly Charge out Rate - Town Clerk	\$125	\$150
Legal Services		
Hourly Charge out Rate - Law Clerk	\$125	\$130
Insurance and Claims Administrative Service Charge for claims recovery from 3rd parties above the actual cost of damage	10% of Town paid invoices	10% of Town paid invoices
Encroachment Agreement (standard)	\$1,300 + HST	\$1,365 + HST
Lottery Licensing		
Break Open Tickets	3% of total prize value	3% of total prize value
Raffle/Bingo	3% of total prize value	3% of total prize value
Municipal Freedom of Information Request		
Application Fee	\$5	\$5
Photocopies and computer printouts	\$.20 per page + HST	\$.20 per page + HST
CD-ROMs	\$10 each +HST	\$10 each +HST
Manual Search	\$7.50 for each 15 minutes	\$7.50 for each 15 minutes
Preparation of a record for disclosure, including severing a part of the record	\$7.50 for each 15 minutes	\$7.50 for each 15 minutes
Developing a computer program or other method of producing a record from machine readable record	\$15 for each 15 minutes	\$15 for each 15 minutes

Finance

Service/Activity Fee	2023	2024 Proposed
Returned Cheque / NSF / Stop Payment	\$45	\$50
Tax Certificate	\$60	\$70
Tax Certificate (Rush - within 48 hrs)	\$80	\$90
Duplicate Tax Receipt / Tax Statement / Tax Bill Reprint	\$15	\$20
Budget document (printed)	\$150 + HST	\$200 + HST
Printed labels	\$0.25/label+HST (Min. \$25)	\$0.30/label+HST (Min. \$25)
Tax Sale Registration and related costs (documents, fees, registration processes, notices, searches and other charges)	Actual cost + HST, plus 25% administration	Actual cost + HST, plus 25% administration
Interest on outstanding accounts receivables	1.25%	1.25%
Duplicate Utility Receipt / Bill	\$15	\$20
Letter of confirmation that taxes were paid by previous owner	\$50	\$60
Development Charge Interest Plan Admin Fee	\$1,000	\$1,000
Interest on outstanding Development Charges (under Deferral Agreements)	5.00%	5.00%
New Tax Roll (New Account)	-	-
Tax Roll Ownership Change	\$40	\$50
Development Charge Agreement Fee (e.g. Deferral Agreement)	Minimum \$500 + Additional costs (not to exceed full cost recovery)	Minimum \$500 + Additional costs (not to exceed full cost recovery)
Mortgage Company Listing Admin Fee	\$20 fee per client per billing	\$25 fee per client per billing
Credit Card Convenience Fee	2.4% of fees charged or fee charged by the third- party online service provider.	2.4% of fees charged or fee charged by the third- party online service provider.

Finance

Service/Activity Fee	2023	2024 Proposed
Tax Record Searches (minimum one hour, per hour or part thereof)		\$40
Tax - addition to the roll, i.e. water transfer, A/R including By-law invoices (per addition)		\$30
Arrears Notice - tax and utilities (per notice)		\$10
Tax Roll New Account Fee, i.e. SCIF, apportionment		\$50
Tax account adjustments/payment error refund requests - i.e. paid to wrong account		\$30
Warning letter sent by Treasurer		\$60
Hand delivery charge		\$50
Tender package, information package		\$30

Fire and Emergency Services

Service/Activity	2023	2024 Proposed
Request for Fire Reports	\$100.00	\$105.00
Request for Inspection Requests	\$100.00	\$105.00
Request for Written Information (Mortgage Clearance Letters, Change of Ownership, etc.)	\$100.00	\$105.00
Inspection Requests (excluding "Inspections required under a Building Permit")	\$75.00	\$80.00
No Show for Inspection	\$55.00	\$60.00
Single Occupancy Building (under 20,000 sq. ft.)	\$75.00	\$75.00
Single Occupancy Building (over 20,000 sq. ft.)	\$100.00	\$105.00
Multiple Tenant Building (under 20,000 sq. ft.)	\$100.00	\$105.00
Multiple Tenant Building (over 20,000 sq. ft.)	\$110.00	\$115.00
Each Unit – Occupancy	\$30.00 per unit	\$35.00 per unit
L.C.B.O. Approvals (Occupant Load Calculations)	No Charge	\$75.00
Fire Apparatus Stand-by (shows, exhibitions, demonstrations, etc.) Stand-by	No Charge	No Charge
Not for Profit	No Charge	No Charge
Security Stand-by for Incendiary Fires	No Charge	MTO rates per hour
False Alarms – Police Services		
First Alarm	No Charge	No Charge
Second Alarm	No Charge	No Charge
Third Alarm	\$200	\$200
All subsequent False Alarms within the calendar year	\$200	\$200

Fire and Emergency Services

Service/Activity	2023	2024 Proposed
False Alarms – Fire Services		
False Alarms (more than two (2) false alarms in twelve (12) months – Same Building – due to faulty or improperly installed or maintained equipment or in the opinion of the Fire Chief or Designate the alarm could have been prevented by alternate measures.		
First Alarm	No Charge	No Charge
Second Alarm	No Charge	No Charge
Third Alarm	\$1,000	\$1,050
All Subsequent Alarms within the Calendar Year	\$1,500	\$1,570
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	\$1,050.00
Fire Training and Demonstrations (Municipal Departments Exempt)	\$100.00 per hour + Costs	\$105.00 per hour + Costs
Technical Response	Full Cost Recovery	Full Cost Recovery
Retain Private Contractor Provide Rescue and Environmental Cleanup (If it is necessary to retain private contractor, rent equipment not normally carried on a fire apparatus in order to determine origin and cause, suppress or extinguish a fire, preserve property, prevent fire spread, make safe or otherwise eliminate a hazard)	Full Cost Recovery	Full Cost Recovery
Fire Works (Request for inspection and approval of site for sale and storage)	\$75.00	\$80.00
Fire Suppression Foam and Dry Chemical Foam	Actual Cost	Actual Cost
Photo Opportunity with Apparatus (wedding, birthday parties)		
Use of Truck, Firehall	\$50.00 per hour	\$55.00 per hour
Use of Truck on Location	\$100.00 per hour	\$105.00 per hour

Fire and Emergency Services

Service/Activity	2023	2024 Proposed
PFD – only within the boundary of Penetanguishene MFD – only within the boundary of Midland		
Emergency Response		
Automobile Incident (Fire or Collision) Invoice parties involved in Midland	Ministry of Transportation (MTO) Current Rates	Ministry of Transportation (MTO) Current Rates
PFD – only within the boundary of Penetanguishene MFD – only within the boundary of Midland		
Automobile Incident located on the King’s Highways	Ministry of Transportation (MTO) Current Rates	Ministry of Transportation (MTO) Current Rates
Other Services		
Annual Fire Permit	\$40.00	\$40.00
Air Cylinder Recharge - SCBA	\$10.00	\$15.00
Air Cylinder Recharge - CASCADE	\$50.00	\$75.00
Training Courses	\$100 per hour + Costs	\$100 per hour + Costs
Securing of Property	\$175.00 per hour + Costs	\$185.00 per hour + Costs
Incident Clean-up		
Note: Where costs for additional specialized resources are required, all costs shall be the responsibility of the property owner.	Actual Costs	Actual Costs
Fire Marquee Indemnification Technology	\$500.00/vehicle for first hour	\$525/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.	\$265.00/vehicle for each additional ½ hour, inclusive of personnel costs.*

Planning

Service/Activity	2023	2024 Proposed
Text - Official Plan +HST	\$62.67	\$65.80
Text - Zoning By-law +HST	\$62.67	\$65.80
Text - Sign By-law +HST	\$62.67	\$65.80
Application for Official Plan Amendment	\$12,540	\$13,167
Application for Zoning By-law Amendment	\$9,350	\$9,817.50
Application for Zoning By-law Amendment (Minor)	\$3,850	\$4,042.50
Application for Revision to a Zoning By-law Amendment (base) applies to revisions to an application in process	\$5,500	\$5,775
Application for Revision to a Zoning By-law Amendment (minor) applies to revisions to an application in process	\$1,650	\$1,732.50
Application for Temporary Use By-law	\$5,500	\$5,775
Application for Removal of H Symbol	\$2,750	\$2,887.50
Each subsequent review after 3 reviews - Zoning By-law Amendments	\$1,500	\$1,575.00
Application for Site Plan Control Approval - Base	\$9,350	\$9,817.50
Application for Site Plan Control Approval - Minor	\$4,950	\$5,197.50
Minor/administrative amendment to a site plan approval and/or agreement	\$1,100	\$1,155
Application for Site Plan Control Approval - Agreement Preparation* * denotes - legal costs of preparation and registration are additional and to be carried by the applicant	\$1,980	\$2,079
Each subsequent review (after 3 reviews) of Site Plan Submission	\$1,650	\$1,732.50
Application for Minor Variance/Permission to Expand	\$1,452.73	\$1,525.36
Refundable Sign Deposit	\$198.10	\$208
Application for Provisional Consent – New Lot - each lot created resulting from a consent application	\$3,850	\$4,042.50

Planning

Service/Activity	2023	2024 Proposed
Application for Change of Provisional Consent Conditions	\$660.33	\$693.35
Application for Lot Addition/Adjustment	\$2,750	\$2,887.50
Application for Easement	\$2,750	\$2,887.50
Application for Validation	\$2,750	\$2,887.50
Minor Variance or Consent - to amend and recirculate application (minor)	\$1,650	\$1,732.50
Minor Variance or Consent - to defer an application and recirculate after notice has been provided	\$137.50	\$144.38
Issuance of Certificate of Official (Per Lot)	\$110	\$115.50
Refundable Sign Deposit	\$198.10	\$208
Application for Plan of Subdivision	\$13,750.00	\$14,437.50
Each subsequent review (after 3 reviews) of Subdivision materials	\$1,650.00	\$1,732.50
Application for Plan of Subdivision - Deposit	\$6,603.30	\$6,933.47
Application for Plan of Subdivision – Agreement Preparation* *denotes legal costs are additional and to be carried by the applicant.	\$6,603.30	\$6,933.47
Application for Extension to Draft Approval/Change of Conditions	\$4,950	\$5,197.50
Application for Revision to a Draft Plan	\$6,600	\$6,930
Application for Red Line Revision (Minor/technical)	\$1,474	\$1,547.70
Model Home Agreement	\$3,300	\$3,465
Model Home Agreement Deposit outside services	\$2,200	\$2,310
Issuance of Final Subdivision Approval	\$11,000	\$11,550
Application for Plan of Condominium	\$9,900	\$10,395
Application for Exemption from Plan of Condominium	\$5,500	\$5,775
Application for Plan of Condominium - Deposit	\$3,795	\$3,984.75

Planning

Service/Activity	2023	2024 Proposed
Application for Plan of Condominium – Agreement Preparation* *denotes legal costs of preparation and registration are to be carried by the applicant.	\$6,600	\$6,930
Application for Plan of Condominium Red Line Revision	\$1,474	\$1,547.70
Application for Extension to Draft Approval/Change of Conditions	\$4,950	\$5,197.50
Application for Deeming	\$1,320.66	\$1,386.69
Application for Conversion to Condominium	\$6,603.30	\$6,933.47
Private Road Agreement	\$660.33	\$693.35
Application for Part Lot Control	\$3,300	\$3,465.00
Application for Part Lot Control Extension	\$1,650	\$1,732.50
Subdivision Compliance Letter/ Site Plan Control Compliance Letter	\$66.03	\$69.33
Subdivision Compliance Letter/ Site Plan Control Compliance Letter (Rush - 48 hours)	\$132.07	\$138.67
Zoning Compliance Letter	\$132.07	\$138.67
Septic Systems Search	\$33.02	\$34.67
Duties of the Risk Management Official regarding a residential use or home occupation/home industry as defined by the Zoning By-law	\$138	\$144.90
Duties of the Risk Management Official regarding a use other than a residential use or home occupation/home industry	\$138	\$144.90
Municipal Search	\$66.03	\$69.33
Municipal Search (rush - 48 hours)	\$132.07	\$138.67
Preliminary Review Meeting	\$500	\$525
Pre-consultation fees	\$1,500	\$1,575
General Development Agreement	\$3,300	\$3,465

Planning

Service/Activity	2023	2024 Proposed
Pre-Servicing Agreement	\$3,300	\$3,465
Deposit for outside services	\$2,200	\$2,310
Zoning Certificate new dwelling/buildings, additions and accessory buildings greater than 200 sq.m.	\$100	\$105
Zoning Certificate - all other minor residential permits	\$50	\$52.50
Zoning Certificate - non-residential	\$100	\$105.00
Zoning Certificate Revision Fee	\$50	\$52.50
Research per hour administrative staff	\$93.50	\$98.18
Planner miscellaneous duties per hour	\$192.50	\$202.13
Planner appearance before appeal tribunal per hour	\$192.50	\$202.13
Planner appearance before appeal tribunal per day	\$1,650	\$1,732.50
<p>Peer Review All peer review costs that may be required for the review of any application shall be borne by the applicant. Payment required in advance of service delivery.</p> <p>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>		

Note: Planning fees under review and subject to change in 2024.

Engineering

Service/Activity	2023	2024 Proposed
Curb Cuts for Driveways	\$500 deposit required. Actual charge for contractor (minimum \$250 + HST)	\$550 Deposit required. Actual charge for contractor (minimum \$275 + HST)
Hourly Charge Out Rate - Executive Director Environment & Infrastructure	\$175	\$185
Hourly Charge Out Rate - Manager of Engineering	\$135	\$140
Hourly Charge Out Rate - Senior Project Manager	\$115	\$120
Hourly Charge Out Rate - Administrative Coordinator	\$85	\$90
Hourly Charge Out Rate - GIS Technician	\$95	\$100
Hourly Charge Out Rate - Operations Technician	\$95	\$100
Additional Connection Permit (ACP) New Water/Sanitary/Storm Connections	\$300 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required	\$315 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required
Peer Review of Reports and Drawings	Time and Materials	Time and Materials
Development Pre-Servicing and Earthworks Agreements	\$5,000 Plus Legal Fees	\$5,500 Plus Legal Fees
Site Plan and Subdivision Clearance - Standard Turnaround	\$75	\$80
Site Plan and Subdivision Clearance - Rush (48 Hour)	\$150	\$160
Engineering Record Search (Hourly Rate)	\$85	\$90
Engineering Records Request - Hardcopy	Materials plus Hourly Rate	Materials plus Hourly Rate

Public Works

Service/Activity	2023	2024 Proposed
Staff Rates		
Hourly charge out rate - Director of Operations	N/A	\$165
Hourly Charge Out Rate - Operations Technician	\$95	\$100
Permits		
Oversize/Over Weight Moving - Single Trip Permit	\$100	\$105
Oversize/Over Weight Moving - Annual Permit	\$200	\$210
Road Occupancy Permit (ROP)	\$300 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required	\$315 plus 3.5% of cost estimate for Inspection Fees. Security Deposit Required
Equipment - All rates hourly including Operator		
Mechanical	\$137.32	\$140
Mechanical - Minimum after hours and weekends	\$411.97	\$420
Excavator	\$164.61	\$175
Excavator - Minimum after hours and weekends	\$493.83	\$520
Grader	\$296.03	\$310
Grader - Minimum after hours and weekends	\$888.09	\$930
Transit Bus	\$190.61	\$200
Transit Bus - Minimum after hours and weekends	\$571.83	\$600
Sweeper	\$245.51	\$260
Sweeper - Minimum after hours and weekends	\$736.53	\$775
Sidewalk Machine w/ Attachment	\$226.95	\$240

Public Works

Service/Activity	2023	2024 Proposed
Sidewalk Machine w/ Attachment - Minimum after hours and weekends	\$680.85	\$720
Pickup Truck w/ Attachment	\$148.84	\$155
Pickup Truck w/ Attachment - Minimum after hours and weekends	\$446.52	\$465
Tandem w/ Plow	\$327.08	\$345
Tandem w/ Plow - Minimum after hours and weekends	\$981.23	\$1,030
Tri-Axle	\$238.51	\$250
Tri-Axle - Minimum after hours and weekends	\$715.53	\$750
Loader w/ Attachment	\$188.62	\$200
Loader w/ Attachment - Minimum after hours and weekends	\$565.86	\$600
One Ton w/ Attachment	\$169.21	\$180
One Ton w/ Attachment - Minimum after hours and weekends	\$507.63	\$535
Additional Labour (reg)	\$96.84	\$100
Additional Labour (reg) - Minimum after hours and weekends	\$290.52	\$300
Additional Labour (OT)	\$111.06	\$115
Additional Labour (OT) - Minimum after hours and weekends	\$336.42	\$345
Salting per tonne	\$91.14	\$100
Sanding per tonne	\$56.71	\$60

Parks and Outdoor Amenities

Service/Activity	2023	2024 Proposed
Picnic Shelters		
Large Pavilion per Day	\$250.00	\$263.00
Large Pavilion per Hour (3-hour minimum)	\$41.83	\$44.00
Large Pavilion per Hour (Fitness Class, minimum once per week, 4 consecutive weeks)	\$11.50	\$12.00
Volleyball Picnic Shelter per Day	\$65.00	\$70.00
Volleyball Picnic Shelter per Hour (3-hour minimum)	\$15.69	\$18.00
Soccer Fields		
Minors - 2 Hour Rental per Field	\$25.00	\$26.00
Minor - Full Day Rental per Field (8am - dusk)	\$95.00	\$100.00
Adults - 2 Hour Rental per Field	\$32.00	\$34.00
Adults - Full Day Rental per Field (8am - dusk)	\$112.00	\$120.00
Disc Golf		
Daily Tournament (Little Lake Park - includes course rental only)	\$195.00	\$205.00
Beach Volleyball Courts		
Tournaments per Court per Day	\$92.00	\$97.00
Minors per Court per Hour	\$25.10	\$26.00
Adults per Court per hour	\$33.47	\$35.00
Tennis and Pickleball Courts - per court per hour		
Tennis Courts	\$3.14	\$3.50
Pickleball Courts	\$3.14	\$3.50
Rotary Bandshell	\$65.00	\$68.00

Parks and Outdoor Amenities

Service/Activity	2023	2024 Proposed
Baseball Diamonds - Adult		
Adult - Hourly per Diamond Fee (Lining not included) Between 8am - 4pm, Weekdays	\$19.50	\$21
Adult - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm, Weekends all day	\$22.50	\$24
Adult - Hourly Lighting Fee per Diamond (additional fee)	\$17	\$19
Adult - Daily Rental Fee per Diamond (Lining not included) 8am to dusk	\$105	\$110
Baseball Diamonds - Youth (Minor)		
Minor - Hourly per Diamond Fee (Lining not included) Between 8am to 4pm, Weekdays	\$9	\$10
Minor - Hourly per Diamond Fee (Lining not included) Weekdays after 4pm, Weekends all day	\$10	\$11
Minor - Hourly Lighting Fee per Diamond (additional fee)	\$14	\$15
Minor - Daily Rental Fee per Diamond (Lining not included) 8am to dusk	\$75	\$76
Dedications		
Bench (Materials and plaque purchase separately, install only)	\$460	\$483
Tree (includes plaque and planting installation)	\$500	\$525

Tourism and Culture

Service/Activity	2023	2024 Proposed
Filming Application		
Student Film, max crew size of 7 people, no special effects	\$25	\$25
Medium Risk & Size, crew size 8-49 people, no special effects	\$150	\$150
High Risk & Size, crew size 50+, with special effects	\$500	\$500
Special Event Permit Application		
Under 100 in attendance	\$50	\$50
From 101 to 500 in attendance	\$75	\$75
More than 500 people in attendance	\$300	\$300
Special Event Vendor Fees		
Cruise Ships, per day/visit	N/A	\$25
Ontario's Best Butter Tart Festival - general merchandise vendor - 10'x10' booth*	\$200	\$225
Ontario's Best Butter Tart Festival - butter tart vendor - 10'x10' booth*	\$250	\$275
Ontario's Best Butter Tart Festival - additional cost for a *corner booth	N/A	\$25
Ontario's Best Butter Tart Festival - butter tart vendors - 10'x20' booth at intersection	\$750	\$1,000
Ontario's Best Butter Tart Festival - food trucks - per linear foot, including hitch	\$27	\$30
Canada Day - 10'x10' booth	\$70.80	\$79.50
Tugboat Festival - 10'x10' booth, 1.5 days	\$200	\$100
Tall Ships - 10'x10' booth, 2.5 days (event every three years)	\$200 (in-year)	\$200 (in-year)
Midland Mural Festival (artists/artisans) - 10'x10', 1 day	N/A	\$50.00

Tourism and Culture

Service/Activity	2023	2024 Proposed
Miscellaneous Fees		
Canada Day - wrist band for rides/inflatables	\$5	\$5
Tall Ships - admission fee (event every three years)	\$10 (in-year)	\$10 (in-year)
Vendor insurance administration fee	\$5	\$5

Harbour and Boat Launch

Service/Activity	2023	2024 Proposed
Town Dock Fees - Seasonal Boat Slips (May to Oct.)		
Seasonal Boat Slips	\$74.24 per foot (charge for size of boat)	\$77.95 per foot (charge for size of boat)
Seasonal Boat Slips (with electricity)	\$81.57 per foot (charge for size of boat)	\$85.65 per foot (charge for size of boat)
Administration Fees (applied to monthly payment plans)	\$27	\$28.35
Transient Boat Slips	\$1.99 per foot	\$2.09 per foot
Transient Boat Slips (with electricity)	\$2.36 per foot	\$2.48 per foot
Transient Shopper Docks (first 2 hours complimentary)	N/A	\$5/hr
Boat Launch (Pete Petterson Park)		
Annual Launch and Parking Pass	\$100	under review
Daily Launch Use (parking free in 2024 pending review)	\$10	\$10
Daily Parking (no trailer)	\$2/hr	under review
Daily Use - Resident (parking of 1 vehicle & trailer)	\$25	under review
Daily Use - non-resident (inc. parking of vehicle & trailer)	\$50	under review
Midland residents with a First Nation Status Card or MNO Citizenship document		fees waived

North Simcoe Sports and Recreation Centre (NSSRC)

Service / Activity	2023	2024 Proposed
Gymnasium Per Hour/Gym		
Minor Sports/Youth Groups/Schools	\$ 12.89	\$ 13.53
Adult/Senior Not-For-Profit	\$ 15.47	\$ 16.25
Private & Commercial Groups	\$ 25.80	\$ 27.09
Community Hall - 1/2 hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 20.94	\$ 21.99
Adult/Senior Not-For-Profit	\$ 25.35	\$ 26.62
Private & Commercial Groups	\$ 46.13	\$ 48.43
Off-Peak Senior Fitness Rate (9 am-2 pm)	\$ 20.94	\$ 21.99
Community Hall - Full Hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 41.92	\$ 44.02
Adult/Senior Not-For-Profit	\$ 50.71	\$ 53.25
Private & Commercial Groups	\$ 92.26	\$ 96.87
Off-Peak Senior Fitness Rate (9am - 2pm)	\$ 41.92	\$ 44.02
Community Hall 1/2 Daily Special Event		
Minor Sports/Youth Groups/Schools	\$ 218.25	\$ 229.16
Adult/Senior Not-For-Profit	\$ 261.90	\$ 275.00
Private & Commercial Groups	\$ 466.17	\$ 489.48

North Simcoe Sports and Recreation Centre (NSSRC)

Service / Activity	2023	2024 Proposed
Community Hall Full Daily Special Event		
Minor Sports/Youth Groups/Schools	\$ 436.48	\$ 458.31
Adult/Senior Not-For-Profit	\$ 523.80	\$ 549.99
Private & Commercial Groups	\$ 960.28	\$ 1,008.30
Seniors Room Hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 21.48	\$ 22.55
Adult/Senior Not-For-Profit	\$ 25.76	\$ 27.05
Private & Commercial Groups	\$ 47.23	\$ 49.59
Multi Purpose Hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 9.10	\$ 9.55
Adult/Senior Not-For-Profit	\$ 10.47	\$ 11.00
Private & Commercial Groups	\$ 19.17	\$ 20.13
Bill Thompson Hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 20.50	\$ 21.53
Private & Commercial Groups	\$ 24.60	\$ 25.83
Off-Peak Senior Fitness Rate (9 am-2 pm)	\$ 45.08	\$ 47.33
Board Room Hourly (3-hour minimum)		
Minor Sports/Youth Groups/Schools	\$ 8.53	\$ 8.95
Private & Commercial Groups	\$ 10.13	\$ 10.63
Off-Peak Senior Fitness Rate (9 am-2 pm)	\$ 18.67	\$ 19.60

North Simcoe Sports and Recreation Centre (NSSRC)

Service / Activity	2023	2024 Proposed
Seminar Room Hourly		
Minor Sports/Youth Groups/Schools	\$ 8.53	\$ 8.95
Private & Commercial Groups	\$ 10.13	\$ 10.63
Off-Peak Senior Fitness Rate (9 am-2 pm)	\$ 18.67	\$ 19.60
NSSRC - Miscellaneous Fees		
Bartender (per hour)	\$ 25.00	\$26
Beer (341 ml)	\$ 5.25	\$6
Alcohol (per 1 oz)	\$ 5.50	\$7
Wine (per 6 oz)	\$ 5.75	\$7
Cooler (330-355 ml)	\$ 5.75	\$7
Pop (355 ml)	\$ 2.00	\$2
TV/DVD player	N/A	N/A
Multi-Media Projector	\$ 35.50	\$ 36.00
Community Hall Kitchen Rental - Hot Only		
Per person (Max \$100)	\$ 1.50	\$50 (flat rate)
LED sign (per week)		
(event in NSSRC)	\$ 5.50	\$ 5.50
(event in Community)	\$ 27.50	\$ 27.50
Microphone/ Sound System	\$ 12.00	\$ 12.00

North Simcoe Sports and Recreation Centre (NSSRC)

Service / Activity	2023	2024 Proposed
Senior's Kitchen		
Hot	\$ 44.00	\$ 44.00
Cold	\$ 27.50	\$ 27.50
Ice Rentals Hourly (One hour rental is defined as 50 minutes ice time starting Sept 1) Note 1		
Minor Sports/Youth Groups/Schools	\$ 162.20	\$ 170.31
Adult/Senior Not-For-Profit	\$ 198.53	\$ 208.46
Private & Commercial Groups	\$ 225.98	\$ 237.28
Ice Rentals Weekday (non holiday, off-peak hrs) (One hour rental is defined as 50 minutes ice time as of Sept 1) Note 1		
6 am – 3 pm	\$ 116.94	\$ 122.79
10 pm – 1 am	\$ 116.94	\$ 122.79
Ice Rentals Hourly (One hour rental is defined as 50 minutes ice time as of Sept 1) Note 1		
Non-Prime	\$ 162.20	\$ 170.31
Drop In Programs - Skating and Shinny Hockey		
Public Skating -Kids	\$2	\$2
Adult Shinny	\$3	\$3
Family	\$8	\$8
Seniors Skating	\$3	\$3
Seniors Skating (season)	\$40	\$40
Pre- School Skating	\$2	\$2

North Simcoe Sports and Recreation Centre (NSSRC)

Service / Activity	2023	2024 Proposed
Pre- School Skating (season)	\$40	\$40
Adult Shinny - Per Player	\$5	\$5
Senior Shinny - Per Player	\$3	\$3
Per season	\$75	\$75
Minimum Drop In - per hour	\$50	\$50
Drop-in per person	\$10	\$10
Summer Arena Floor Rentals		
Minor Sports/Youth Groups/Schools	\$ 52.90	\$ 55.54
Adult/Senior Not-For-Profit	\$ 63.47	\$ 66.64
Private & Commercial Groups	\$ 116.38	\$ 122.20
Special Events Arena Floor		
Minor Sports/Youth Groups/Schools	\$ 716.43	\$ 752.25
Adult/Senior Not-For-Profit	\$ 859.73	\$ 902.71
Private & Commercial Groups	\$ 1,576.17	\$ 1,654.98

Note 1 - Starting August 1, 2024

Transit

Service/Activity	2023	2024 Proposed
Transit Fares:		
Adult Cash Fare	\$3.00	\$3.00
Adult 20 Rides	\$45	\$45
Senior Citizens (65+, Midland residents only)	Free	Free
Student Cash Fare (including post-secondary)	\$2.50	\$2.50
Student 20 Rides	\$40	\$40
Children 6 years old and younger	Free	Free
Reloadable Smart Card	\$3.75 ea.	3.75 ea.
Midland Seniors Card Replacement	\$20	\$20
Accessible Transit Fares:		
All rides	\$3.00 per card	\$3.00

Advertising

Service/Activity	Size (Inches wxh)	Area (sq.in)	Location/Specification	\$/sq.in *	2023 Monthly	2024 Proposed Monthly
Mid-Pen Transit Bus	144 x 39	5616	Driver Side Vinyl Wrap (Between Wheels)	\$0.45	\$2,525.48	\$2,651.75
Transit Bus	45 x 39	1755	Driver Side Vinyl Wrap (In front of Front Wheel)	\$0.45	\$789.21	\$828.67
Transit Bus	21 x 39	819	Curb Side Vinyl Wrap (Between Rear Door & Rear Wheel)	\$0.48	\$393.99	\$413.69
Transit Bus	49 x 19	931	Curb Side Vinyl Wrap (Below Vent at Rear)	\$0.48	\$447.87	\$470.26
Transit Bus	76.5 x 29	2218.5	Rear of Bus Vinyl Wrap	\$0.48	\$1,067.25	\$1,120.61
Transit Bus	39.25 x 11.374	446.46875	Interior Overhead (Curb Side)	\$0.27	\$121.40	\$127.47
Shelter Advertising**	N/A	N/A	Bus shelters - various locations	N/A	\$0.40/sq. in.	\$0.45/sq. in.
NSSRC Arena Boards	96 x 35	N/A	All other sizes pro-rated by size	N/A	2525.48 (annual)	\$2651.75 (annual)

* \$/sq.in amounts have been rounded to two digits for presentation purposes. All art production, media and installation to be supplied by purchaser.

** Shelter Advertising is administered by third party via RFP but if Town does it the above rates apply

Budget Survey Results



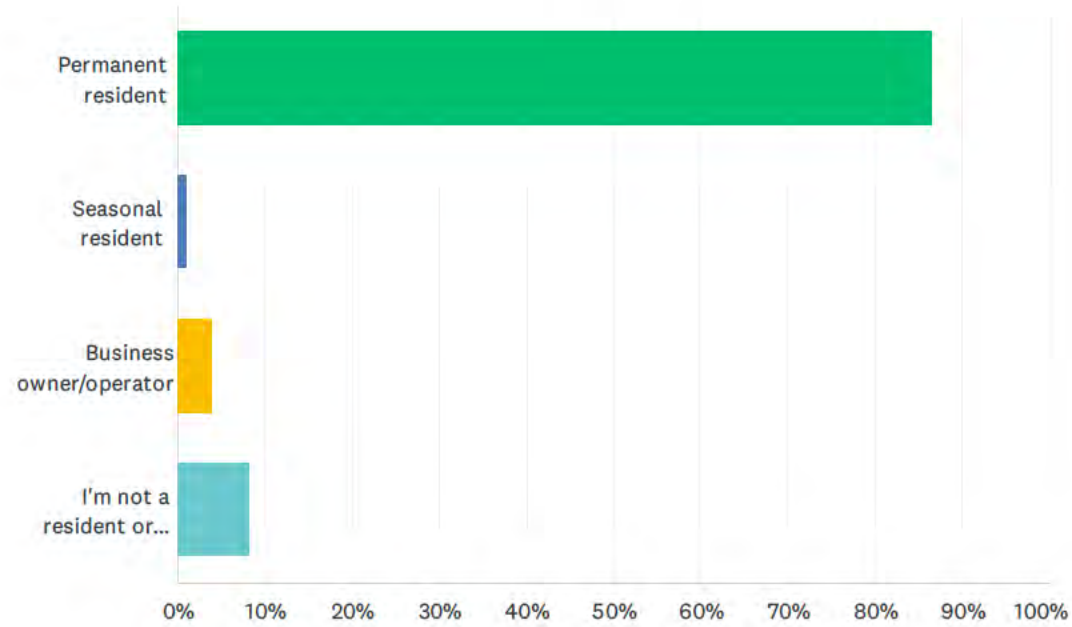
Q1 Please provide your full name:(All information and comments received will be compiled and considered by staff for use under the purposes of this survey and the specific project for which it is collected. Information will be collected and used in accordance with the Municipal Freedom of Information and Protection of Privacy Act and other relevant legislation. All comments made on this survey will be available to the public, including the name of the submitter, and may form part of the public record. For questions, please contact clerks@midland.ca)

Answered: 336 Skipped: 74

We thank everyone who took the time to participate in the 2024 Budget Survey. Names and comments have been removed.

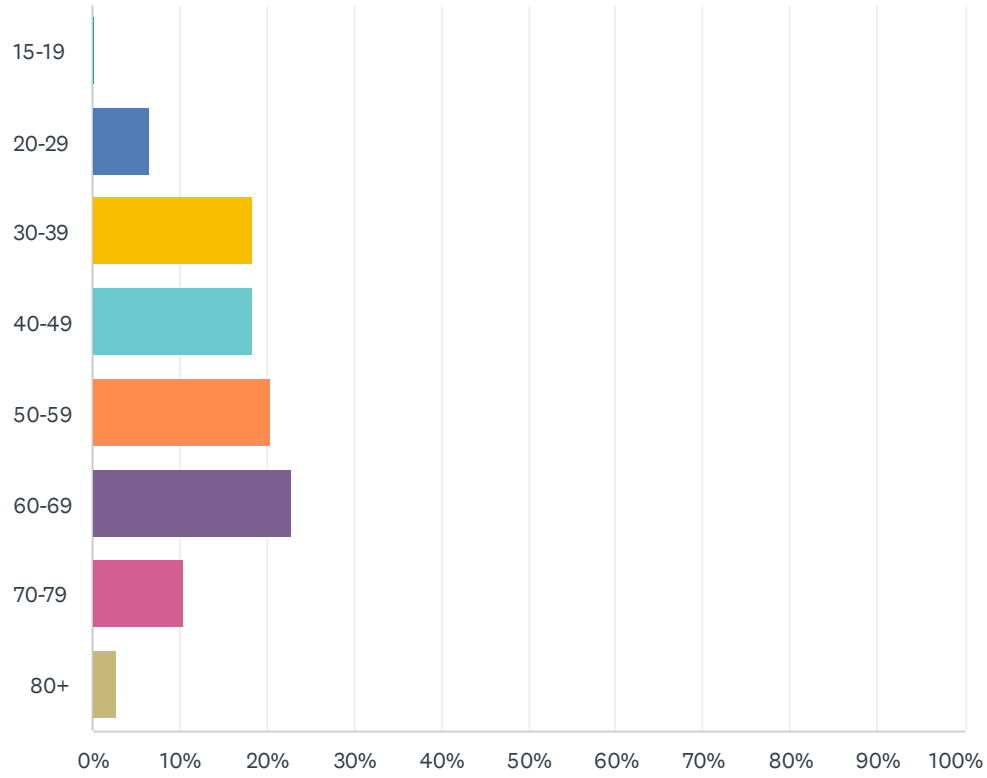
Q2 Are you a resident or business owner/operator in Midland

Answered: 410 Skipped: 0



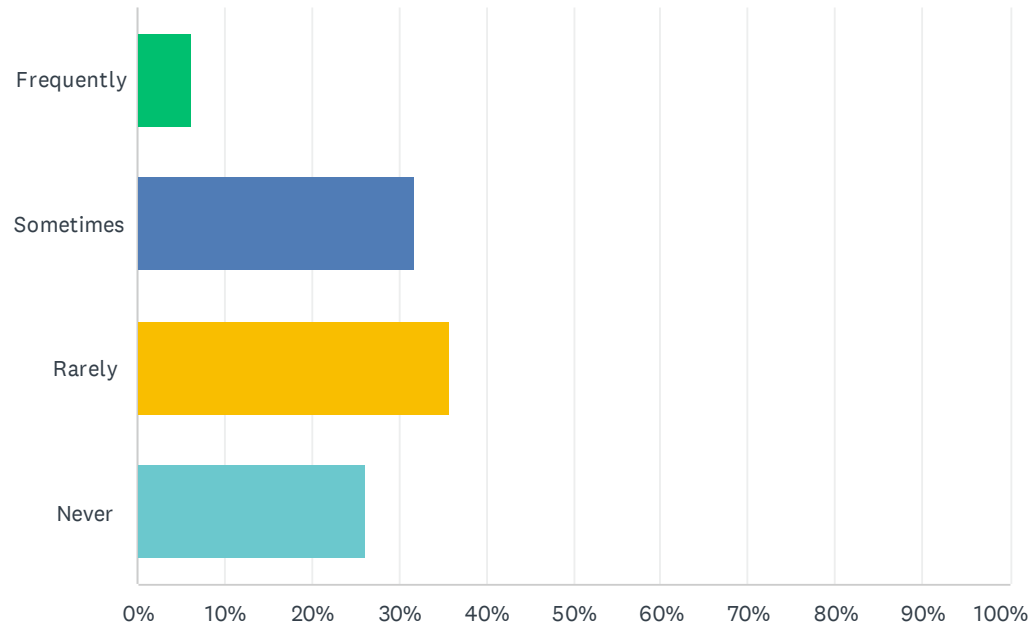
Q3 In which age category do you fall?

Answered: 404 Skipped: 6



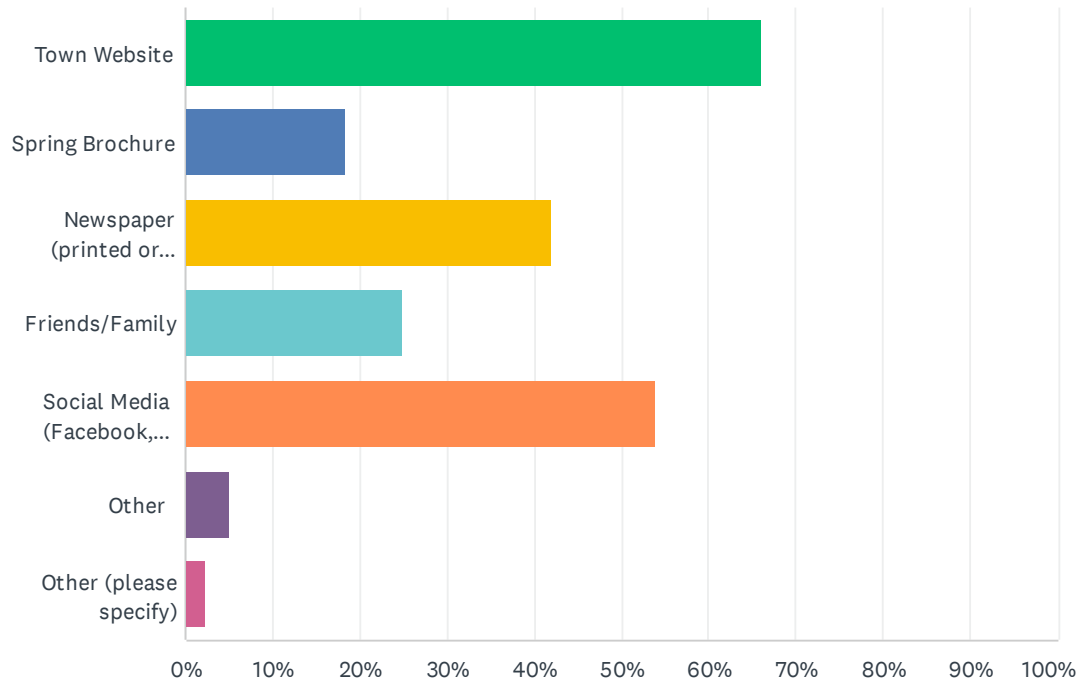
Q4 Do you watch/attend Council, Committee, Board, or Public meetings?

Answered: 386 Skipped: 24



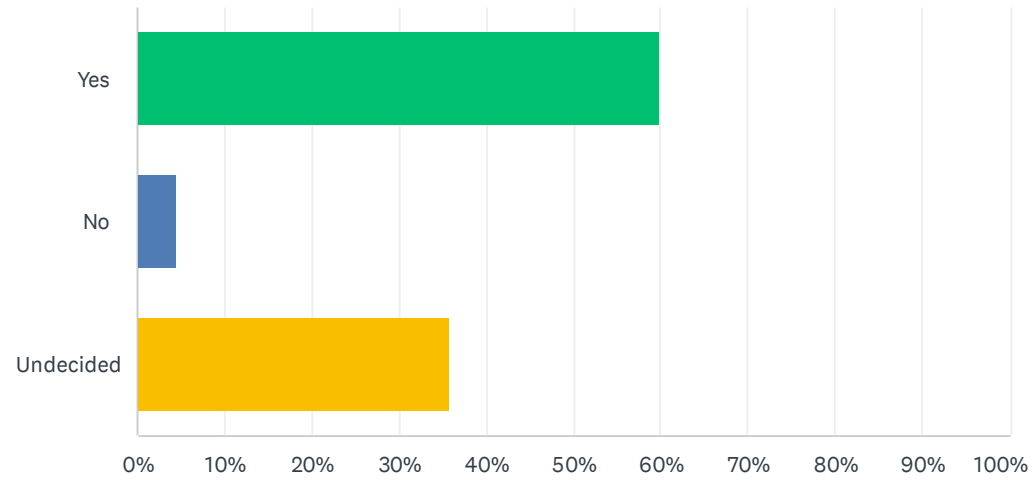
Q5 How do you access information regarding the Town's budget and budget process (check all that apply).

Answered: 386 Skipped: 24



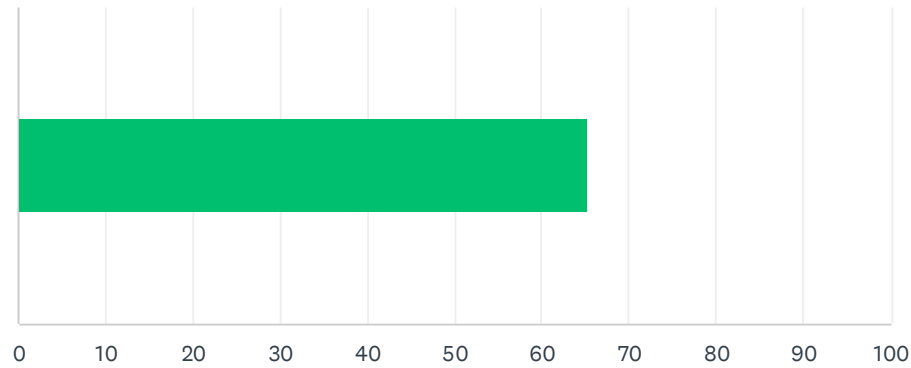
Q6 Do you plan to follow the 2024 budget deliberations?

Answered: 386 Skipped: 24



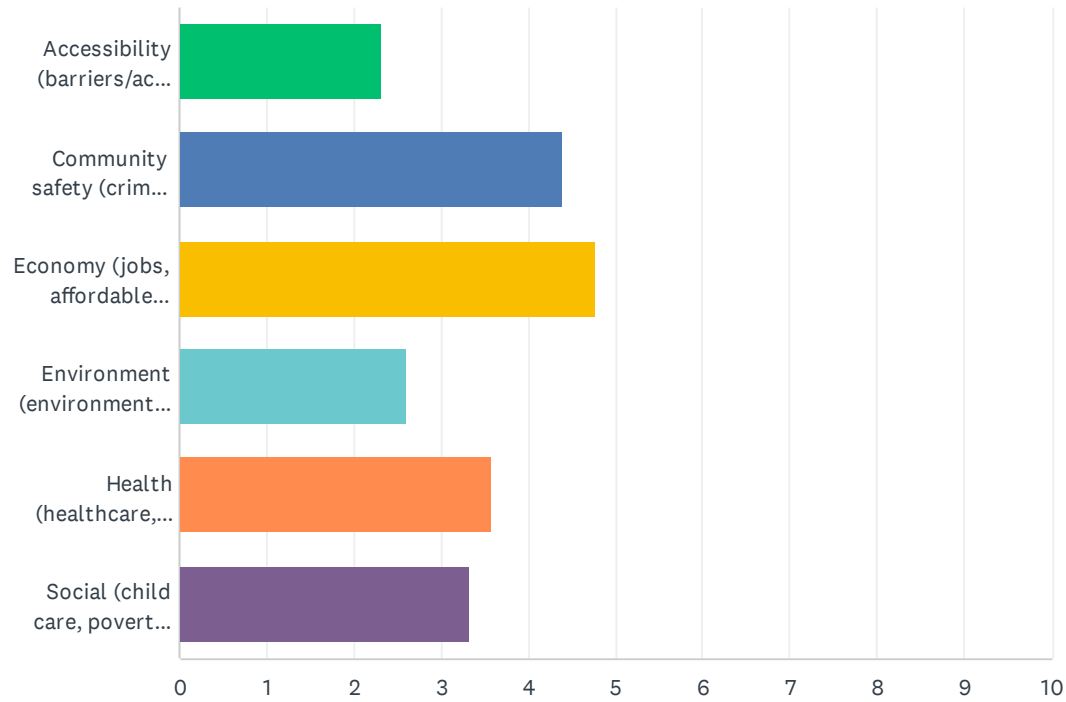
Q7 How would you rate the overall quality of life in Midland? Move the button on the sliding scale. '0' is Very Poor and '100' is Excellent.

Answered: 362 Skipped: 48



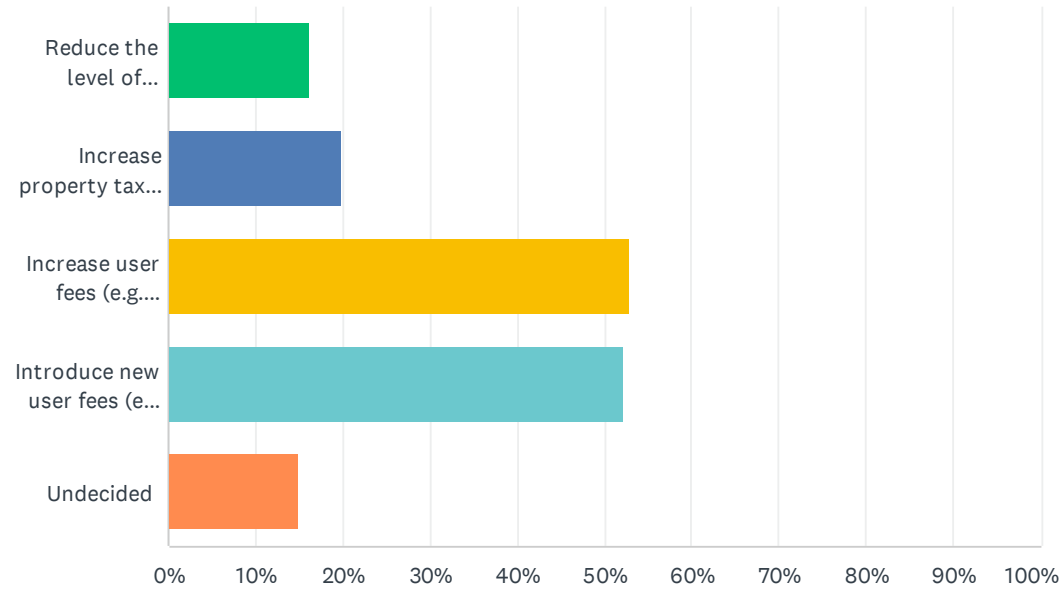
Q8 Rank the following social and economic issues facing Midland Click and drag the options by order of importance (with '1' being the most important issue).

Answered: 357 Skipped: 53



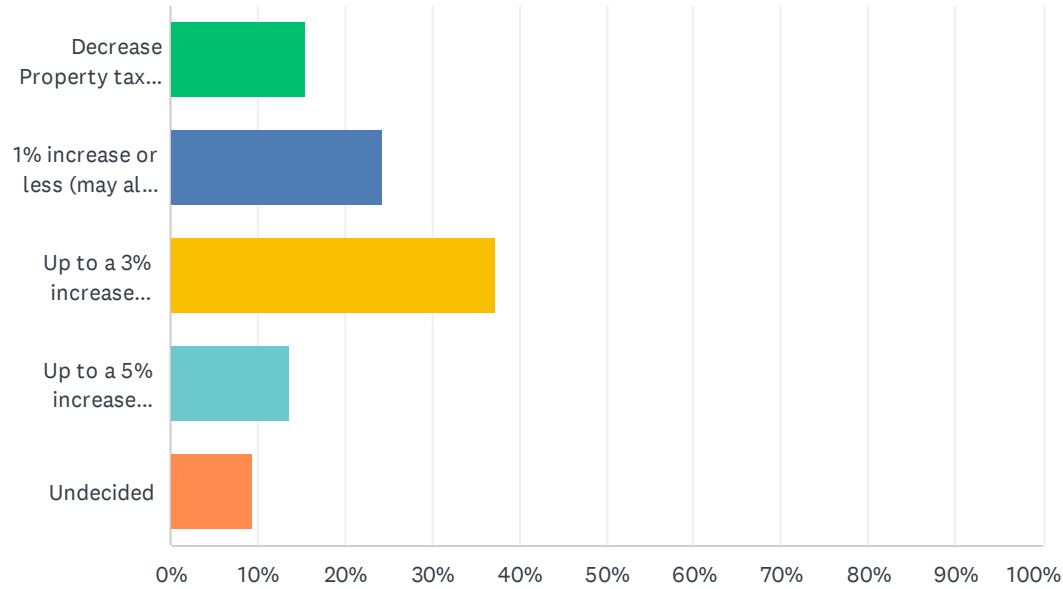
Q9 To balance the budget as required by law, the Town of Midland has several options to consider. Which of the following options would you prefer the Town use to balance its budget?
Note: User fees are charges or costs you would pay to use Town services. (e.g. boat launch, building permits, fire permits).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

Answered: 322 Skipped: 88



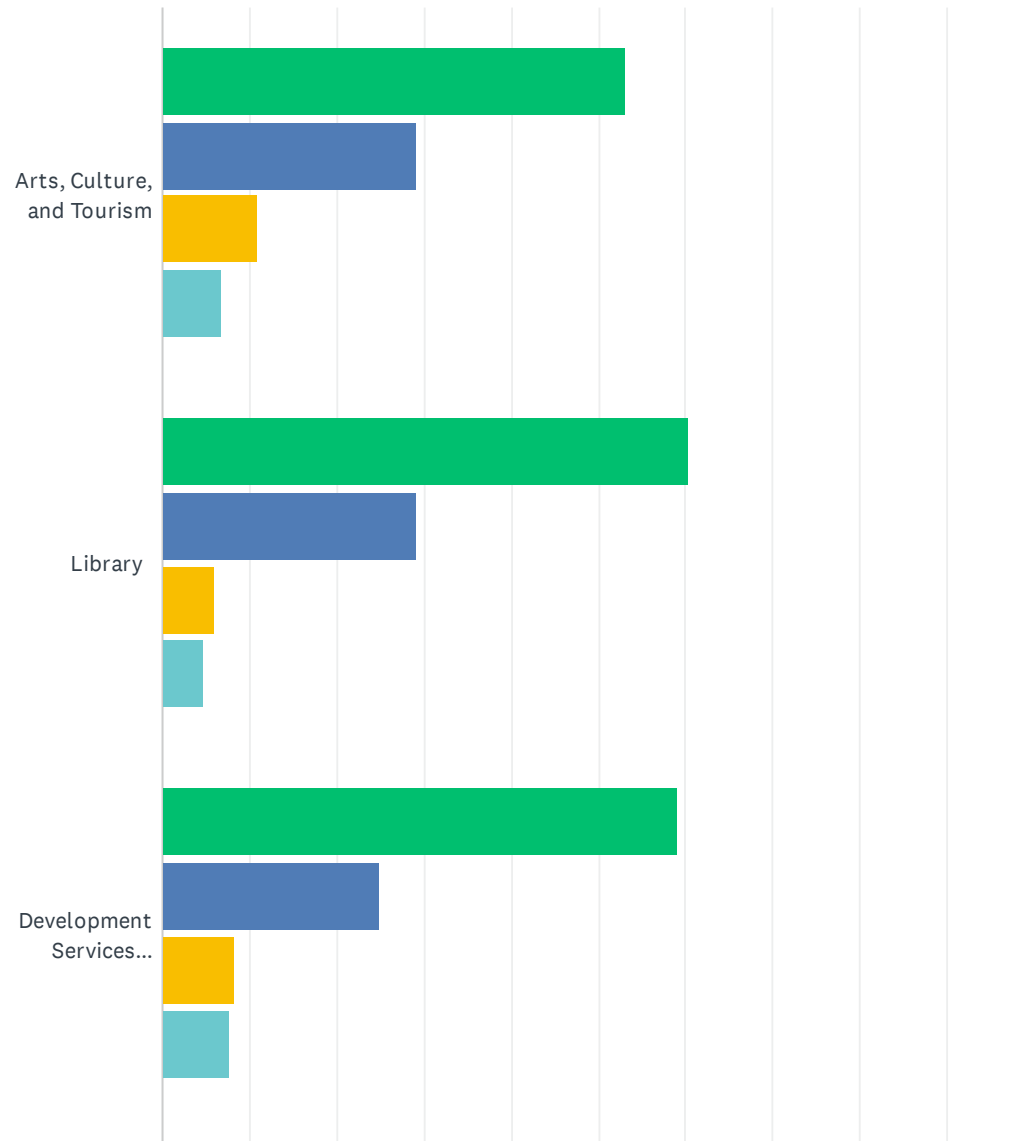
Q10 To maintain levels of service the Town has generally increased property taxes to or slightly higher than the rate of inflation. With Canada’s inflation rate estimated at just over 3% for 2023 (down from 6.80% in 2022), what should the Town's portion of the tax levy be in 2024? Please note this is 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 \$216,000 (2022 median assessed value), a 1% increase equates to \$24.74 per year or \$2.06 per month.

Answered: 322 Skipped: 88

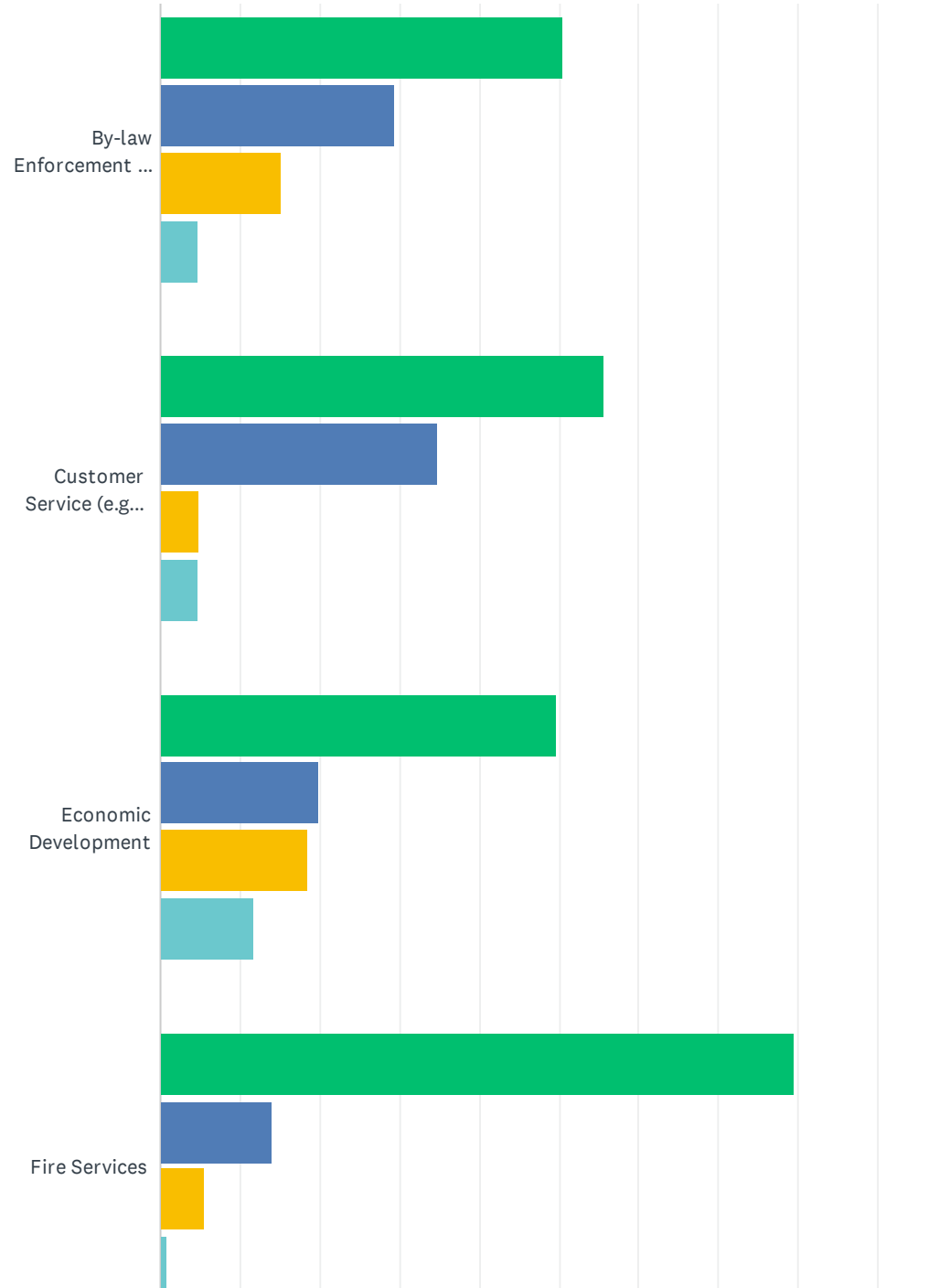


Q11 To reach the 2024 property tax levy identified above, indicate your preferred level of service for each of the Town services/programs listed below.

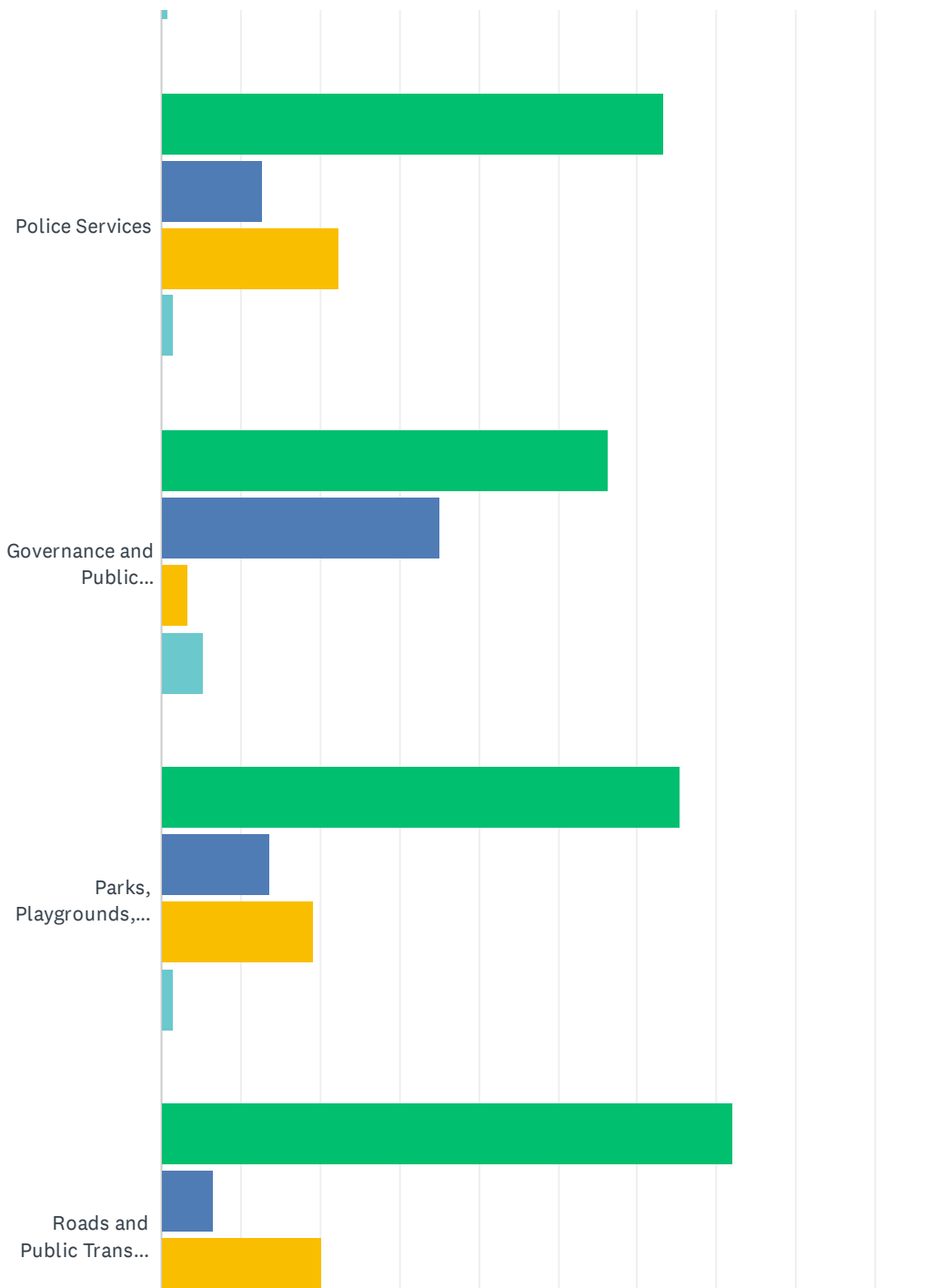
Answered: 322 Skipped: 88



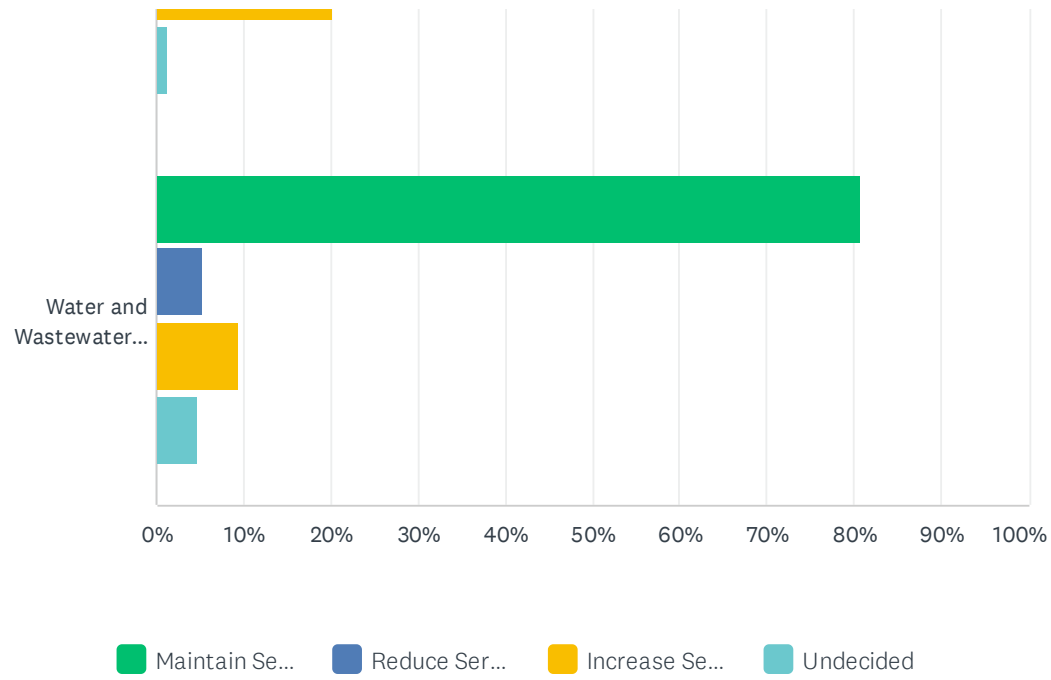
2024 Budget Survey



2024 Budget Survey

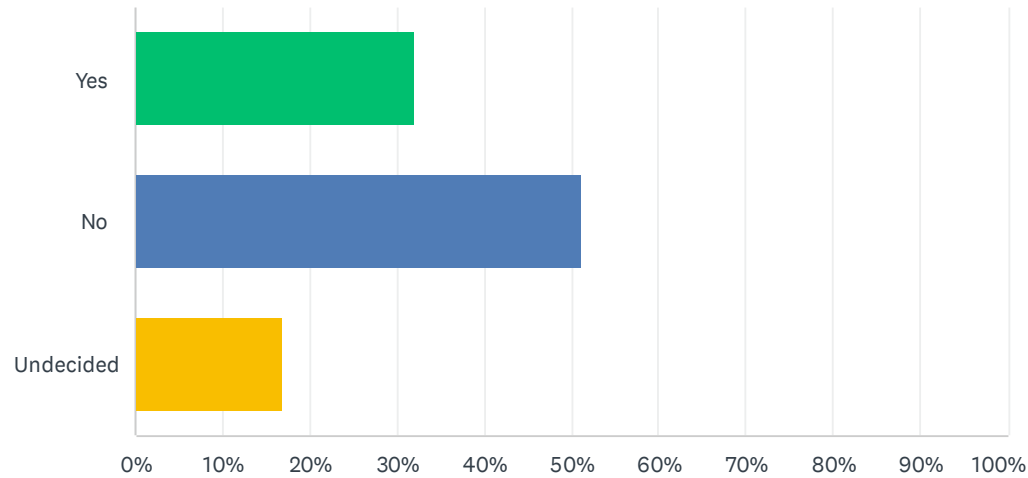


2024 Budget Survey



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: 322 Skipped: 88



Q13 In 2023 the budget for the Midland Bay Landing development project was reduced by \$200,000. Would you support reinstating this budget in 2024 to restart the discussion about developing the property including the public consultation process?

Answered: 322 Skipped: 88

